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The Impact Of Wellbeing On Employee Experience After Onboarding In Tech Companies

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ABSTRACT
This study examines how multiple dimensions of employee wellbeing influence post-onboarding experience in technology companies and assesses the mediating role of organizational commitment. Grounded in the PERMA framework, the JD-R model, and the three-component commitment theory, the research employs a quantitative design using 267 valid responses analyzed through PLS-SEM. Findings indicate that all five wellbeing dimensions physical, psychological, social, occupational, and financial positively affect organizational commitment, with occupational wellbeing showing the strongest impact. Organizational commitment is the most powerful predictor of post-onboarding employee experience and significantly mediates all wellbeing–experience relationships. No differences were found across gender, age, or tenure groups. The study highlights wellbeing as a critical foundation that strengthens commitment and enhances early employee experience in the tech industry..
Keywords: Employee experience; Onboarding; Organizational commitment; Tech companies; Wellbeing.
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1. INTRODUCTION:

In the rapidly evolving and highly competitive technology sector, ensuring a positive employee experience after onboarding has become a strategic priority for organizations. Onboarding is no longer viewed merely as an administrative process but as a critical phase that shapes employees' early perceptions, learning, and long-term engagement. Recent studies highlight that the quality of post-onboarding experience significantly influences employees' satisfaction, adjustment, and retention (Mosquera & Soares, 2025). However, the effectiveness of onboarding depends not only on organizational practices but also on employees' wellbeing during the early stages of employment.

Workplace wellbeing is widely conceptualized as a multidimensional construct encompassing physical, psychological, social, occupational, and financial dimensions. A positive wellbeing state enables employees to maintain energy, resilience, and cognitive functioning while reducing stress-elements that are essential for forming constructive and meaningful work experiences. Empirical research consistently emphasizes that wellbeing contributes to heightened performance, healthier social interactions, and stronger perceptions of professional fulfillment. These outcomes are particularly important in technology companies, where employees face heavy workloads, rapid change, and high expectations for continuous innovation. For new hires in such environments, wellbeing plays a central role in facilitating smooth adjustment, sustaining motivation, and cultivating positive early experiences.

A crucial mechanism linking wellbeing to post-onboarding experience is organizational commitment. According to the three-component model, commitment reflects emotional attachment, moral obligation, and perceived necessity to remain with the organization. When employees experience high levels of wellbeing, they are more likely to develop strong commitment, view the organization more positively, and invest greater effort into their roles-ultimately enhancing their overall experience after onboarding. Conversely, poor wellbeing may hinder adjustment, weaken confidence, and reduce satisfaction, leading to fragmented or negative early experiences. This suggests that organizational commitment may operate as a psychological mediator explaining how wellbeing shapes post-onboarding experience.

Despite extensive literature on wellbeing, organizational commitment, and employee experience, research integrating these constructs-especially within the context of post-onboarding in technology companies-remains limited. This gap is particularly relevant in fast-growing technology firms in Vietnam, where organizations attract a young, dynamic workforce but simultaneously face high turnover rates among newly hired employees.

To address this gap, the present study pursues two objectives:

(1) To determine the extent to which employee wellbeing influences employee experience after onboarding in technology companies.

(2) To assess the mediating role of organizational commitment in the relationship between employee wellbeing and employee experience after onboarding.

Correspondingly, the study is guided by two research questions:

(1) How does employee wellbeing influence employee experience after onboarding in technology companies?

(2) Does organizational commitment mediate the relationship between employee wellbeing and employee experience after onboarding?

By examining the mechanism through which wellbeing contributes to employees' early work experiences, this study offers theoretical insights into the development of employee experience in the critical post-onboarding stage. Additionally, it provides practical implications for technology companies seeking to design more effective wellbeing initiatives and onboarding strategies to enhance integration, strengthen commitment, and improve retention of newly hired employees.

2. Theoretical Background and Research Methods

2.1. Theoretical Background

2.1.1. Wellbeing Theories

Wellbeing has evolved into a central construct within organizational behavior, reflecting employees' holistic states across psychological, physical, social, occupational, and financial dimensions. Two foundational theoretical models provide the basis for understanding workplace wellbeing in this study.

The first is the PERMA Model (Seligman, 2011), which conceptualizes wellbeing through five components: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. When operationalized at work, these elements correspond respectively to psychological wellbeing, occupational engagement, social connection, purposeful work, and a sense of achievement or financial stability. This model underscores that wellbeing is not merely the absence of distress but the presence of positive functioning, fulfillment, and sustainable human flourishing.

The second is the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007), which positions wellbeing as a key personal and organizational resource. According to this model, employees' wellbeing strengthens resilience, reduces strain from job demands, enhances work engagement, and fosters positive attitudes such as organizational commitment. In high-pressure environments such as technology companies, where workload and cognitive demands are substantial, wellbeing serves as a critical buffer enabling employees to maintain motivation and performance.

Empirical studies reinforce these theoretical perspectives. Research demonstrates that improvements in physical and psychological wellbeing heighten productivity and reduce stress (Thatcher & Milner, 2014), while supportive social and occupational environments contribute to greater satisfaction and engagement (Boreham et al., 2016). Scholars also emphasize that wellbeing must be conceptualized multidimensionally to fully capture its influence on employee behavior and experience (De Simone, 2014; Warr & Nielsen, 2018). Collectively, these insights highlight wellbeing as a major determinant of employees' perceptions and experiences, particularly during the sensitive post-onboarding period.

2.1.2. Organizational Commitment

Organizational commitment reflects the psychological bond linking employees to their organizations, influencing their attachment, loyalty, and willingness to remain. The dominant theoretical lens for understanding commitment is the Three-Component Model (Meyer & Allen, 1991), which includes:

Affective commitment, or emotional attachment;

Continuance commitment, based on perceived costs of leaving;

Normative commitment, grounded in obligation and loyalty.

This framework suggests that commitment shapes individuals' interpretations of work experiences and mediates the impact of contextual factors-such as wellbeing-on broader outcomes.

Prior studies demonstrate a strong connection between wellbeing and commitment. Employees who experience psychological stability, supportive relationships, and overall wellbeing tend to internalize organizational values more deeply and exhibit stronger affective and normative ties (Cesário & Chambel, 2017). Classic work highlights that favorable job characteristics foster stronger commitment (Mottaz, 1988), while recent evidence confirms the role of employee experience in shaping commitment within modern knowledge-based sectors such as technology (Lee & Kim, 2023). These findings collectively support the argument that organizational commitment functions as a mediating mechanism through which wellbeing influences employee experience after onboarding.

2.1.3. Employee Experience and Onboarding

Employee experience encompasses employees' perceptions of interactions, emotions, and events throughout the employment lifecycle. The Socialization Theory (Van Maanen & Schein, 1979) posits that experience is constructed through processes of learning, sensemaking, and adaptation to organizational norms and values. The onboarding period is particularly critical, as it represents the phase in which employees establish expectations, form early relationships, and evaluate the organizational environment.

Wellbeing plays a significant role in shaping onboarding effectiveness. Employees with high levels of psychological and social wellbeing adapt more quickly, experience greater satisfaction, and integrate more effectively into their roles. Research emphasizes that wellbeing enhances new employees' learning, engagement, and commitment, ultimately improving long-term retention and overall experience (Mosquera & Soares, 2025). Within technology firms-where job

complexity is high and role ambiguity is common-wellbeing is especially crucial in determining whether onboarding becomes a positive developmental experience or a source of stress.

2.2. Research Methods

2.2.1 Research Design

This study employs a quantitative research design using a structured survey questionnaire to examine the relationships among wellbeing, organizational commitment, and employee experience after onboarding. All constructs were measured using multi-item scales rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

2.2.2 Participants and Data Collection

The target population includes newly hired employees working in technology companies who have completed formal onboarding programs within the previous 12 months. To obtain the final dataset, the research team distributed 320 questionnaires through both online and offline channels. A total of 289 responses were returned, reflecting a high response rate of 90.3%.

After screening for incomplete answers, straight-lining patterns, and inconsistent responses, 22 questionnaires were excluded. The final sample consisted of 267 valid responses (N = 267), which provides sufficient statistical power for Structural Equation Modeling (SEM) and aligns with recommended sample sizes for studies involving mediation analysis and latent constructs.

2.2.3 Variables and Measures

The study incorporates seven latent variables measured through multi-item scales adapted from prior validated research. Each construct reflects theoretical foundations and empirical evidence from the existing literature on wellbeing, organizational behavior, and employee experience.

(1) Physical Wellbeing

Physical wellbeing refers to employees' perceptions of their physical health, energy levels, and ability to cope with work demands. Research shows that physical health contributes significantly to productivity and adjustment, particularly in demanding work environments (Thatcher & Milner, 2014). Evidence from recent studies also confirms that maintaining physical wellbeing strengthens overall job performance and reduces strain during transitional periods such as onboarding (Chang, 2024; Thai et al., 2020). Measurement items were adapted to assess vitality, absence of physical fatigue, and perceived physical readiness for work.

(2) Psychological Wellbeing

Psychological wellbeing captures mental stability, emotional balance, and the capacity to manage stress. Prior studies highlight psychological wellbeing as a foundational component of workplace functioning, predicting satisfaction and performance across occupations (De Simone, 2014). Research further suggests that supportive environments enhance employees' psychological resilience, which in turn shapes their engagement and early work experiences (Ammirato et al., 2024; Warr & Nielsen, 2018). Scale items were designed to assess emotional positivity, mental focus, and stress management.

(3) Social Wellbeing

Social wellbeing reflects the quality of interpersonal relationships, social support, and sense of belonging at work. Strong social connections have been found to improve overall quality of life and workplace integration (Boreham et al., 2016). In technology companies-where collaboration and team-based work are essential-social wellbeing is a key predictor of positive employee experience during and after onboarding (Molek-Winiarska et al., 2024). The measurement focused on relationship quality, support from colleagues, and perceived sense of inclusion.

(4) Occupational Wellbeing

Occupational wellbeing refers to fulfillment, engagement, and satisfaction with one's job role. Literature indicates that meaningful work and positive work conditions contribute directly to higher performance and commitment (Cotton & Hart, 2003). Recent evidence also confirms that employee engagement and satisfaction drive long-term organizational success (Garcia, 2025). Items for this construct evaluate job meaningfulness, task enjoyment, and perceived growth opportunities.

(5) Financial Wellbeing

Financial wellbeing captures perceptions of financial security, ability to manage living costs, and overall economic stability. Scholars emphasize that financial wellbeing is a critical dimension of human wellbeing influencing stress levels and job attitudes (Brüggen et al., 2017). Theoretical reviews further highlight its role in shaping employees' broader wellbeing and quality of life (Zemtsov & Osipova, 2016). Scale items measure perceived sufficiency of income, financial control, and decreased financial-related stress.

(6) Organizational Commitment

Organizational commitment represents employees' psychological attachment to their organization. The study adopts the Three-Component Model (Meyer & Allen, 1991), encompassing affective, continuance, and normative commitment. Empirical evidence demonstrates that commitment functions as a mediator in the relationship between employees' wellbeing and their performance or experience (Cesário & Chambel, 2017). Earlier research also shows that favorable work conditions and positive employee–organization interactions strengthen commitment (Mottaz, 1988), while recent studies in the Asian technology sector confirm its importance in shaping employee experience (Lee & Kim, 2023). Items were used to evaluate emotional attachment, perceived obligation, and intention to remain.

(7) Employee Experience After Onboarding

Employee experience after onboarding encompasses employees' perceptions of role clarity, support, learning opportunities, integration, and early-stage satisfaction following the onboarding process. Guided by Organizational Socialization Theory (Van Maanen & Schein, 1979), this construct reflects how employees

internalize norms, build relationships, and navigate early job tasks. Recent research signals that onboarding quality significantly influences wellbeing, adjustment, and retention (Mosquera & Soares, 2025). Items were designed to capture both cognitive aspects (clarity, confidence) and affective aspects (belonging, satisfaction) of the post-onboarding experience.

2.2.4 Data Analysis

Data analysis was conducted using both SPSS and SmartPLS to ensure a rigorous evaluation of the measurement model and the structural model. The analysis followed a two-stage approach consistent with recommendations for studies employing Partial Least Squares Structural Equation Modeling.

In the first stage, SPSS was used for initial screening and descriptive analysis. Raw responses were examined to identify missing values, straight-lining patterns, and inconsistencies. Twenty-two invalid responses were removed, resulting in a final dataset of 267 valid observations. Descriptive statistics, including mean and standard deviation, were calculated for all observed variables. Internal consistency and item distributions were examined to confirm that the data met the assumptions for PLS-SEM. SPSS was also used to conduct one-way ANOVA to test for mean differences across gender, age, and tenure, ensuring that demographic factors did not introduce bias into the results.

In the second stage, SmartPLS was employed to evaluate the measurement model and the structural model. The measurement model was assessed through reliability testing, convergent validity, and discriminant validity. Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with all constructs exceeding the recommended threshold of 0.70. Convergent validity was confirmed through outer loadings and the Average Variance Extracted, with all AVE values exceeding 0.50. Discriminant validity was assessed using the Fornell–Larcker criterion and the HTMT ratio, and all constructs met the required cut-offs, confirming that each latent variable was empirically distinct.

After validating the measurement model, the structural model was tested. Path coefficients, t-values, and p-values were generated using the bootstrapping method with 5000 subsamples. The explanatory power of the model was assessed using R-square and adjusted R-square to determine the proportion of variance explained in Organizational Commitment and Employee Experience after Onboarding. Effect sizes (f-square) were calculated to assess the relative contribution of each predictor variable. Predictive relevance (Q-square) and predictive accuracy using RMSE and MAE were also evaluated to confirm the robustness of the structural model.

Model fit was examined using the SRMR index, which met the acceptable threshold, indicating that the model adequately represented the empirical data. Taken together, the combined use of SPSS and SmartPLS provided a comprehensive analytical foundation for testing the study's hypotheses and mediating mechanisms.

2.3. Proposed Research Model

Employee wellbeing is widely recognized as a multidimensional construct that influences a range of organizational outcomes. In the context of technology companies, employees frequently face heavy workloads, rapid innovation cycles, and high cognitive demands, making wellbeing a central determinant of their early work experience. Grounded in the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007) and organizational commitment theory (Meyer & Allen, 1991), this study proposes that wellbeing enhances organizational commitment, which subsequently improves employee experience after onboarding. Based on theoretical reasoning and prior findings, the following hypotheses are developed.

Physical wellbeing reflects employees' perceived energy, health, and ability to cope effectively with work tasks. When employees maintain good physical health, they are more capable of sustaining performance and less likely to experience exhaustion or strain. Prior studies confirm that physical wellbeing is positively associated with productivity and favorable organizational attitudes (Thatcher & Milner, 2014; Chang, 2024). Employees who feel physically healthy tend to be more engaged, satisfied, and committed to the organization. Therefore, the study proposes that physical wellbeing enhances employees' organizational commitment.

H1: Physical wellbeing has a positive effect on organizational commitment.

Psychological wellbeing refers to emotional stability, mental resilience, positivity, and the capacity to manage stress. High psychological wellbeing enables employees to remain motivated, focused, and satisfied under pressure. Prior literature demonstrates that psychological wellbeing is a strong predictor of employees' attitudes and commitment levels (Ammirato et al., 2024; De Simone, 2014; Warr & Nielsen, 2018). When employees feel psychologically supported, they develop stronger emotional attachment and greater loyalty toward the organization. Accordingly, psychological wellbeing is expected to positively influence organizational commitment.

H2: Psychological wellbeing has a positive effect on organizational commitment.

Social wellbeing concerns the quality of interpersonal relationships, team support, and a sense of belonging in the workplace. Positive social interactions increase trust, reduce stress, and facilitate collaboration. Evidence shows that strong social relationships at work contribute to higher quality of life and positive organizational attitudes (Boreham et al., 2016; Molek-Winiarska et al., 2024). Employees who feel socially connected are more likely to internalize organizational values and remain committed. Based on this reasoning, social wellbeing is proposed to positively predict organizational commitment.

H3: Social wellbeing has a positive effect on organizational commitment.

Occupational wellbeing represents satisfaction with job tasks, meaningfulness of work, growth opportunities, and alignment between employees' capabilities and their job roles. This dimension is closely linked to intrinsic

motivation and long-term engagement. Consistent with Cotton and Hart (2003) and Garcia (2025), employees who feel fulfilled in their work are more likely to invest effort, express loyalty, and sustain commitment. In technology companies, where meaningful work and skill utilization are highly valued, occupational wellbeing is expected to be a particularly strong determinant of organizational commitment.

H4: Occupational wellbeing has a positive effect on organizational commitment.

Financial wellbeing reflects employees' perceptions of income sufficiency, economic stability, and compensation fairness. While financial factors may not fully determine long-term organizational attitudes, they serve as essential foundations for reducing stress and enhancing security. Prior research highlights the importance of financial stability in shaping job attitudes and overall wellbeing (Brüggen et al., 2017; Zemtsov & Osipova, 2016). When employees feel financially secure, they are more likely to remain committed and less drawn to alternative employment opportunities. Accordingly, financial wellbeing is also expected to positively contribute to organizational commitment.

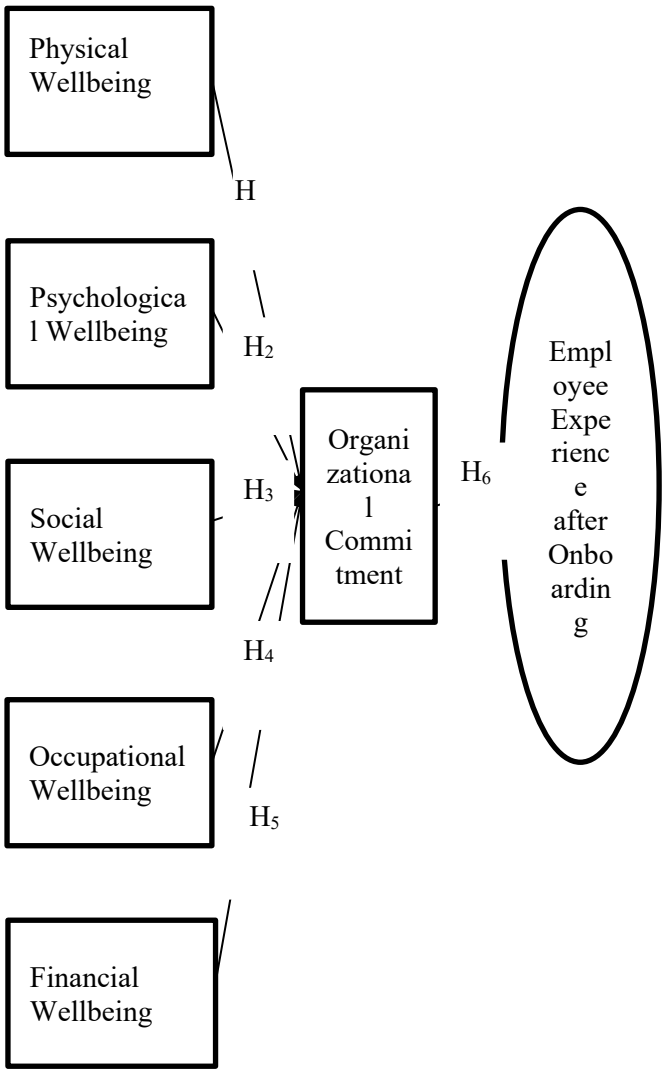
H5: Financial wellbeing has a positive effect on organizational commitment.

Organizational commitment is a well-established predictor of employees' behaviors and experiences throughout the employment cycle. According to Meyer and Allen's (1991) model, employees who are emotionally attached, morally obligated, or perceiving benefits in staying with the organization tend to interpret work events more positively and engage more deeply in their roles. Studies have shown that commitment enhances job satisfaction, learning, and performance (Cesário & Chambel, 2017), and recent research highlights that employee experience is strongly linked to commitment, particularly in modern workplaces (Lee & Kim, 2023). During the onboarding and post-onboarding periods, employees with high commitment are more likely to adapt quickly, feel supported, and evaluate their experience positively. Therefore, organizational commitment is expected to improve the employee experience after onboarding.

H6: Organizational commitment has a positive effect on employee experience after onboarding.

These hypotheses form the theoretical foundation for examining how multidimensional wellbeing influences employee experience indirectly through organizational commitment. This framework reflects contemporary understanding of employee adaptation in technology companies, where psychological resources and organizational bonds shape early experiences and long-term outcomes.

Figure 1. Proposed Research Model



3. Results

3.1. Descriptive Statistics

3.1.1. Scale Characteristics

The study uses a 5-point Likert scale to measure the variables in the model. The descriptive statistical results indicate that all observed variables have mean values ranging from 3.66 to 3.87, falling within the range between level 3 (Neutral) and level 4 (Agree) on the scale. The standard deviations of the variables range from 0.685 to 0.837, showing that the data dispersion is relatively low and consistent across variables.

Table 1: Descriptive Statistics of Observed Variables

Variable	N	Minimum Value	Maximum Value	Mean	Standard Deviation
EE1	267	2	5	3.87	0.773
EE2	267	2	5	3.85	0.793
EE3	267	2	5	3.76	0.818

EE4	267	2	5	3.81	0.806
EE5	267	2	5	3.72	0.741
PW1	267	2	5	3.72	0.775
PW2	267	2	5	3.81	0.774
PW3	267	1	5	3.76	0.763
PW4	267	2	5	3.77	0.822
PW5	267	1	5	3.75	0.743
PSW1	267	2	5	3.85	0.763
PSW2	267	1	5	3.80	0.793
PSW3	267	2	5	3.81	0.72
PSW4	267	2	5	3.82	0.777
SW1	267	2	5	3.75	0.837
SW2	267	2	5	3.81	0.704
SW3	267	2	5	3.67	0.788
SW4	267	2	5	3.73	0.752
SW5	267	1	5	3.75	0.803
OW1	267	1	5	3.78	0.767
OW2	267	2	5	3.83	0.746
OW3	267	2	5	3.76	0.783
OW4	267	2	5	3.81	0.734
FW1	267	1	5	3.73	0.778
FW2	267	1	5	3.70	0.828
FW3	267	2	5	3.67	0.767
FW4	267	2	5	3.66	0.730
FW5	267	1	5	3.67	0.779
OC1	267	2	5	3.73	0.757
OC2	267	2	5	3.79	0.770
OC3	267	2	5	3.78	0.784
OC4	267	2	5	3.76	0.685

(Source: Survey data processing results)

The group of variables measuring Employee Experience After Onboarding (EE) has the highest mean values among all variable groups, ranging from 3.72 to 3.87. Among these, the variable EE1 records the highest mean of 3.87 with a standard deviation of 0.773. EE5 has the lowest mean within this group at 3.72; however, it still maintains a relatively low standard deviation of 0.741. The range of the EE variables spans from 2 to 5, indicating that no respondents selected level 1 (Strongly disagree) for any of these items.

The variables of Physical Wellbeing (PW) have mean values ranging from 3.72 to 3.81. Notably, two variables in this group (PW3 and PW5) have a minimum value of 1, showing that some respondents provided negative evaluations for these items. PW2 achieves the highest mean in this group at 3.81 with a standard deviation of 0.774, while PW1 has the lowest mean at 3.72 but still maintains a relatively similar standard deviation of 0.775.

The variables measuring Psychological Wellbeing (PSW) have mean values ranging from 3.80 to 3.85, placing them among the groups with relatively high evaluation scores compared to other variable groups. PSW1 records the highest mean of 3.85 with a standard deviation of 0.763. The standard deviations of this group range from 0.720 to 0.793, lower than those of some other groups, indicating consistency in respondents' evaluations of psychological wellbeing.

The variables of Social Wellbeing (SW) show mean values ranging from 3.67 to 3.81. SW3 has the lowest mean within this group at 3.67 with a standard deviation of 0.788, while SW2 reaches the highest mean of 3.81 and also has the lowest standard deviation in the group at 0.704. Notably, SW1 has the highest standard deviation among all observed variables at 0.837, reflecting greater variability in respondents' evaluations of this item.

The variables of Occupational Wellbeing (OW) have mean values ranging from 3.76 to 3.83. OW2 records the highest mean in the group at 3.83 with a standard deviation of 0.746, while OW3 has the lowest mean at 3.76. This variable group also includes a minimum value of 1 for OW1, indicating that some respondents expressed negative evaluations.

The variables of Financial Wellbeing (FW) have the lowest mean values among all independent variable groups, ranging from 3.66 to 3.73. FW4 records the lowest mean in the entire study at 3.66 with a standard deviation of 0.730. FW2 has the highest standard deviation in this group at 0.828, indicating differences in respondents' evaluations of financial-related items. Three out of five variables in this group (FW1, FW2, FW5) have a minimum value of 1, reflecting that a portion of respondents are dissatisfied with financial wellbeing.

The variables of Organizational Commitment (OC) show mean values ranging from 3.73 to 3.79. OC2 achieves the highest mean in the group at 3.79 with a standard deviation of 0.770, while OC1 records the lowest mean at 3.73. Particularly, OC4 has the lowest standard deviation among all observed variables at 0.685, indicating a high level of agreement among respondents regarding this item. All variables in the OC group have minimum values of 2 or higher, meaning that no respondents selected level 1 for these items.

3.1.2. Demographic Characteristics

The survey sample includes 267 employees currently working in technology companies. Demographic data were collected through 3 questions related to gender, age, and tenure after completing the onboarding process.

Table 2: Sample Distribution by Gender

Gender	Frequency	Percentage (%)
Female	125	46.8
Male	142	53.2
Total	267	100

(Source: Survey data processing results)

Regarding gender, the study sample is relatively balanced, with 142 males (53.2%) and 125 females (46.8%). The difference between the two genders is not significant, reflecting a fairly equal gender structure in the workforce of technology companies in Vietnam today.

Table 3: Sample Distribution by Age Group

Age group	Frequency	Percentage (%)
20–25	56	21
26–30	85	31.8
31–35	69	25.8
36–40	37	13.9
41+	20	7.5
Total	267	100

(Source: Survey data processing results)

The age-based analysis shows that the sample is primarily concentrated in the 26–35 age group, accounting for 57.6% of all respondents. Specifically, the 26–30 age group is the largest with 85 participants (31.8%), followed by the 31–35 age group with 69 participants (25.8%). The 20–25 age group makes up 21.0% with 56 individuals. Older age groups have lower proportions, with the 36–40 group accounting for 13.9% (37 individuals) and those aged 41 and above representing only 7.5% (20 individuals). This age structure reflects the characteristics of the workforce in the technology sector, where employees are predominantly young, skilled, and dynamic.

Table 4: Sample Distribution by Post-Onboarding Tenure

Tenure	Frequency	Percentage (%)
Under 3 months	45	16.9
3–6 months	192	71.9
6–12 months	30	11.2
Total	267	100

(Source: Survey data processing results)

Regarding tenure after completing the onboarding process, most respondents fall within the 3–6 month range, with 192 individuals (71.9%). The group with under 3 months of tenure accounts for 16.9% with 45 individuals, while the group with 6–12 months of tenure represents only 11.2% with 30 individuals. The high concentration in the 3–6 month group indicates that the study collected data from employees who have already experienced the early familiarization stage with the work environment but are still relatively new to the organization-an appropriate period for evaluating post-onboarding experience.

The study sample is balanced in terms of gender, mainly concentrated in the young working-age group (26–35 years old), and the majority have worked for 3 to 6 months after onboarding. This sample structure aligns well with the research objective of examining the impact of employee wellbeing factors on their experiences during the early stages of employment in technology companies.

3.2. Scale Evaluation

The study employs the PLS-SEM method to evaluate the measurement scales through reliability testing, convergent validity, and discriminant validity. This method is selected due to its flexibility in handling data and its ability to simultaneously assess both the measurement model and the structural model.

3.2.1. Assessment of Reliability and Convergent Validity

The reliability of the measurement scales is assessed using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). In addition, the outer loadings of each observed variable are examined to ensure that the measurement items contribute adequately to their corresponding latent constructs.

Table 5: Outer Loadings of Observed Variables

Variable	EE	FW	OC	OW	PSW	PW	SW
EE1	0.787						
EE2	0.710						
EE3	0.740						
EE4	0.749						
EE5	0.727						
FW1		0.775					
FW2		0.806					
FW3		0.814					
FW4		0.760					
FW5		0.738					
OC1			0.814				
OC2			0.785				
OC3			0.799				
OC4			0.830				
OW1				0.775			
OW2				0.797			
OW3				0.820			
OW4				0.825			
PSW1					0.756		
PSW2					0.736		
PSW3					0.784		
PSW4					0.779		
PW1						0.685	
PW2						0.714	
PW3						0.671	
PW4						0.757	
PW5						0.735	
SW1							0.733
SW2							0.773
SW3							0.672
SW4							0.774
SW5							0.716

(Source: Data processing results using SmartPLS)

The results indicate that all outer loadings exceed the threshold of 0.6, with most values above 0.7. Variable OC4 has the highest loading at 0.830, while PW3 has the lowest at 0.671 but still remains within the acceptable range. The items in the Physical Wellbeing (PW) group show relatively lower loadings compared to other groups, ranging from 0.671 to 0.757. Meanwhile, the Organizational Commitment (OC) and Occupational Wellbeing (OW) groups exhibit relatively high loadings, all above 0.775, demonstrating strong measurement performance for their respective constructs.

Table 6: Reliability and Convergent Validity of the Measurement Scales

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
EE	0.797	0.797	0.860	0.552
FW	0.838	0.846	0.885	0.607
OC	0.822	0.824	0.882	0.652
OW	0.819	0.823	0.880	0.647

PSW	0.764	0.769	0.849	0.584
PW	0.759	0.765	0.838	0.509
SW	0.787	0.798	0.854	0.539

(Source: Data processing results using SmartPLS)

All latent variables have Cronbach's Alpha values greater than 0.7, ranging from 0.759 to 0.838, indicating that the internal consistency of the measurement scales meets the required standards. The Financial Wellbeing (FW) variable has the highest Cronbach's Alpha at 0.838, while Physical Wellbeing (PW) has the lowest at 0.759 but remains acceptable. The composite reliability (rho_c) of all variables exceeds 0.8, ranging from 0.838 to 0.885, which is higher than the recommended minimum threshold of 0.7. The rho_a coefficient also shows similar results, with values ranging from 0.765 to 0.846.

Regarding convergent validity, the Average Variance Extracted (AVE) of most variables exceeds the threshold of 0.5. The OC variable has the highest AVE at 0.652, followed by OW with 0.647 and FW at 0.607. However, the PW and SW variables have AVE values of 0.509 and 0.539, respectively, which are slightly low but still acceptable as they are close to the 0.5 threshold. The EE variable has an AVE of 0.552 and PSW has an AVE of 0.584, both of which meet the required criteria. These results indicate that the observed variables explain at least 50% of the variance of their corresponding latent constructs.

3.2.2. Assessment of Discriminant Validity

Discriminant validity was examined using the Fornell–Larcker criterion and the HTMT ratio. The Fornell–Larcker criterion requires the square root of the AVE of each construct to be greater than the correlations between that construct and other constructs.

Table 7: Fornell–Larcker Matrix

	EE	FW	OC	OW	PSW	PW	SW
EE	0.743						
FW	0.313	0.779					
OC	0.527	0.537	0.807				
OW	0.396	0.471	0.581	0.805			
PSW	0.317	0.371	0.531	0.349	0.764		
PW	0.543	0.325	0.443	0.307	0.300	0.713	
SW	0.172	0.346	0.354	0.168	0.321	0.073	0.734

(Note: The diagonal values (bold) are the square roots of the AVE)

(Source: Data processing results using SmartPLS)

The results show that all diagonal values (square roots of AVE) are greater than the correlations in the corresponding rows and columns, indicating that the scales meet the discriminant validity requirement according to the Fornell–Larcker criterion. The highest correlation is between OW and OC (0.581), but it remains lower than the square root of the AVE of both constructs (0.805 and 0.807). The lowest correlation is between SW and PW (0.073), indicating that these two concepts are clearly distinct.

Table 8: HTMT Ratio

	EE	FW	OC	OW	PSW	PW	SW
EE							
FW	0.381						
OC	0.645	0.636					
OW	0.482	0.561	0.702				
PSW	0.410	0.459	0.659	0.430			
PW	0.695	0.397	0.551	0.377	0.394		
SW	0.217	0.434	0.432	0.203	0.404	0.126	

(Source: Data processing results using SmartPLS)

All HTMT ratios for the construct pairs are below 0.85, and even below the stricter threshold of 0.90, indicating that discriminant validity is well established. The highest HTMT ratio is between OW and OC (0.702), followed by PW–EE (0.695) and PSW–OC (0.659). The lowest HTMT ratio is between SW and PW (0.126), indicating that these two constructs are highly distinct. Construct pairs with HTMT ratios below 0.5 include FW–EE (0.381), PSW–EE (0.410), PW–FW (0.397), SW–EE (0.217), SW–OW (0.203), and SW–PW (0.126).

3.2.3. Assessment of Multicollinearity

The VIF index was used to examine multicollinearity among the variables in the model. A VIF value lower than 5 indicates no multicollinearity issue.

Table 9: Inner Model VIF Values

Relationship	VIF
FW -> OC	1.518
OW -> OC	1.378
PSW -> OC	1.325
PW -> OC	1.202
SW -> OC	1.206
OC -> EE	1.000

(Source: Data processing results using SmartPLS)

All inner model VIF values are below 3, ranging from 1.000 to 1.518, confirming that no multicollinearity exists among the independent variables. The relationship between OC and EE has a VIF of 1.000 because only one variable directly influences EE in the model. The FW → OC relationship has the highest VIF at 1.518, whereas SW → OC has the lowest at 1.206. These results confirm that the independent variables are not excessively correlated, ensuring the reliability of the regression coefficient estimates.

Table 10: VIF Values of Selected Observed Variables

Observed Variable	VIF	Observed Variable	VIF
EE1	1.790	OC1	1.803
EE2	1.453	OC2	1.666
EE3	1.584	OC3	1.669
EE4	1.545	OC4	1.798
EE5	1.506	OW1	1.562
FW1	1.742	OW2	1.790
FW2	1.830	OW3	1.727
FW3	1.822	OW4	1.811
FW4	1.698	PSW1	1.409
FW5	1.537	PSW2	1.488

(Source: Data processing results using SmartPLS)

The VIF values of the observed variables are also all below the threshold of 3, ranging from 1.317 (PW3) to 1.830 (FW2), indicating no multicollinearity among the measurement items within each construct. Variables with higher VIF values include FW2 (1.830), FW3 (1.822), OW4 (1.811), and OC1 (1.803), but all remain within acceptable limits.

3.2.4. Model Fit Assessment

The overall fit of the model is evaluated through the indices SRMR, d_ULS, d_G, Chi-square, and NFI.

Table 11: Model Fit Indices

Index	Saturated Model	Estimated Model
SRMR	0.062	0.073
d_ULS	2.047	2.792
d_G	0.659	0.700
Chi-square	985.388	1028.970
NFI	0.731	0.719

(Source: Results processed by SmartPLS)

The SRMR of the estimated model is 0.073, which is lower than the threshold of 0.08, indicating a good model fit. The SRMR of the saturated model is slightly lower at 0.062. The d_ULS and d_G indices are used for comparison between the estimated and saturated models, in which the estimated model has higher values but still within an acceptable range. The NFI of the estimated model is 0.719, equivalent to 71.9% compared to the baseline model; although it does not reach the ideal threshold of 0.9, it remains acceptable for exploratory research.

In summary, the measurement assessment results show that all constructs in the study achieve reliability, convergent validity, and discriminant validity based on PLS-SEM standards. No multicollinearity issues are present, and the model fits the data acceptably. Therefore, these measurement scales can be used to test the research hypotheses.

3.3. Model Estimation and Hypothesis Testing

3.3.1. Evaluation of the Model's Explanatory Power

The model's explanatory power is evaluated through the R-square coefficient, which indicates the proportion of variance in the dependent variable explained by the independent variables.

Table 12: R-square Values of Dependent Variables

Variable	R-square	R-square adjusted
EE	0.277	0.275
OC	0.554	0.546

(Source: Results processed by SmartPLS)

The results show that the model explains 55.4% of the variance in Organizational Commitment (OC), with an adjusted R-square of 0.546. According to Hair et al. (2017), R-square values between 0.50 and 0.75 are considered moderate to substantial. This means that the five wellbeing factors explain more than half of the variation in employees' Organizational Commitment after onboarding.

For Employee Experience After Onboarding (EE), the model explains 27.7% of the variance, with an adjusted R-square of 0.275. Although this value is lower than that of

OC, it is still acceptable in social science research because EE is affected by only one direct variable-OC-in the model. The small differences between R-square and adjusted R-square (0.002 for EE and 0.008 for OC) indicate that the model does not suffer from overfitting.

3.3.2. Evaluation of the Effect Size of Variables

The f-square index is used to evaluate the effect size of each independent variable on the dependent variable. According to Cohen (1988), f-square values from 0.02 to 0.15 indicate a small effect, from 0.15 to 0.35 indicate a medium effect, and above 0.35 indicate a large effect.

Table 13: f-square Values of Relationships

Relationship	f-square	Effect Size
OC -> EE	0.384	Large
OW -> OC	0.172	Medium
PSW -> OC	0.101	Small
PW -> OC	0.075	Small
FW -> OC	0.046	Small
SW -> OC	0.039	Small

(Source: Results processed by SmartPLS)

The relationship between Organizational Commitment and Employee Experience After Onboarding has the largest f-square value of 0.384, indicating a large effect. Among the wellbeing factors, Occupational Wellbeing has the highest f-square (0.172), indicating a medium effect on Organizational Commitment. Psychological Wellbeing has an f-square of 0.101, Physical Wellbeing reaches 0.075, Financial Wellbeing reaches 0.046, and Social Wellbeing has the lowest effect size at 0.039. All wellbeing factors have small effects on Organizational Commitment, with Social Wellbeing exerting the weakest influence.

3.3.3. Testing Direct Effect Hypotheses

Direct-effect hypotheses are tested using path coefficients, t-statistics, and p-values. A hypothesis is supported when p-value < 0.05 and the path coefficient sign aligns with expectations.

Table 14: Results of Direct Effect Hypothesis Testing

Hypothesis	Relationship	Path Coefficient	Std. Dev.	t-value	P-value
H1	PW -> OC	0.201	0.046	4.380	0.000
H2	PSW -> OC	0.245	0.064	3.812	0.000
H3	SW -> OC	0.145	0.052	2.806	0.005
H4	OW -> OC	0.325	0.066	4.912	0.000
H5	FW -> OC	0.177	0.055	3.196	0.001
H6	OC -> EE	0.527	0.059	9.002	0.000

(Source: Results processed by SmartPLS)

The results indicate that all six hypotheses are supported with high statistical significance ($p < 0.05$). Hypothesis H6-the effect of Organizational Commitment on Employee Experience After Onboarding-has the largest path coefficient at 0.527 with $t = 9.002$, indicating extremely high statistical significance. This means that a one-unit increase in OC results in a 0.527-unit increase in EE.

Among the wellbeing factors, Occupational Wellbeing has the strongest effect on OC (0.325; $t = 4.912$, $p = 0.000$), followed by Psychological Wellbeing (0.245; $t = 3.812$, $p = 0.000$). Physical Wellbeing has a coefficient of 0.201 ($t = 4.380$, $p = 0.000$), Financial Wellbeing has 0.177 ($t = 3.196$, $p = 0.001$), and Social Wellbeing has the weakest effect at 0.145 ($t = 2.806$, $p = 0.005$). Although Social Wellbeing has the smallest effect, it remains statistically significant at $p < 0.01$.

3.3.4. Testing the Mediating Role of Organizational Commitment

The mediating role of Organizational Commitment in the relationship between wellbeing factors and Employee Experience After Onboarding is examined through indirect effect analysis.

Table 15: Results of Indirect Effect Testing

Relationship	Indirect Effect	Std. Dev.	t-value	P-value
OW -> OC -> EE	0.171	0.044	3.894	0.000
PSW -> OC -> EE	0.129	0.034	3.800	0.000
PW -> OC -> EE	0.106	0.030	3.518	0.000
FW -> OC -> EE	0.093	0.030	3.145	0.002
SW -> OC -> EE	0.076	0.027	2.818	0.005

(Source: Results processed by SmartPLS)

All indirect effects are statistically significant with p-values < 0.01, showing that Organizational Commitment mediates the relationship between all wellbeing factors and Employee Experience After Onboarding. Occupational Wellbeing has the largest indirect effect (0.171; $t = 3.894$, $p = 0.000$), followed by Psychological Wellbeing (0.129; $t = 3.800$, $p = 0.000$) and Physical

Wellbeing (0.106; t = 3.518, p = 0.000). Financial Wellbeing has an indirect effect of 0.093 (t = 3.145, p = 0.002) and Social Wellbeing has the smallest effect at 0.076 (t = 2.818, p = 0.005). These results indicate that the wellbeing factors not only directly affect OC but also indirectly affect EE through OC. This confirms the importance of OC as a mediating mechanism in the research model.

3.3.5. Evaluation of the Model's Predictive Power

The model's predictive power is evaluated through Q-square, RMSE, and MAE. The Q-square index indicates how accurately the model predicts observed values.

Table 16: Predictive Power of the Model

Variable	Q^2 (cross-validated)	Q^2predict	RMSE	MAE
EE	0.145	0.254	0.871	0.663
OC	0.347	0.523	0.697	0.523

(Source: Results processed by SmartPLS)

The Q-square for Organizational Commitment is 0.347, showing that the model has good predictive power for this variable. Q^2predict is higher at 0.523, indicating that the model predicts better than the traditional cross-validation method. Employee Experience After Onboarding has Q-square = 0.145 and Q^2predict = 0.254; although lower than OC, the predictive ability is still acceptable since both values are greater than zero.

RMSE and MAE measure prediction error. OC has RMSE = 0.697 and MAE = 0.523, while EE has RMSE = 0.871 and MAE = 0.663. These values indicate fairly good predictive accuracy, especially for OC. The higher error for EE may result from the fact that EE is affected directly by only one variable in the model, whereas in reality, many other factors may influence employee experience.

3.3.6. Summary of Hypothesis Testing Results

Table 17: Summary of Hypothesis Testing

Hypothesis	Description	Coefficient	P-value
H1	Physical Wellbeing positively affects Organizational Commitment	0.201***	0.000
H2	Psychological Wellbeing positively affects Organizational Commitment	0.245***	0.000
H3	Social Wellbeing positively affects Organizational Commitment	0.145**	0.005
H4	Occupational Wellbeing positively affects Organizational Commitment	0.325***	0.000
H5	Financial Wellbeing positively affects Organizational Commitment	0.177***	0.001
H6	Organizational Commitment positively affects Employee Experience After Onboarding	0.527***	0.000

Note: **p < 0.01; ***p < 0.001

(Source: Results processed by SmartPLS)

All hypotheses in the proposed model are supported with high statistical significance. The results show that Physical Wellbeing, Psychological Wellbeing, Social Wellbeing, Occupational Wellbeing, and Financial Wellbeing all have positive effects on Organizational Commitment. Among these, Occupational Wellbeing has the strongest impact, followed by Psychological Wellbeing and Physical Wellbeing. Organizational Commitment plays a crucial role in enhancing Employee Experience After Onboarding, with the strongest effect in the model. Additionally, Organizational Commitment serves as a statistically significant mediator in the relationship between all wellbeing factors and employee experience.

3.4. Testing Mean Differences

This section conducts tests of differences in the research variables according to demographic characteristics including gender, age, and tenure after onboarding. One-way ANOVA is employed to compare mean values across groups.

3.4.1. Testing Differences by Gender

Table 18: Descriptive Statistics by Gender

Variable	Gender	N	Mean	Standard Deviation	Sig. (ANOVA)
EE	Male	142	3.814	0.569	0.742
	Female	125	3.790	0.603	
PW	Male	142	3.776	0.527	0.621
	Female	125	3.742	0.585	
PSW	Male	142	3.826	0.571	0.827

	Female	125	3.810	0.600	
SW	Male	142	3.742	0.563	0.983
	Female	125	3.741	0.583	
OW	Male	142	3.782	0.650	0.766
	Female	125	3.804	0.562	
FW	Male	142	3.718	0.632	0.345
	Female	125	3.648	0.574	
OC	Male	142	3.754	0.611	0.702
	Female	125	3.782	0.599	

(Source: SPSS data processing results)

The Levene test results indicate that all variables have p-values > 0.05, allowing the use of ANOVA under the assumption of homogeneity of variance. ANOVA results show no statistically significant differences between males and females for all research variables, with all p-values greater than 0.05. The lowest p-value is 0.345 for Financial Wellbeing (FW), and the highest is 0.983 for Social Wellbeing (SW). These results indicate that gender does not create differences in employees' evaluations of wellbeing factors, organizational commitment, or experience after onboarding.

3.4.2. Testing Differences by Age Group

Table 19: Descriptive Statistics by Age Group

Variable	**Age Group**	**N**	**Mean**	**Std. Deviation**	**Sig. (ANOVA)**
EE	20-25	56	3.850	0.512	0.889
	26-30	85	3.784	0.605	
	31-35	69	3.806	0.592	
	36-40	37	3.827	0.626	
	41+	20	3.700	0.621	
PW	20-25	56	3.814	0.503	0.351
	26-30	85	3.748	0.546	
	31-35	69	3.661	0.594	
	36-40	37	3.816	0.553	
	41+	20	3.900	0.579	
PSW	20-25	56	3.830	0.598	0.919
	26-30	85	3.821	0.560	
	31-35	69	3.794	0.637	
	36-40	37	3.784	0.550	
	41+	20	3.925	0.557	
SW	20-25	56	3.682	0.650	0.164
	26-30	85	3.784	0.500	
	31-35	69	3.759	0.582	
	36-40	37	3.843	0.529	
	41+	20	3.480	0.617	
OW	20-25	56	3.893	0.625	0.402
	26-30	85	3.727	0.644	
	31-35	69	3.736	0.637	
	36-40	37	3.831	0.527	
	41+	20	3.913	0.424	
FW	20-25	56	3.686	0.703	0.815
	26-30	85	3.748	0.582	
	31-35	69	3.652	0.585	
	36-40	37	3.627	0.620	
	41+	20	3.640	0.471	

OC	20-25	56	3.781	0.552	0.911
	26-30	85	3.744	0.648	
	31-35	69	3.746	0.632	
	36-40	37	3.851	0.579	
	41+	20	3.738	0.541	

(Source: SPSS data processing results)

The Levene test indicates that the assumption of homogeneity of variances is satisfied for all variables ($p > 0.05$). The ANOVA results show no statistically significant differences between age groups for any of the variables, with all p-values greater than 0.05. The highest p-value is 0.919 for Psychological Wellbeing (PSW), and the lowest is 0.164 for Social Wellbeing (SW).

Although there are certain differences in mean values across age groups, these differences are not large enough to reach statistical significance. For example, the 41+ age group has the highest Physical Wellbeing (PW) score (3.900), while the 31–35 age group has the lowest (3.661), but this difference is not statistically significant with $p = 0.351$.

3.4.3. Testing Differences by Tenure

Table 20: Descriptive Statistics by Post-Onboarding Tenure

Variable	**Tenure**	**N**	**Mean**	**Std. Deviation**	**Sig. (ANOVA)**
EE	Under 3 months	45	3.853	0.526	0.819
	3–6 months	192	3.793	0.591	
	6–12 months	30	3.793	0.638	
PW	Under 3 months	45	3.836	0.528	0.061
	3–6 months	192	3.714	0.554	
	6–12 months	30	3.947	0.558	
PSW	Under 3 months	45	3.900	0.547	0.245
	3–6 months	192	3.781	0.601	
	6–12 months	30	3.933	0.512	
SW	Under 3 months	45	3.756	0.621	0.785
	3–6 months	192	3.749	0.551	
	6–12 months	30	3.673	0.631	
OW	Under 3 months	45	3.894	0.627	0.307
	3–6 months	192	3.757	0.623	
	6–12 months	30	3.867	0.472	
FW	Under 3 months	45	3.840	0.633	0.168
	3–6 months	192	3.651	0.608	
	6–12 months	30	3.673	0.521	
OC	Under 3 months	45	3.833	0.506	0.598
	3–6 months	192	3.744	0.634	
	6–12 months	30	3.817	0.549	

(Source: SPSS data processing results)

The Levene test shows that the assumption of homogeneity of variances is met for all variables ($p > 0.05$). ANOVA results indicate that there are no statistically significant differences between tenure groups for all variables, with all p-values greater than 0.05. The lowest p-value is 0.061 for Physical Wellbeing (PW), which is close to the 0.05 significance level but still insufficient to conclude a difference. This indicates that the group with 6–12 months of tenure has a higher evaluation of Physical Wellbeing (3.947) compared to the 3–6 months group (3.714); however, the difference is not statistically significant.

Similarly, Financial Wellbeing has a p-value of 0.168, showing that employees with under 3 months of tenure tend to give higher ratings (3.840) compared to the other two groups, but this difference is also not statistically significant. The remaining variables have p-values ranging from 0.245 to 0.819, demonstrating that post-onboarding tenure does not create differences in employees' evaluations of the studied factors.

3.4.4. Summary

Table 21: Summary of Difference Testing Results

Variable	Gender	Age	Tenure
EE	0.742	0.889	0.819
PW	0.621	0.351	0.061
PSW	0.827	0.919	0.245
SW	0.983	0.164	0.785
OW	0.766	0.402	0.307
FW	0.345	0.815	0.168
OC	0.702	0.911	0.598

Note: Values in the table are p-values of the ANOVA test.

(Source: SPSS data processing results)

The testing results show that there are no statistically significant differences ($p < 0.05$) between demographic groups for all research variables. This indicates that wellbeing factors, organizational commitment, and employee experience are evaluated relatively consistently across gender, age, and tenure groups. These findings imply that the welfare policies and HR management practices of technology companies are implemented fairly uniformly and do not discriminate between different groups of employees.

4. Discussion

The results of this study offer strong empirical support for the theoretical assumption that employee wellbeing plays a central role in shaping organizational commitment, which subsequently enhances employee experience after onboarding. The structural model demonstrates that wellbeing factors explain 55.4 percent of the variance in organizational commitment ($R^2 = 0.554$), and organizational commitment alone explains 27.7 percent of the variance in employee experience after onboarding ($R^2 = 0.277$). These values are substantial for studies in organizational behavior, indicating that wellbeing is not merely a contextual condition but a core psychological driver of early employee adjustment.

Occupational wellbeing emerged as the strongest predictor of organizational commitment, as reflected in its path coefficient of 0.325 with a high level of significance ($p = 0.000$). Employees who are satisfied with their job responsibilities, growth opportunities, and work-life balance show higher levels of emotional attachment and willingness to remain with the organization. The mean scores for occupational wellbeing items, ranging from 3.76 to 3.83, confirm that respondents generally experience moderate to high satisfaction with their work environment. This finding is consistent with Cotton and Hart (2003), who emphasize that meaningful work and appropriate job conditions significantly influence both wellbeing and performance. Garcia (2025) also highlights that sustainable work practices and clear development opportunities strengthen employees' long-term engagement. In the context of technology companies, where work tasks are complex and expectations are high, the strong influence of occupational wellbeing indicates the importance of designing roles that support learning, autonomy, and work fulfillment.

Psychological wellbeing also shows a significant and meaningful relationship with organizational commitment, demonstrated by a path coefficient of 0.245 ($p = 0.000$). The high mean values for psychological wellbeing, particularly PSW1 at 3.85, indicate that employees generally feel emotionally stable and resilient. This is strongly aligned with Ammirato et al. (2024), who argue that psychological resources are essential for employee functioning in innovative workplaces. The findings support De Simone (2014), who conceptualizes psychological wellbeing as the foundation of personal effectiveness and job satisfaction. Employees with positive psychological states navigate stress more effectively and align themselves more closely with organizational goals, especially during the onboarding period when adjustment demands are high.

Physical wellbeing contributes significantly to organizational commitment as well, with a path coefficient of 0.201 ($p = 0.000$). Employees reported moderate physical wellbeing, with mean values ranging from 3.72 to 3.81. The significance of this dimension echoes the findings of Thatcher and Milner (2014), who show that physical comfort and energy improve productivity and reduce strain, and Chang (2024), who demonstrates that physical wellbeing enhances performance across diverse work settings. In technology companies, where cognitive load and sedentary tasks are common, physical vitality likely acts as a buffer against burnout, thereby indirectly strengthening employees' commitment during the early months of employment.

Financial wellbeing also affects organizational commitment positively, although the effect size is smaller, with a coefficient of 0.177 ($p = 0.001$). Financial wellbeing received the lowest mean values among the wellbeing dimensions, ranging from 3.66 to 3.73, with notable variability in FW2 (SD = 0.828). This result suggests that employees perceive financial conditions

differently compared with other wellbeing factors. Still, financial security remains a basis for reducing stress, consistent with Brüggen et al. (2017), who identify financial wellbeing as a core determinant of human stability. Theoretical work by Zemtsov and Osipova (2016) similarly identifies financial wellbeing as a foundational element shaping satisfaction and quality of life. However, the weaker statistical effect in this study suggests that technology companies may already provide competitive compensation, causing financial wellbeing to exert a smaller relative impact on commitment.

Social wellbeing, despite showing the weakest direct effect on organizational commitment (coefficient = 0.145, p = 0.005), remains statistically significant and meaningful. Mean scores for social wellbeing (3.67 to 3.81) indicate that employees generally receive support from colleagues and supervisors. The larger standard deviation in SW1 (0.837) suggests variation in team relationships across organizations. These findings align with Boreham et al. (2016), who note that social environments influence overall wellbeing and quality of life, though not necessarily as strongly as occupational factors. Molek-Winiarska et al. (2024) likewise emphasize that while social wellbeing enhances workplace adaptation, its role tends to complement rather than dominate other psychological drivers. In high-pressure technology environments where performance may outweigh social interaction, this weaker influence is understandable.

The effect of organizational commitment on employee experience after onboarding is the strongest relationship in the entire model, with a path coefficient of 0.527 (p = 0.000). This large effect size (f^2 = 0.384) indicates that committed employees interpret their onboarding experiences more positively, feel more confident in their roles, and integrate more smoothly with colleagues. This aligns with Meyer and Allen's (1991) three-component model, which identifies affective, continuance, and normative commitment as psychological mechanisms that shape employees' attitudes and behaviors. Supporting evidence from Cesário and Chambel (2017) demonstrates that commitment significantly improves performance and engagement. Lee and Kim (2023) also confirm that employee experience is strongly tied to commitment in technology-dominant industries. The consistency between theoretical expectations and empirical results highlights the foundational role of commitment in shaping early organizational experiences.

Further reinforcing these findings, the mediation analysis shows that organizational commitment significantly transmits the effects of all wellbeing dimensions onto employee experience. Indirect effects are highest for occupational wellbeing (0.171, p = 0.000) and psychological wellbeing (0.129, p = 0.000), followed by physical wellbeing (0.106, p = 0.000), financial wellbeing (0.093, p = 0.002), and social wellbeing (0.076, p = 0.005). These results indicate that wellbeing influences onboarding experiences primarily through the psychological bond employees develop with the organization. This aligns with Socialization Theory presented by Van Maanen and Schein (1979), where newcomers' interpretations of the organizational environment depend heavily on their sense of attachment and meaning. The findings also support Mosquera and Soares (2025), who assert that successful onboarding requires both strong psychological engagement and supportive organizational practices.

An interesting aspect of this study is the consistent perception of all variables across demographic groups. No significant differences were found in wellbeing, organizational commitment, or employee experience across gender (p-values as high as 0.983 for social wellbeing), age (all p-values > 0.164), or tenure after onboarding (all p-values > 0.061). The uniformity suggests that HR practices in the surveyed technology companies are applied consistently, aligning with findings by Thai et al. (2020) on young Vietnamese employees, who tend to report similar wellbeing perceptions across demographic segments. This consistency also underscores the fairness and standardization of onboarding and wellbeing practices within the participating organizations.

The model's predictive power further validates the robustness of the findings. Organizational commitment achieves a Q^2predict of 0.523, demonstrating strong predictive relevance, while employee experience achieves a Q^2predict of 0.254, which is acceptable for behavioral research. The SRMR value of 0.073 confirms that the model fits the data well, supporting the reliability of conclusions drawn from the structural relationships.

The findings strongly reinforce the theoretical argument that employee wellbeing is a multidimensional construct with substantial influence on organizational commitment, and through this pathway, significantly enhances employee experience after onboarding. The patterns observed align consistently with the broader literature on wellbeing, commitment, and onboarding, while also providing new insights into these relationships within the context of Vietnam's rapidly growing technology sector.

5. Conclusion and recommendations

5.1. Conclusion

This study demonstrates that employee wellbeing significantly enhances organizational commitment, which in turn improves employee experience after onboarding in technology companies. All five wellbeing dimensions physical, psychological, social, occupational, and financial positively affect organizational commitment, with occupational wellbeing showing the strongest influence. Organizational commitment is also the most powerful predictor of post-onboarding experience, confirming its central role in shaping how employees perceive their early months at work. Furthermore, commitment mediates the effects of all wellbeing dimensions on employee experience, highlighting that wellbeing contributes to positive onboarding outcomes primarily through strengthening employees' psychological attachment to the organization. Demographic analyses show no significant differences, suggesting consistent perceptions across employee groups.

5.2. Recommendations

Enhance occupational wellbeing: Improve job clarity, autonomy, learning opportunities, and career development to strengthen fulfillment and engagement.

Support psychological wellbeing: Promote a supportive climate through regular supervisor check-ins, mental health resources, and open communication channels.

Promote physical wellbeing: Provide ergonomic workplaces, health programs, and reasonable workloads to maintain employees' energy and resilience.

Improve financial wellbeing: Ensure transparent and competitive compensation and offer financial support programs to reduce economic stress.

Strengthen social wellbeing: Encourage team-building, mentoring, and inclusive interactions to help new employees integrate quickly.

Build organizational commitment: Reinforce organizational values, recognize contributions, and maintain consistent leadership to increase attachment and retention.

5.3. Limitations and Future Research

The study uses cross-sectional data and focuses on one industry, limiting generalizability. Future research should employ longitudinal designs, expand to other sectors, and explore additional mediators such as job satisfaction or engagement....

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