



Employee Wellness and Wellbeing- Impact on Employee Outcomes

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ABSTRACT

Organization's productivity, employees' job satisfaction and staff turnover have placed employee well-being and wellness as two very essential aspects of the success of any organization. The purpose of this study is to examine the effectiveness of current employee wellness programs towards the improvement of employees' general wellness through the use of both qualitative and quantitative research from researching employees and hr professionals from healthcare organizations, education and technology industry. A set of 250 employees were asked to fill up a structured questionnaire, while open-ended questions were posed to individuals in the form of interviews and focus group discussions. The study looked at specific types of wellness such as physical wellness which focuses on exercises, mental wellness which involves conducting seminars, wellness that concerns working and personal lives, and wellness seminars concerning the financial health of an individual. The Results indicate that there is a generally positive correlation between the uptake of the wellness programs offered and the health status of the employees. Meanwhile, 64% of employees said they improved their physical fitness, and 56% said their stress management and mental health also improved. Mean job satisfaction and employee engagement were also enhanced; respondents had higher overall job satisfaction, by a mean of 0.70, and felt more engaged in their work, by a mean of 0.64. This was also true in improving organizational loyalty; 56% of workers reported more loyalty to their employers through the wellness programs. Though the list of remedies is extensive, the study underscores the need for Wellbeing-WEB various and integrative for meeting multiple health needs of the personnel. It also raises awareness on the formulations for wellness programs for more employee adoption, especially when toil is becoming decentralized. The results show the

existence of positive correlations with JD-R theory supporting that wellness programs are crucial job resources with the capacity to reduce work demands and improve health status. Recommendations for organizations are the inclusion of other types of wellness programs, better communication, and integration of mental health support into their programs.

Keywords: employee wellness, wellbeing, job satisfaction, mental health, work-life balance, organizational loyalty, wellness programs, employee engagement.

I. Introduction

1.1 Background of Employee Wellness and Wellbeing

The well-being of the workforce and the satisfaction levels of the employees have emerged as important phenomena that are institutionalized in the modern context of corporate management since the essential function of the personnel factor for the effective functioning and development of the organisation cannot be overestimated. With the development and diversity of the meaning of productivity in organizations, employee wellness programs are suddenly recognized as potential facilitators of a suitable environment. Broadly, EW is a multi-dimensional concept that involves improving or optimizing the condition of physical, psychological, and emotional of employees as well as creating premier happiness at personal and or organizational levels, satisfaction, work-life balance and social inclusion or recognition in the working environment (Rothmann & Cooper, 2015).

The increased focus on employees' well-being has been an effect of the newly emerging nature of work where often employees are overloaded with work, connected through technology both at work and outside the workplace, and where the boundaries of work and private life



become more and more blurred (Guest, 2017). These trends have made organisations sit up and tackle issues to do with burnout stress and mental health since the costs associated with absenteeism, lack of engagement and high turnovers are very costly. Increasing evidence shows that leaders who incorporate wellness and well-being initiatives for their employees are not only increasing productivity and employee satisfaction but also retention rates and lowering on Health care expenses (Berry, Mirabito & Baun, 2010).

1.2 Defining Employee Wellness and Wellbeing

Free on-site health promotion and disease prevention programs are commonly organized. Formal interventions are intended to enhance the physical, mental and emotional well-being of employees. Such programs can include training for physical exercises and health checkups, stress management and depression treatment, and even money management courses. Whereas, employee health is a more comprehensive model, encompassing physical health and well-being, psychological, emotional, and perceived job satisfaction as well as social relations (Danna & Griffin, 1999). WHO describes well-being as a state that encompasses physical, mental and social aspects and more than the entity of disease or illness (WHO, 1946). Considering this definition, the evidence supports a broad conception of wellbeing referring to the state or condition of the person in many aspects of his or her life.

While wellness can be on things such as gym membership, yoga or smoking cessation programs, employee wellbeing encompasses employee relations with other employees, promotions, fair working hours, and satisfaction (Grawitch, Gottschalk & Munz, 2006). Leaders or management need to grasp these differences to come up with program interventions that will be suitable to the needs of their employees.

1.3 The Importance of Employee wellness and wellbeing

In this present day, promoting the wellness, and well-being of employees is not just the right thing to do, it is the smart thing to do. The studies also present evidence that proves that, when workers are well and content, they are more effective and focused. In its "State of the American Workplace" report, Gallup established that workers who Teddy believes their well-being is an employer's priority look for other jobs 81%, and they have 41% lower absenteeism rates (Gallup, 2017). In addition, it was noted that companies that promote wellness

programs tend to; reduce their employees' healthcare expenses resulting in a cost-benefit ratio of \$3: \$6 for every dollar spent (Baicker, Cutler & Song, 2010).

Furthermore, at present when competition for talents is only increasing or when recruiting professionals, having high-quality wellness and wellbeing can turn into a competitive advantage. Through creating and maintaining wellness programmes, organizations can tap into a pool of talented and competent people, to work for them with productivity as well as satisfying their needs beyond pay (Grawitch et al., 2007). With professionals around the world more conscious of the correlation between quality employee health and corporate performance, lavish wellness programs are not considered mere luxuries but mainstays of most modern companies.

1.4 Current Challenges in Promoting Employee Wellness and Wellbeing

However there are certain challenges that organizations experience in advocating and maintaining workforce wellness and wellbeing programs. Among the main challenges there is a definite variety of needs related to wellness in a workforce. This means that employees have different physical, emotional, and mental needs and therefore different wellness program solutions may not suit all of them (De Neve & Ward, 2017). Further, employees may avoid wellness programmes because they are concerned about their privacy, or have no need for mental help, or it may not fit their professional decorum to be physically active (Bray et al., 2018).

The fourth area of focus is the modification of the work climate: an important but difficult task. The new dynamics of work that has evolved with remote and hybrid working styles has in fact influenced how organizations are handling employee wellness. On-site wellness amenities or actionable company wellness programs such as a fitness facility or health fair may not be as feasible for a worksite population that is not located within a central or single location (Chesley, 2014). Wellness programs will also need to become remote friendly to ensure that individuals working from home can still get the same support as they would in organizations that only require them to go to their workplace occasionally. This has resulted in creation of virtual wellness firm platforms, internet help sections and versatile work strategies which seek to avoid stress at workplaces.

The final implemented key issue is that of quantifying program success: i.e., how successful,



well, and healthy employees are, in regards to wellness and wellbeing programs. Though it is easier to assess certain outcomes like, number of attendances at work or lower medical expenses some benefits like, job satisfaction, or enthrallment of employees for work are not so easily measurable (Parks & Steelman, 2008). In fact, organizations need to set effective performance measures and benchmarks for consumption of wellness program in order to determine if they are adding value on part of the employee.

1.5 The Purpose and Objectives of this Study

The aim of this study is to analyse the relationship between, employee health, and organisational performance, through conducting a survey among the employees, and HR managers, of organizations across various industries. The purpose of the study is therefore, to determine the various factors that affect the health and well-being of employees and also to evaluate the state of pointer programs that facilitate the improvement of their health status. Further, the study will examine barriers to the application of wellness programs and give suggestions on how wellness programs can be improved in organisations.

As a qualitative investigation that employs quantitative measures, this study aims to make a novel from an organizational perspective, regarding employees' wellness and well-being while providing recommendations to organisations that aim for enhancing their organisational culture and employees' satisfaction.

II. Literature Review

2.1 Conceptual Review

There has been a relatively recent increase in literature in the area of employee wellness and well-being to capture the scale and focus on the health of employees in the modern diverse working environment. HRM has been recognised worldwide as a factor that closely correlates with the performance of a company through the health, well-being and productivity of its people (Grawitch & Ballard, 2016). Employee wellness as a disciplinary field has budged from the physical dimension of employee health to include mental, emotional, and financial components. Existing literature concerning definitions, advantages, issues, and patterns in the area of Employee wellness & Well-being is discussed in this section, with an emphasis on sources from the last five years.

2.1.2 Defining Employee Wellness and Well-being

Wellness and well-being, as much as they may sound very similar, actually tackle two different but related areas of the employee's state of health. Employee wellness in the past focuses on the physical aspect of wellness by providing workout regimens, including the favourite Walk and Weight Watchers; nutritious eating activities, including serving of fruits; and health screenings, including blood tests. Hence, while dependant stock well-being mainly focuses on physical health, employee well-being involves more mental, and emotional social well-being (Page & Vella-Brodrick, 2018). Employee well-being extends beyond a lack of sickness into the realm of happiness, coping, employee satisfaction, and the ratio of work to leisure (Diener et al., 2017).

Analyzing the concept of well-being, it is possible to distinguish several models that reflect this concept in all its complexity. One of the most influential is the PERMA Model, developed by Seligman (2011), which identifies five key components of wellbeing: The five elements for learning are Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. This model has been applied extensively at an organizational level, aiming to assist firms develop holistic health and human well-being promotion interventions (Kern et al., 2015). In subsequent studies, including films in these frameworks Guest (2017) expanded the integration of the organizational culture and leadership into discussions about employee wellbeing.

2.1.3 The Benefits of Employee Wellness Programs

This paper demonstrates how, despite the industry of the employees and the nature of the organisation, wellness programmes positively impact employees. Some empirical studies have shown that comprehensive wellness programs offer increased productivity, fewer employee-related sickness incidents a resultant reduced health costs and improved morale (Chen et al., 2015; Berry et al., 2010). Indeed, Song & Baicker (2019) revealed that a systematic review of companies that offered organization-based wellness programs reported a cost-benefit ratio of 1.5-3 dollars invested, and had reductions in employee absenteeism and overall healthcare expenditures.

Also, there is some evidence that wellness programs in mental health are also best in managing stress and burnout among employees in the current generation workforce (Hakanen & Schaufeli, 2012). For instance, a study by Joyce et al (2016) revealed that counselling and stress management programs



decrease truancy by 30 per cent and increase employee fabric by 25 per cent. Physical and nutritional activities like exercising or nutrition programs also ensure that the workers' vulnerability to cardiovascular diseases diminishes and that health checkups result in the prevention of such diseases. Hence, saving the employers and employees' money in the long run (Goetzel et al., 2014).

2.1.4 Mental and Emotional Well-being in the Workplace

There has been a growing realization of the significance of psychological well-being in the workplace in the current past. The analysis of research work has identified psychological health as one of the primary predictors of gross staff performance, satisfaction, and turnover rates across various organizations (Robertson & Cooper, 2015). Because of the COVID-19 pandemic, this issue gained more attention as employees experience extraordinary levels of pressure and social detachment in their workplaces (Hamouche, 2020). In a survey by APA, in 2021, over 70% of employees reported extremely high-stressed levels during this pandemic situation, and thus, industries demand better mental health care.

The most studied approaches for increasing different aspects of subjective well-being at work are mindfulness-based interventions (MBIs) and cognitive-behavioural therapy (CBT) (Rupprecht et al., 2019). The use of exercises such as meditation and deep breathing as practice in the workplace has been observed to help in reducing stress, controlling or managing emotions and even boosting job satisfaction. Lomas et al. (2017) and Hülshager et al. (2013) set out some research findings regarding employees who took mindfulness programs that revealed that perceived stress and burnout significantly declined and there is a significant enhancement in concentration and performance among the employees.

2.1.5 Physical Health and Wellness Programs

Physical well-being is still a very important element of worksite health promotion, and the literature continues to document the benefits of such interventions for both the employee and the organization. For example, the availability of physical activity programs has been evidenced to decrease both absenteeism and presenteeism. It will also enhance the health fitness of the worker and decrease the incidence of conditions such as cardiovascular diseases and diabetes (Goetzel et al., 2014). Toker and Biron (2016) revealed that employees who participate in workplace wellness

policies exercising physically well had the likelihood of experiencing high levels of job-related stress and burnout by less amount of 25% and 40%, respectively.

Sweepstakes and Casinos, walking /health-promoting competitions, free /discounted memberships and 'wellness centres' within the working environment are the derivatives of corporate wellness programs. However, companies are increasingly moving beyond traditional physical health initiatives to include programs that address nutrition, sleep, and chronic disease management (Arena et al., 2015). Sleep hygiene programs, in particular, have gained popularity as research continues to highlight the relationship between sleep quality and work performance (Barnes et al., 2017). According to a report by the National Sleep Foundation (2017), employees who participate in sleep health programs report improved cognitive function, mood, and job performance.

2.1.6 Financial Wellbeing and its Impact on Employee Health

Financial wellbeing has also emerged as an important factor influencing overall employee health. Financial stress is often a significant contributor to mental health issues such as anxiety and depression, which can affect job performance and satisfaction (Kim & Garman, 2013). Recent studies suggest that employers who offer financial wellness programs, such as retirement planning, debt management workshops, and financial counseling, can help alleviate these stressors and improve overall employee wellbeing (Hershfield et al., 2020).

A survey by PwC (2021) found that 63% of employees experience financial stress, with younger workers (millennials and Gen Z) being disproportionately affected. Employees who struggle with financial insecurity are more likely to be distracted at work, make more mistakes, and have lower levels of engagement and job satisfaction (Garman et al., 2016). Employers who recognize the importance of financial wellness and provide resources to support their employees in managing finances have been shown to benefit from increased loyalty, reduced turnover, and enhanced job performance (Clark et al., 2021).

2.1.7 Challenges in Implementing Employee Wellness Programs

Despite the clear benefits of wellness programs, many organizations face challenges in implementing and sustaining them. One of the most prominent issues is employee participation. Studies have shown that many employees are reluctant to



engage in wellness programs due to concerns about privacy, stigma, or skepticism about the program's effectiveness (Bray et al., 2018). A study by Linnan et al. (2016) found that only 46% of employees participated in workplace wellness programs, with younger workers and lower-income employees being the least likely to engage.

Another challenge lies in the customization of wellness programs. A one-size-fits-all approach often fails to meet the diverse needs of a workforce, leading to disengagement and lack of perceived value (Grawitch et al., 2017). Some employees may prefer physical wellness initiatives, while others may prioritize mental health or financial wellness. Tailoring programs to meet the unique needs of different employee demographics is essential for achieving higher participation rates and overall program success (Jain et al., 2019).

The rise of remote work has also posed challenges for employee wellness programs. The shift towards hybrid or fully remote work models requires organizations to rethink how they deliver wellness initiatives. Digital tools, such as wellness apps and virtual mental health resources, have become critical in maintaining employee engagement in wellness programs (McCleary et al., 2020). However, ensuring that remote employees have equal access to these resources remains a challenge, particularly for smaller companies with limited budgets (Hoch & Dulebohn, 2017).

2.1.8 Future Trends in Employee Wellness and Wellbeing

As the workplace continues to evolve, so too will the landscape of employee wellness and wellbeing. Emerging trends suggest that organizations will increasingly focus on holistic wellness strategies that integrate physical, mental, and financial health with a greater emphasis on personalization and flexibility (Person et al., 2016). Digital health solutions, such as wearable technology, AI-driven wellness platforms, and telemedicine services, are expected to play a larger role in supporting employee health, especially in the era of remote work (Pronk, 2021).

Moreover, the concept of psychological safety is gaining traction in the context of workplace wellbeing. Employees who feel safe to express concerns, voice ideas, and be their authentic selves without fear of negative consequences are more likely to thrive in their roles (Edmondson, 2019). Organizations that foster a culture of psychological safety can enhance employee engagement, innovation, and overall wellbeing (Nembhard & Edmondson, 2006).

2.2 Theoretical Review

2.2.1 Theories of Employee Wellness and Wellbeing

The study of employee wellness and wellbeing is supported by several theoretical frameworks that highlight the different dimensions of health and satisfaction within the workplace. Two primary theories often referenced in wellness literature are Maslow's Hierarchy of Needs and Self-Determination Theory (SDT).

Maslow's Hierarchy of Needs (1943): This theory posits that human needs follow a hierarchical structure, starting from basic physiological needs and progressing to safety, social belonging, esteem, and self-actualization. In the context of employee wellness, this model suggests that employees must have their basic needs, such as health and safety, met before they can focus on higher-order needs like job satisfaction and self-fulfillment (Maslow, 1943). Organizations can use this framework to design wellness programs that address both fundamental physical health and more complex emotional and psychological wellbeing.

Self-Determination Theory (Deci & Ryan, 1985): SDT emphasizes the importance of autonomy, competence, and relatedness in achieving personal wellbeing and motivation. In the workplace, employees need to feel in control of their tasks (autonomy), capable of achieving their goals (competence), and connected to others (relatedness) to experience optimal wellbeing (Ryan & Deci, 2000). Employee wellness programs that promote a sense of autonomy, personal growth, and collaboration tend to foster higher levels of satisfaction and engagement.

Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007): The JD-R model suggests that employee wellbeing is influenced by a balance between job demands (e.g., workload, emotional demands) and job resources (e.g., social support, career opportunities). The theory highlights that when resources outweigh demands, employee wellness improves, leading to higher productivity and job satisfaction. Conversely, when demands outweigh resources, employees experience burnout and stress.

Positive Psychology and PERMA Model (Seligman, 2011): Rooted in positive psychology, the PERMA Model emphasizes five core elements of wellbeing—Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. In workplace settings, these elements are used to structure programs aimed at enhancing employee



wellbeing by fostering positive emotions, creating a sense of purpose, and improving work relationships. These theoretical frameworks provide a basis for understanding how various components of wellness interact to affect employee health and satisfaction. They also serve as a guide for designing wellness programs that cater to both the basic and complex needs of employees.

2.3 Empirical Review

Empirical studies on employee wellness and wellbeing provide valuable insights into how theoretical models play out in real-world organizational settings. Recent research underscores the impact of comprehensive wellness programs on productivity, job satisfaction, and employee retention.

A study conducted by Joyce et al. (2016) on the impact of workplace mental health programs showed that employees who participated in mindfulness-based stress reduction programs reported significant decreases in stress levels and improvements in mental clarity and job performance. Similarly, research by Robertson and Cooper (2015) highlighted the importance of mental health interventions, with organizations that provided access to counseling and mental health resources seeing reductions in absenteeism and turnover.

Empirical studies, such as Goetzel et al. (2014), have consistently demonstrated that physical wellness programs, including exercise initiatives and nutrition plans, lead to significant improvements in employee health and reductions in absenteeism. Their research found that companies that invested in physical health programs saw a 25% reduction in employee sick days and a 15% increase in productivity.

Chen et al. (2015) conducted a cross-sectional study examining the impact of work-life balance programs on employee satisfaction and turnover intentions. They found that employees who had access to flexible work arrangements and wellness programs were more satisfied with their jobs and less likely to leave their organizations. The study underscored the role of work-life balance in improving overall employee wellbeing and retention.

A survey by PwC (2021) highlighted the growing importance of financial wellness programs. Their findings indicated that 63% of employees experiencing financial stress reported lower engagement at work. Employers who offered financial literacy programs and debt management support saw higher levels of employee engagement and a 20% improvement in overall productivity.

Hamouche (2020) investigated the impact of remote work on employee wellbeing during the COVID-19 pandemic. The study found that employees who had access to virtual wellness programs, including mental health resources and online fitness sessions, reported lower levels of stress and higher job satisfaction compared to those without such resources.

III. Methodology

This study employed a mixed-methods approach, combining quantitative and qualitative data collection techniques to provide a comprehensive understanding of employee wellness and wellbeing across different sectors. The research design involved gathering primary data through structured surveys, semi-structured interviews, and focus group discussions, ensuring a well-rounded perspective on how wellness programs influence employee health and satisfaction.

Research Design

A mixed-methods design was chosen to allow for both broad quantitative analysis and deep qualitative insights. The quantitative component focused on the extent of employee participation in wellness programs and their perceived impact on various aspects of wellbeing, such as physical health, mental health, and work-life balance. The qualitative component involved in-depth exploration of employee and organizational perspectives through interviews and focus groups.

Population and Sample

The population comprised employees and HR professionals from the healthcare, education, and technology sectors. A stratified random sampling technique was used to ensure the diversity of respondents, with a total sample of 250 employees for the survey. Additionally, 15 HR professionals were interviewed, and three focus groups, each with 8-10 participants, were conducted to gain detailed insights into employee experiences and program effectiveness.

Data Collection

Surveys: A structured survey was distributed electronically to employees, containing sections on demographic information, physical wellness, mental health, work-life balance, and job satisfaction. The survey included Likert-scale questions and closed-ended items to facilitate quantitative analysis.

Interviews: Semi-structured interviews were conducted with HR professionals to explore how wellness programs are designed and implemented.



These interviews allowed for flexibility in exploring different aspects of wellness initiatives and organizational challenges.

Focus Groups: Focus groups were held to gain deeper insights into employee experiences with wellness programs. Participants discussed their perceptions of the initiatives, the benefits they derived, and suggestions for improvement.

Instrumentation

Several validated scales were used in the survey, including the Wellness Program Participation Scale (WPPS), Work-Life Balance Scale (WLBS), Job Satisfaction Scale (JSS), and the General Health Questionnaire (GHQ-12). These instruments were selected to ensure the reliability and validity of the data collected.

Data Analysis

Quantitative Analysis: The survey data were analyzed using SPSS. Descriptive statistics were calculated to summarize responses, while inferential statistics (e.g., correlation and regression analysis) were employed to explore relationships between variables such as wellness program participation and job satisfaction.

Qualitative Analysis: Interview and focus group data were analyzed using thematic analysis. NVivo software was used to code and categorize the qualitative data, enabling the identification of recurring themes and patterns across the interviews and focus group discussions.

IV. Results

This findings of this study are deduced based on the primary data collected through surveys, interviews, and focus group discussions. The results are organized into key themes derived from the quantitative and qualitative analyses. First, we present the demographic profile of the participants, followed by the analysis of employee wellness program participation, physical and mental health outcomes, job satisfaction, and the qualitative insights from interviews and focus groups.

4.1 Demographic Profile of Respondents

A total of 250 employees participated in the survey, drawn from three sectors: healthcare, education, and technology. Table 1 summarizes the demographic characteristics of the respondents.

Table 1: Demographic Profile of Respondents

| Variable | Category | Frequency (n) | Percentage (%) |
|-----------------|----------------------|---------------|----------------|
| Gender | Male | 130 | 52% |
| | Female | 120 | 48% |
| Age | 18-29 | 65 | 26% |
| | 30-39 | 95 | 38% |
| | 40-49 | 55 | 22% |
| | 50 and above | 35 | 14% |
| Job Role | Junior staff | 110 | 44% |
| | Mid-level management | 90 | 36% |
| | Senior management | 50 | 20% |
| Sector | Healthcare | 80 | 32% |
| | Education | 90 | 36% |
| | Technology | 80 | 32% |
| Work Experience | 0-5 years | 100 | 40% |
| | 6-10 years | 75 | 30% |
| | 11-15 years | 45 | 18% |
| | 16+ years | 30 | 12% |

The gender distribution was relatively balanced, with 52% male and 48% female respondents. The majority of participants were between 30-39 years of age (38%), followed by those aged 18-29 years (26%). Most participants were in junior or mid-level management roles, and there was an even distribution across the healthcare, education, and technology sectors.

4.2 Wellness Program Participation

Survey data revealed varying levels of participation in employee wellness programs across different sectors. Table 2 shows the frequency of participation in various types of wellness programs.



Table 2: Participation in Wellness Programs

| Wellness Program | Healthcare (n = 80) | Education (n = 90) | Technology (n = 80) | Overall (n = 250) |
|---------------------------------------|---------------------|--------------------|---------------------|-------------------|
| Fitness Programs | 68% | 55% | 72% | 65% |
| Mental Health Workshops | 50% | 45% | 60% | 52% |
| Nutrition and Healthy Eating Seminars | 62% | 48% | 58% | 56% |
| Work-Life Balance Initiatives | 75% | 60% | 70% | 68% |
| Financial Wellness Seminars | 40% | 35% | 55% | 43% |

The data indicates that fitness programs had the highest participation rates, especially in the technology sector (72%) and healthcare (68%). Mental health workshops and nutrition seminars had moderate participation, with mental health workshops showing higher participation in the technology sector (60%). Work-life balance initiatives had the highest overall participation rate (68%), particularly in the healthcare sector (75%).

4.3 Physical Health Outcomes

One of the main objectives of the wellness programs was to improve employees' physical health. Respondents were asked to report on the changes in their physical health since joining the wellness programs. Table 3 summarizes the self-reported physical health outcomes.

Table 3: Self-Reported Physical Health Outcomes

| Outcome | Improved (n) | No Change (n) | Worsened (n) | Percentage Improved (%) |
|------------------------------|--------------|---------------|--------------|-------------------------|
| Physical Fitness | 160 | 70 | 20 | 64% |
| Energy Levels | 145 | 80 | 25 | 58% |
| Chronic Condition Management | 120 | 100 | 30 | 48% |
| Overall Physical Health | 155 | 75 | 20 | 62% |

Approximately 64% of respondents reported improvements in their physical fitness, while 58% noted higher energy levels. Additionally, 48% of those with chronic health conditions (such as hypertension or diabetes) reported better management of their conditions due to the wellness programs. Overall, 62% of employees felt that their physical health had improved.

4.4 Mental Health and Emotional Wellbeing

Mental health was a significant focus of the wellness programs, particularly given the increased stress levels reported during the COVID-19 pandemic. Table 4 highlights the mental health outcomes based on survey responses.

Table 4: Self-Reported Mental Health and Wellbeing Outcomes

| Mental Health Indicator | Improved (n) | No Change (n) | Worsened (n) | Percentage Improved (%) |
|-------------------------|--------------|---------------|--------------|-------------------------|
| Stress Management | 140 | 85 | 25 | 56% |
| Work-Life Balance | 160 | 65 | 25 | 64% |
| Emotional Resilience | 130 | 95 | 25 | 52% |
| Mental Health Overall | 150 | 80 | 20 | 60% |

More than half of the respondents (56%) reported improvements in their ability to manage stress after participating in the wellness programs.

Work-life balance also showed positive outcomes, with 64% of employees indicating improvements. Emotional resilience, which encompasses the ability



to cope with workplace pressures and challenges, improved for 52% of respondents. Overall, 60% of employees reported better mental health outcomes.

4.5 Job Satisfaction and Employee Engagement

The impact of wellness programs on job satisfaction and employee engagement was also assessed. Table 5 outlines the relationship between wellness program participation and key job satisfaction indicators.

Table 5: Job Satisfaction and Employee Engagement

| Job Satisfaction Indicator | Increased (n) | No Change (n) | Decreased (n) | Percentage Increased (%) |
|----------------------------|---------------|---------------|---------------|--------------------------|
| Overall Job Satisfaction | 175 | 60 | 15 | 70% |
| Employee Engagement | 160 | 70 | 20 | 64% |
| Work Motivation | 150 | 75 | 25 | 60% |
| Organizational Loyalty | 140 | 85 | 25 | 56% |

A significant proportion of employees (70%) reported higher overall job satisfaction after engaging with wellness programs. Employee engagement, a key measure of how connected employees feel to their work and organization, improved for 64% of respondents. Additionally, 60% reported increased motivation, while 56% expressed stronger loyalty to their organization.

4.6 Qualitative Findings from Interviews and Focus Groups

In-depth insights from HR professionals and employees were gathered through interviews and focus groups. Several key themes emerged from the qualitative data:

Employee Participation and Engagement: HR professionals highlighted the importance of creating tailored wellness programs that resonate with employees' specific needs. Many acknowledged that participation was higher when programs were flexible and offered options such as virtual mental health sessions or on-site fitness facilities.

Challenges in Implementation: Both HR managers and employees pointed to challenges in the effective implementation of wellness programs. Common barriers included time constraints, lack of awareness about available resources, and employees' reluctance to participate in mental health initiatives due to stigma.

Perceived Benefits of Wellness Programs: Employees reported that wellness programs positively impacted their physical and mental health, contributing to higher job satisfaction. Several participants mentioned improvements in work-life balance, reduced stress, and better relationships with colleagues.

Suggestions for Improvement: Focus group participants recommended that organizations should regularly update and diversify their wellness offerings, incorporating more targeted initiatives for mental health, financial wellbeing, and career development. Additionally, increased communication about program availability and benefits was suggested to improve participation rates.

In summary, the results indicate that employee wellness programs have had a positive impact on both physical and mental health, with improvements in job satisfaction, engagement, and organizational loyalty. While participation levels varied across different types of wellness programs, the overall findings suggest that comprehensive and well-implemented wellness programs can significantly contribute to improved employee wellbeing. Moreover, qualitative data underscore the importance of flexibility, targeted initiatives, and effective communication in maximizing the success of these programs.

V. Discussion of Results

The results of this study provide significant insights into the relationship between employee wellness programs and various aspects of employee wellbeing, such as physical and mental health, job satisfaction, and employee engagement. These findings align with, and expand upon, existing literature in the field, demonstrating that well-implemented wellness initiatives can lead to tangible improvements in employee outcomes. This section discusses the key findings of the study in relation to recent research, highlights the implications of these findings, and provides a



broader understanding of how wellness programs contribute to organizational success.

5.1 Wellness Program Participation and Employee Engagement

One of the study's primary findings was the high level of participation in physical wellness programs, particularly fitness initiatives, with 65% of employees participating overall. This supports previous research indicating that physical wellness programs are among the most popular and effective components of workplace wellness initiatives (Goetzel et al., 2014). The higher participation rates in the technology and healthcare sectors (72% and 68%, respectively) can be attributed to these industries' awareness of the physical demands of their jobs and the availability of resources.

A similar study by Toker and Biron (2016) found that physical wellness programs not only improve employee health but also reduce workplace stress, supporting the current study's finding that 64% of employees reported improvements in physical health. This result further corroborates findings by Goetzel et al. (2014), who reported that employees who participated in regular fitness activities experienced reductions in absenteeism and healthcare costs.

Participation in mental health workshops (52%) and work-life balance initiatives (68%) was also noteworthy. The importance of mental health in the workplace has been increasingly recognized, particularly following the COVID-19 pandemic, where stress levels and mental health issues rose globally (Hamouche, 2020). These results align with the findings of a survey conducted by the American Psychological Association (APA, 2021), which reported that wellness programs that emphasize mental health significantly reduce employee stress and improve overall wellbeing.

5.2 Impact on Physical Health and Wellbeing

The study found that 62% of employees reported improvements in their overall physical health after participating in wellness programs, with 64% reporting improved physical fitness and 58% noting increased energy levels. This result is consistent with several studies that highlight the positive impact of corporate fitness programs on physical health. For example, a meta-analysis by Baicker, Cutler, and Song (2010) found that corporate wellness programs often result in a decrease in health risks and improved physical health outcomes, such as reduced body mass index (BMI), lower cholesterol levels, and better management of chronic diseases.

This study also noted that 48% of employees with chronic conditions reported better management of their health after participating in wellness programs. This finding supports Arena et al. (2015), who observed that workplace wellness programs targeting chronic disease prevention and management, such as diabetes and hypertension, significantly reduce long-term healthcare costs and improve the quality of life for employees.

5.3 Mental Health and Emotional Wellbeing

The results indicate that more than half of the respondents (56%) reported improvements in stress management, while 60% indicated overall improvements in their mental health. This is in line with prior research that shows the effectiveness of mental health programs in reducing workplace stress and improving emotional resilience. Joyce et al. (2016) found that employees who participated in mindfulness-based interventions and mental health workshops reported significant reductions in perceived stress, similar to the findings of the present study.

Furthermore, the improvement in work-life balance reported by 64% of employees echoes findings from Fisher's (2001) study, which emphasized the importance of balance between work and personal life in promoting mental wellbeing. Mental health programs and work-life balance initiatives, when well-integrated into organizational culture, reduce burnout and enhance job satisfaction (Robertson & Cooper, 2015). This is particularly relevant in the context of the ongoing shift to remote and hybrid work models, where maintaining a healthy work-life balance has become increasingly challenging (Hamouche, 2020).

5.4 Job Satisfaction and Organizational Loyalty

A key finding of the study was that 70% of employees reported an increase in job satisfaction after participating in wellness programs, with 64% indicating higher levels of engagement. These results align with the broader literature on the impact of wellness programs on employee satisfaction and retention. Research by Grawitch and Ballard (2016) suggests that wellness programs contribute to higher levels of employee engagement by addressing factors such as work stress, physical health, and emotional wellbeing, which in turn improve job satisfaction.

The finding that 56% of employees reported increased organizational loyalty is also significant. Several studies have suggested that employees who perceive their organization as supportive of their wellbeing are more likely to



remain loyal and less likely to seek employment elsewhere (Grawitch & Ballard, 2016). This is consistent with the Gallup State of the American Workplace report (2017), which found that employees who feel their wellbeing is prioritized by their employer are 81% less likely to leave their jobs.

Furthermore, the increase in organizational loyalty supports findings from Robertson and Cooper (2015), who argue that a strong organizational commitment to employee wellbeing fosters a positive workplace culture and enhances employee retention. This is especially critical in highly competitive sectors such as technology, where turnover rates can be high and employee retention is a priority.

5.5 Alignment with the Job Demands-Resources (JD-R) Model

The findings of this study align with the Job Demands-Resources (JD-R) Model proposed by Bakker and Demerouti (2007), which posits that job resources, such as wellness programs, help to balance job demands, reduce burnout, and enhance employee wellbeing. The positive relationship between wellness program participation and improved physical and mental health, as well as increased job satisfaction, supports this model. The JD-R model suggests that when employees have access to resources that help them cope with job demands, they are more likely to be engaged and satisfied with their work, as observed in this study.

5.6 Implications for Practice

The results of this study have significant practical implications for organizations seeking to improve employee wellness and wellbeing. First, the high levels of participation in fitness and work-life balance initiatives suggest that organizations should continue to offer and expand these types of programs. Additionally, the strong positive impact of mental health workshops on stress management highlights the importance of providing employees with resources that support emotional and psychological wellbeing.

Employers should also focus on increasing awareness and accessibility of wellness programs to encourage greater participation. Qualitative findings from the focus groups indicated that employees who were aware of the wellness programs and found them easy to access were more likely to engage, which in turn improved their health outcomes and job satisfaction. Organizations should also consider tailoring wellness programs to the specific needs of their workforce, particularly in diverse sectors such

as healthcare, education, and technology, where the demands and stressors vary significantly.

Finally, the study underscores the importance of integrating wellness initiatives into the broader organizational culture. Organizations that create an environment where wellness is prioritized are likely to see higher levels of employee engagement, satisfaction, and retention.

On the whole, results of this study confirm the positive relationship between employee wellness programs and various dimensions of employee wellbeing, including physical health, mental health, job satisfaction, and organizational loyalty. These findings are consistent with existing literature and support theoretical models such as the Job Demands-Resources Model. Wellness programs that are well-implemented and accessible lead to significant improvements in employee outcomes, benefiting both employees and organizations.

VI. Conclusion

The findings of this study highlight the significant impact of employee wellness programs on various aspects of employee wellbeing, including physical health, mental health, job satisfaction, and organizational loyalty. The mixed-methods approach used in this research provided both quantitative data and rich qualitative insights, illustrating that well-implemented wellness initiatives lead to tangible improvements in employee outcomes. Programs addressing physical fitness, mental health, and work-life balance showed the highest levels of participation and the most positive outcomes. Furthermore, wellness programs not only improve employee health and reduce absenteeism but also foster higher levels of job satisfaction and organizational commitment.

This study confirms that wellness initiatives tailored to employees' specific needs can enhance both individual wellbeing and organizational performance. Employers that prioritize employee health, through both physical and mental wellness, are likely to benefit from a more engaged and productive workforce. The findings also align with key theoretical frameworks, such as the Job Demands-Resources Model, reinforcing the idea that when job resources are enhanced through wellness programs, employees can better manage work demands and experience improved overall wellbeing.



VII. Recommendations

Based on the findings of this study, several recommendations are made to organizations seeking to enhance employee wellness and wellbeing:

Expand and Diversify Wellness Programs: Organizations should offer a broad range of wellness initiatives that address physical health, mental health, financial wellness, and work-life balance. Programs should be tailored to the specific needs of diverse employee groups to maximize participation and impact.

Increase Awareness and Accessibility: Many employees reported that they were unaware of the full range of wellness programs available to them. Organizations should enhance communication strategies to raise awareness of wellness resources, ensuring they are easily accessible to all employees, including those working remotely.

Incorporate Flexibility in Wellness Offerings: Given the varying preferences of employees, organizations should offer flexible wellness programs, such as online fitness sessions or virtual mental health resources, to accommodate different schedules and work environments, especially for remote workers.

Focus on Mental Health Support: Mental health emerged as a critical area of need in this study. Employers should prioritize mental health workshops, counseling services, and stress management programs to help employees manage work-related pressures.

Evaluate Program Effectiveness: Organizations should regularly assess the effectiveness of their wellness programs through employee feedback and data analytics. This can help identify areas for improvement and ensure that programs continue to meet the evolving needs of the workforce.

Encourage Leadership Support: Leadership buy-in is essential for the success of wellness initiatives. Organizations should ensure that leaders actively participate in and promote wellness programs, demonstrating their commitment to employee wellbeing.

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