

EMPLOYEE WELLNESS: A STRATEGY FOR INFLUENCING ORGANIZATIONAL PERFORMANCE

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Abstract

The Social cognitive theory created a good relationship among individuals, behavior and the environment. All these three elements interact with each other to change the individual behavior. (Bandura, 1977, 1986, 2001). Social cognitive theory plays a supporting role in healthy behavior in the workplace. (Baranowski, 2002) and it is a powerful predictor of health behavior (Bandura, 1986). This study examines the influence of employee wellness on organizational performance in the IT industry in Bangalore. Many studies proved that nowadays employee wellness is playing a vital role in organizational performance. Hence, this study was conducted among the employees in the IT industry in Bangalore. Data was gathered through a structured questionnaire and 240 samples have been taken for this study. The simple random sampling method was used to collect the data. Binary logistic regression was used for analyzing the data. In this study, employee wellness was an independent variable and organizational performance was a dependent variable. The independent variables are “Flexitime, Counselling, Periodical Health checkups, Employee assistance programs, Work at home, Wellness workshops, Mental health support and Inclusiveness”. Among the aforementioned variables, Counseling, Periodic health checkups and Employee assistance programs are significantly influencing organizational performance. Therefore, this study recommended that employee wellness programmes influence organizational performance.

Keywords: Employee wellness, Social Cognitive Theory, Mental Health support, Inclusiveness, Wellness Workshops.

Introduction

Based on the World Economic Forum report, In India, 27% of the working population was suffering from poor diet, physical inactivity, a certain level of tobacco and alcohol consumption and the highest rate of diabetes. It is expected to reach 40% by 2030. World Economic Forum survey said employees had taken 14% sick leave of their annual working days. Chronic diseases are the major reason for employees’ physical and mental health. To control these chronic diseases

in the workplace, employee wellness activities should be implemented and practiced. Employee wellness focuses on the physical and mental fitness of the employees which influences the employees' health, quality of life, work-life balance, reduced absenteeism and attrition, increased employee retention and improved performance at work. In the global workforce, Millennials are part of 50%, and the priority of the Millennials is Mental and Physical health and a happy life. If the organization wants to attract the Millennials, employee wellness activities to be implemented at the workplace. At present, Employee wellness is playing a substantial role in the business and organization performance which impacts the organization's culture, working environment, productivity, employee morale, creativity, spontaneity, self-esteem, confidence and stability of the organization. Therefore, small, medium and large-sized organizations are concentrating on employee wellness programs. A substantial amount of research was done on the employee wellness programme, based on that it supported the bottom line of the organization and inevitably they are playing a massive role in the organization's success. Certainly, employee wellness is not the sole solution for the betterment of the organization's performance but by and large, it creates a considerably healthy environment in the workplace. In a way, a healthy environment creates a healthy business.

Literature Review

Three models such as the health belief model, Social – the cognitive theory and the Transtheoretical model influence the behavioral change of the employees on employees' wellness. These three models supported employee wellness to keep the employees highly happy in the organization. The author stated that organizational success also depends on the healthy behavior of the employees. **Erin Milliken (2017)**. Employees' wellness was not a goal-oriented one; it was a continuous process and had to be maintained. Employee wellness was not curing sickness, burning and measuring fat, it was all about the mindset of "optimism, Confidence and energy". Creativity and freshness were playing a vital role in the employee wellness program. The author recommended that Employee wellness which comprised of six dimensions as Emotional, Vocational, Physical, Spiritual, Intellectual and Social. **M.M. Sulphrey (2014)**. In 1981, the Country's health department developed a wellness program concept and it was designed in 1983. Also stated, an employee survey has to be taken to identify the health issues and interests of the employees. Employees must be motivated by specific orientation and lifestyle inventory to attain good health. Periodic physical fitness tests and wellness workshops need to be conducted to check body fat, muscle strength, endurance and flexibility. **Lee G. Dameron (1985)**. The author discussed "Biophysics" which is related to safety norms. The employees must be aware of "Biophysics" which helped the employees to not face any injury. "Biophysics" included muscle strength, flexibility, motion and endurance. As long as the employee is stronger and more flexible, they can tolerate the stress and prevent injury. **Benjamin Harris (2015)** Multinational companies have implemented wellness programs, whereas in India it was in a nascent stage. Though Indian companies were ready to implement wellness activities, employees were reluctant to change on account of poor employee participation. **Monika Kunte (2016)**. The employee wellness programs

increased the competitive advantage of companies and it was supporting for “employee control over time, employee satisfaction, reduced family conflicts and achieve the targets. The article recommended that the employer must implement employee wellness programs for the long-term performance of the organization and top management has to be more concerned with employees. **Agnes Kinanu Mungania et al (2016)**. Employee wellness programme supported effective employee recruitment and influenced the employees for participative decision-making in the organization. Employee wellness was the proactive role of the organization’s function and helped to control the health care cost. As a result, the organization’s expenses can be reduced. **Jamts IK Buibm et al (1990)**. Organizational wellness programs have gone beyond the traditional wellness programs like “Physical health to Mental and Emotional health, financial health, Work-life effectiveness and Work environment and Stress”. Ideas pertained to wellness programs were financial counseling, diet and nutrition for the employees and their families, by which behavioral change could be instilled. The “Ripple effect” supporting the employee’s weight, stress, poor food habits, work schedule and a team-based weight loss strategy was also implemented. **Victoria P. Spears (2012)**.

The article discussed the employee assistance programme and employee wellness programme. Generally, the employee assistance programme was a reactive approach and supported non-work related employee issues such as alcohol and abuse problems. Some employee assistance programmes were specifically designed to deal with troubled employees’ issues rather than productive employees. In contrast, the Employee Wellness Programme was a proactive approach that supported productive employees and increased their productivity further. Some organizations were using employee assistance programme as an umbrella type wherein employee wellness was a part of it. However, some organizations were using the employee wellness programme as a separate initiative which resulted in a better way. Employee wellness programme increased employee awareness and morale which transformed the organization's culture too. The role of top management was of crucial significance in concentrating and practicing effective wellness activities to ensure high employee participation. **Abraham David Benavides et al (2010)**. In organization following activities such as “health fair, numerous sports clubs, in-house fitness center, abuse prevention center and health-oriented seminars and workshops to be conducted pertained to employee wellness programs. Conducting the survey, concerning employee fitness and health, which helps the organization to establish the appropriate wellness programme. Also, insisting organizations schedule wellness activities within working hours and seek support from community services like NGOs, NPOs and health agencies for wellness programs. **Barbara Ebes (1995)**.

Organizational culture is significantly improving on account of the employee wellness program and supporting the physical and mental health of the employees. Nowadays HR managers predict that healthy employees create a healthy workplace and a healthy workplace creates a healthy organization. Stress management training played an important role in the employee wellness program which increased the organization's productivity in a modern-day organization. HCL

Technologies has implemented yoga classes, dance classes, fitness centers, medical camps and employee assistance programs because of employee wellness programs. **Rajasshrie Suresh Dhobale (2009)**. The employee wellness programs supported teamwork, created good trust between employees and employers, energized the workplace and connected employees. Employee wellness programme reduced employee absenteeism, attrition and increased retention. Also stated, always good health is good business. Quality employees in the organization and their families were playing a vital role in the organization's success. Employee wellness programmes and healthcare costs have a strong correlation. Some other wellness programs were recommended by the author such as “Monthly lunch and learns, local fitness partner, boot camp and yoga camp”. **Pamela Mills-Senn (2016)**.

In the textile company, the employee wellness programme improved the “on-the-job safety, employee health, employee morale and productivity of the organization”. Based on this article, employers concentrate on the older employees’ health and retain them in the organization rather than insisting on them retire from the organization. Here, employee wellness programs stressed three important components “health screenings, health and wellness education and fitness programs”. Wellness education programmes support the employees for weight loss, proper diet and exercise, smoking cessation, and cancer awareness for which presentations, workshops, pamphlets and brochures could be used to spread awareness about the programs. **William Atkinson (2001)**. Some organizations insist that managers set up personal health goals to attain the unit goal. In some organizations, the “wellness program manager” was appointed. The role of the wellness manager is to develop and implement employee wellness activities according to the organization's culture. Employee wellness was not all about “physical fitness, depression and stress” it was beyond such as “grief recovery, child-rearing, care of aging parents”. This article recommended the six pillars that supporting for employee wellness such as “Multilevel leadership, Alignment, Scope, Relevance and quality, Accessibility, partnerships and communication”. **Leonard L. Berry et al (2010)**. Based on the American Journal of health promotion, companies that had implemented the wellness programs have reduced 25 percent of the cost in the area of sick leave, health plans, workers’ compensation and disability insurance. Based on the report those companies invested \$1 in the wellness programs and received a return on investment up to \$1.50 or even more. Employee wellness programs are to be designed based on two types which are “Participatory and Health-contingent”. Generally, participatory programs comprised of health-related benefits such as “free gym memberships, paid membership for long-running or softball or some other games with or without the reward. “Health-contingent” is a reward-based which was divided into two categories such as “activity only and outcome-based”. **Nicole Baldwin (2016)**.

Based on the Gallup research, in the U.S, only 60 percent of employees aware of the wellness programs which was offered by their employers of which 40 percent of employees only participate in wellness activities. To improve the employee wellness program in the organization, communication and education played a major role. To improve the wellness activities “to make it clear and keep it simple like health-oriented quizzes, health checkup questionnaires and conduct

blood tests to understand the behavior of the health”. Whatever information pertains to employees’ health should be kept confidential and it should not be revealed to other employees. If it is followed in the organization, that will be a win-win situation for employees and employers respectively **Kelley M. Butler (2015)**. Gamification is a new method by which instant games can be introduced to improve participation and competitiveness among employees. Wearable fitness devices play an important role. This industry’s expected sales growth \$41 billion by 2020 from \$2 billion in 2014 and these devices encouraged the employees to stick to the employee wellness activities. Wellness activities are to be conducted as a team event so that it complements and encourages the members to participate as a team. **Cuna. Org (2016)**.

Strategic communication played an imperative role in setting up a wellness culture in the organization and which drove the employees from their path to wellness goals. Strategic communication had three qualities which comprised of educational, motivational, and personalized. Fundamental behavioral change needs to be made to attain the personal wellness of an individual. Educational communication increased awareness about health issues through "educational content, newsletters, flyers, and workshops and informed the employees about the consequences of an unhealthy lifestyle and preventive measures for a healthy lifestyle. “Motivational Communication” is useful for motivating the employees to participate in wellness programs such as “Health coaching, On-site wellness classes, Support workshops and Webinars”. On-site wellness managers or coaches need to be appointed to encourage the employees to participate in wellness activities. Rewards, Recognition and Incentives played a vital role in motivating the employees in wellness programs. **Jill Shah (2014)**. The future of wellness is beyond the Fitbit device. The organization has to focus on real-time measurements such as “employees’ blood pressure, blood oxygen level” and so on. Earlier, in the organization, in-house clinics were there to provide medical assistance to employees whereas today doctors are supporting the employees’ careers through wellness activities. So far, it has been exercised only in the sports team now the strategy has come to corporate as well. **Alexander Alonso (April 2018)**.

While implementing the wellness programs following ten mistakes should be avoided such as "Failure to plan, Not gathering enough data, Yoga is not enough, targeting only high-risk employees, one size fits all, No budget, No incentives, Lack of C-level support, No tracking and No Future decision”. **Debra Wein and Courtney Hernandez (2011)**. Seven common reasons which insisted the employees not showing interest in employee wellness activities. The reasons are “employees think they don’t have time to participate, Employees think wellness program is not fun, Employees think wellness program does not meet their needs, Employees don’t know what they need to do, Employees are worried about privacy, Employees think they will be judged, Employees underestimate the value of financial rewards and incentives”. **Debra Wein (2018)**

Research Design of the Study

Research Questions

The objective of this study is, Do the employee wellness factors influence the organizational performance concerning top IT companies in Bangalore? If so, what are all independent variables that support employee wellness and improve organizational performance? What is the level of influence of the independent variables on the dependent variable? These are the issues addressed in this study.

Methodology

The study has been undertaken in the top IT companies in Bangalore. The researcher approached nearly 300 employees out of 60 who were not in a position to give information about their industry and companies. Finally, the researcher collected information from 240 employees. A simple random sampling method was adopted.

Collection of Data

The present study is based on both primary and secondary data. The secondary data related to the IT Industry was collected from various websites. The majority of the data were collected from the primary source. Special care was given to designing the Interview schedule to collect the primary data. A pre-test was conducted among 40 employees in the IT industry. Based on the feedback of the pretest, certain modifications, additions and deletions were carried out. The final draft of the schedule was prepared to collect the primary data.

Framework of Analysis

The collected primary data were processed with the help of appropriate statistical tools. The selection of statistical tools rests on the nature of the scale of data and the objectives of the study focused. The details of statistical tools and their usage in this study are summarized below.

Selected Statistical Tool: Binary logistic regression (BLR)

Hypothesis

H0: There is no significant influence between Employee wellness and Organizational Performance

H1: There is a significant influence between Employee wellness and Organizational Performance

Selected Variables

Dependent Variable: Organizational performance is the Dependent Variable. It is an unordered categorical variable and determines whether an organizational performance is influenced by the independent variables or not.

Independent Variables

In this study, the independent variable is Employee wellness which is supported by other independent variables. Here the role of the independent variable is whether the dependent variable

(Organizational Performance) is influenced by the independent variable (Employee Wellness and supportive independent variables) or not. The independent variables are 1. Flexitime 2. Counselling 3. Periodic health checkup 4. Wellness workshops 5. Employee assistance programs 6. Work at home 7. Mental Health Support, 8. Inclusiveness.

Results and Discussion

Results Analysis of Binary Logistic Regression

In this, the result of binary logistic regression and the significance and impact of each independent variable on the dependent variable is discussed. In statistics, logistic regression is a type of regression analysis used for predicting the outcome of a categorical dependent variable (with a limited number of categories) or dichotomy dependent variable based on one or more predictor variables. Before giving the interpretation of the results of the model, we should check whether or not the model fits the data well.

Reliability Test

Table 1. Reliability Test

Cronbach's Alpha	Items
.723	8

To check the reliability, Cronbach's alpha is being used to measure internal consistency. Generally Internal consistency values between zero and one. A common thumb rule is that 0.6-0.7 indicates acceptable reliability, and 0.8 or higher indicates good reliability. High reliabilities (0.95 or higher) are not necessarily desirable, as this indicates that the items may be entirely redundant. Here, the Cronbach alpha was calculated among the variables, the calculated score is .723. Hence, the "Wellness Questionnaire" is a reliable tool.

Omnibus Test of Model Coefficients

Omnibus test one part of a statistical test is executed on an overall hypothesis that will in find general importance between parameters' change while looking at parameters of the same type. The omnibus tests of model coefficients give a general indication of how well the model performs.

Table 2. Omnibus test of model coefficients

		Chi-square	df	Sig.
Step 1	Step	63.028	8	.000
	Block	63.028	8	.000
	Model	63.028	8	.000

The table above shows a model which includes all predictors and values in the Omnibus tests of model coefficients is given in a Chi-Square of 63.028 with 8 degrees of freedom, which is significant at 0.05. Since the omnibus test is significant at a 5% level of significance it can be concluded that adding the predictors to the model has significantly increased organizational performance.

Model Summary

The purpose of the model summary is to see how much variation in the dependent variable can be explained by the model. The Cox & Snell R Square and the Nagelkerke R Square values indicate the variation in the dependent variable explained by the model.

Table 3. Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	219.293 ^a	.231	.334

In this research under model Summary above we see that the Cox & Snell R Square and Nagelkerke R Square values, which are both methods of calculating the explained variation. Therefore, in this study, Cox and Snell R² indicate that 23.1% of the variation in the dependent variable was explained by the explanatory variables. Nagelkerke R Square in the model summary table above is 0.334, which indicates that 33.4% of the variability in the dependent variable was explained by the explanatory variables. Generally, the explained variation in the dependent variable based on our model ranges from 23.1% to 33.4%, depending on whether you reference the Cox & Snell R² or Nagelkerke R² methods, respectively.

Homers and Lemeshow test

The Hosmer-Lemeshow goodness-of-fit statistic is another test used to evaluate the model fit. The test looks at the anticipated values against the actual values of the dependent variable (Hosmer and Lemeshow, 2000). A good fit model will have a small Hosmer-Lemeshow test statistic and a p-value that is greater than 0.05 level of significance. As it is observed from Table 3, P-value = 0.995 which is greater than the level of significance $\alpha=0.05$, and hence data fit the model well. Therefore, the logistic regression model is a good fit.

Table 4. Homers and Lemeshow test

Step	Chi-square	df	Sig.
1	1.012	7	0.995

The Classification Matrices as a measure of model accuracy

The classification matrices in binary logistic regression serve the same function as the classification matrices in Discriminant analysis, i.e. evaluating the accuracy of the model.

Table 5. Classification Table

Observed	Predicted			
	Can Employee Wellness influence the organization Performance			Percent Correct
		Yes	No	
Can Employee Wellness influence the organization Performance	yes	168	6	96.6
	No	48	18	27.3
Over all Percentage				77.5%

The overall percentage of accurate predictions, in this case, is 77.5% measure of a model that relies on most heavily for this.

The effect of Employee Wellness on Organization Performance

After the assessment, the overall model and goodness of fit test, statistical tests of individual predictors are conducted to identify the effect of employee wellness on organization performance in the IT industry with reference Bangalore. The binary logistic regression result table 4 shows the contribution of each independent variable to the dependent variables in the model and its statistical significance at which the significance values less than 0.05.

These are the variables that contribute significantly to the predictive ability of the model. As shown in Table 4 below, we have three significant variables (Counselling $P=0.020$, Periodical health checkup $P=0.026$, Employee assistance programme $P= 0.041$, are found to be the most important determinant factors since ($p<0.05$).

Table 6. Variables in the Equation

Variables	B	S.E.	Wald	df	Sig.	Exp(B)
Flexitime	1.114	1.139	.957	1	.328	3.047
Counselling	-3.089	1.327	5.415	1	.020	.046
Periodical health checkup	6.795	3.043	4.987	1	.026	893.388
Wellness Workshops	1.057	.684	2.390	1	.122	2.877
Employee assistance Programme	-4.832	2.370	4.156	1	.041	.008
Work at home	-.951	1.300	.535	1	.464	.386
Mental health support	2.449	2.039	1.442	1	.230	11.572
Inclusiveness	1.176	.986	1.423	1	.233	3.240
Constant	-3.987	3.496	1.300	1	.254	.019

The variables in the equation table indicated the Exp(B). These values are the odds ratios (OR) for each of the independent variables and Exp (β) shows the odds ratio associated with each predictor variable. The odds ratio of 1 indicates that the predictor variable does not influence the dependent variable which means two variables are statistically independent. The odds ratio is greater than 1 the two variables are statistically dependent or the predictor variable has a positive influence on the dependent variable. The value of the odds ratio is less than 1 two variables are statistically dependent and the predictor variable has a negative influence on the dependent variable.

The model contained eight independent variables Flexitime, Counseling, Periodical health checkups, Wellness Workshops, Employee assistance programs, Work at home, Mental Health Support and Inclusiveness of which three independent variables are statistically significant to the model.

However, five independent variables such as Flexitime, Periodical health checkups and, Wellness workshops, Mental health support and inclusiveness have a positive impact on the

dependent variable (See exp (B) value), whereas the remaining three variables such as Counselling, Employee assistance programs and Work at home hurt the dependent variable.

The thorough discussion and interpretation of each strongest predictor variable are as follows.

Flexitime: - This variable supports employee wellness in the organization. If the organization offers flexi-time to the employees it would improve the organizational performance. The p-value (Sig.) for Flexitime is .328 indicating that it is a statistically significant predictor variable that has a positive effect (its Exp (B) is greater than 1) on organizational performance. This indicates that with increases the flexi-time, organizational Performance will get increased. Its Exp (B) value of 3.047 signifies that there is a strong positive relationship between flexitime and organizational performance.

Counseling: - This variable refers to, the organization providing career and personal counseling to the employees to improve their employee wellness by which the organization's performance can be improved. The p-value (Sig.) for counseling is .020 indicating that it is a statistically significant predictor variable that has a negative effect (its Exp (B) is less than 1) on organizational performance. This indicated that with increases in the counseling initiative, organizational Performance will decrease.

Periodical Health checkup: - This variable refers to the organization having to conduct a periodical health checkup for the employees to improve organizational performance. The p-value (Sig.) for team outings is .026 indicating that it is a statistically significant predictor variable that has a positive effect (its Exp (B) is greater than 1) on organizational performance. Its Exp (B) value of 893.388 signifies that there is a strong positive relationship between the periodical health checkup and organizational performance. This indicated that with increases in the periodical health checkup, organizational Performance will be increased.

Wellness workshops: - This variable refers to the organization having to conduct wellness workshops for the employees to create awareness about their health to improve the organizational performance. The p-value (Sig.) for wellness workshop is .122 indicating that it is a statistically significant predictor variable that has a positive effect (its Exp (B) is greater than 1) on organizational performance. Its Exp (B) value of 2.877 signifies that there is a strong positive relationship between the wellness workshops and organizational performance. This indicated that by increasing the Wellness workshops initiative, organizational Performance will increased.

Employee assistance programs: - This variable refers to the organization must support of the employees through employee assistance programmes such as "health fairs, Sports activities, In-house fitness centers, health coaching, onsite wellness and so on by which the organization can improve its performance. The p-value (Sig.) for team outings is .041 indicating that it is a statistically significant predictor variable that has a negative effect (its Exp (B) is less than 1) on organizational performance. This indicated that with increases in the employee assistance program initiative, organizational performance will decrease.

Work at home: - This variable refers to the organization must provide the option to the employees to “work at home”. The “Work at home” option helps the employees to focus on work, avoid traffic and take care of their health from the pollution on account of this organization's performance can be improved. The p-value (Sig.) for work at home is .464 indicating that it is a statistically significant predictor variable that has a negative effect (its Exp (B) is lesser than 1) on organizational performance. This indicated that with increases in the work-at-home initiative, organizational Performance will decrease.

Mental health Support: - This variable refers to the organization must take care of employees' mental health through motivation, recognition, yoga and meditation by which an organization can improve its performance. The p-value (Sig.) for mental health support is .230 indicating that it is a statistically significant predictor variable that has a positive effect (its Exp (B) is greater than 1) on organizational performance. Its Exp (B) value of 11.572 signifies that there is a strong positive relationship between mental health support and organizational performance. This indicated that with the increase in the mental health support initiative, organizational Performance will be increased.

Inclusiveness: - This variable refers to how an organization can inclusively utilize the employees for participation and decision-making which can result in increased employee motivation. This would improve their performance. The p-value (Sig.) for inclusiveness is .233 indicating that it is a statistically significant predictor variable that has a positive effect (its Exp (B) is greater than 1) on organizational performance. Its Exp (B) value of 3.240 signifies that there is a strong positive relationship between inclusiveness and organizational performance. This indicated that increasing the inclusiveness initiative will result in increased organizational performance.

Discussion

This study examines whether employee wellness influences organizational performance or not. Various employee wellness variables were taken and checked for the level of influence on organizational performance. The employee wellness variables which were used in this study are “Flexitime, Counselling, Periodical health checkups, Wellness workshops, Employee assistance programs, Work at home, Mental health Support and Inclusiveness”. Therefore, the hypothesis has been formed to study whether organizational performance is being influenced by employee wellness or not. The data is collected from the employees of the IT industry and the reliability level of the data was measured. The binary logistic regression tool was used to check the influence level of employee wellness on organizational performance. The result indicated that among variables “Counselling, Periodical Health check-up and employee assistance programs are significantly influencing the organizational performance. Apart from this, “Exp (B) value of variables such as “Flexitime, Periodical Health checkup, Wellness Workshops, Mental Health support and Inclusiveness in the variables equation table is more than one which means if organization increases the initiative of these variables, organizational performance will get

increased. Based on the prediction table, it is predicted that 77.5% of employee wellness is influencing the organizational performance which shows the model is fit.

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