



A Study On The Impact Of Employee-Wellbeing On The Health Of An Organisation

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ABSTRACT

Employee wellbeing is a concept which organizations today are focusing on. Employees are considered to be the most important element in any organization. Ensuring the wellness of employees is considered important for the overall performance of the employee and the organization. Employees today, are looking for a workplace which not only provides good remuneration, but also an enriching work experience. Well employees experience excessive stress at work, there is a possibility of low productivity and also attrition. This study primarily aims at understanding the impact of employee wellness initiatives on the health of an organization.

Key words-*Employee well-being, organizational health, Stress, Monetary rewards.*

INTRODUCTION

In the modern work environment, work assignments are extended to personal time as well. Employees are expected to balance multiple roles and also ensuring maximum productivity(Obrenovic, B,2020). Development in HR practices and mainly developing leadership behaviour of managers have an impact on the wellbeing of employees(Marescaux, E,2019). Despite continuous interest being shown in employees' well being, there are still gaps in the understanding of the mediating role this concept plays in the HR domain(Salas-Vallina, A,2021). HRM should benefit the employees and the organisations. But organisations continue to focus on the productivity of employees keeping the concerns of the employees secondary. Workplace pressure is increasing the threat to the employee well-being. In order to take employee concerns and threats to well-being are to be taken seriously, an analytical framework for HRM is required(Guest, D. E,2017). In an organisation, resilience can be promoted through Human Resource practices that will enhance individual employees' well-being and ability to cope with uncertainty(Huettermann, H,2019). Employees being insecure about job security can be a threat to employee well-being(Richter, A,2019). Today, the importance of employee well-being is given importance, as organisations have increased their focus on the factors which contribute to employee well-being(Hamilton Skurak, H,2021). Today, employee well-being is now one of the core organizational Human Resource strategies as firms are aiming to understand the importance of human resources in an organisation while also building competitive advantage(Ali, M,2021). Organisations should make sure that employee wellbeing interventions are working effectively in order to increase the quality of the relationships within the workplace(Keeman, A,2017). Employee well-being is found as a strategically relevant tool to organisations and a concept which has been developed into a main focus area for research. Today, researchers have shown keen interest in this concept due to lack of proper

theoretical models or comprehensive scientific tools which can measure the employee well-being at work(**Pradhan, R.K,2022**). Employee wellbeing as a concept is related to service delivery outcomes and the overall performance of the organisation and the Human Resource practices that deals with issues like Learning and Development, employee involvement and the overall health of the workplace and safety play a significant role in enhancing employee wellbeing(**Clarke, M. A,2012**). Today, organisations are becoming increasingly aware of the importance of employees in the process of having a competitive advantage in the current business environment. Happy employees eventually work better and produce better(**Nielsen, K,2017**).

III.REVIEW OF LITERATURE

Organizations in present economies have changed economically, technically, permitted, politically, and socio-culturally. For better flexibility and to maintain costs, organizations have revamped and/or reduced the number of employees, outsourced or offshored company services, and changed work and recruiting rules. Employees are now expected to take on more personal responsibility for their employment and careers(**DeJoy, 2010**). Employee well-being has arisen as a focus within positive psychology, as it is becoming increasingly essential in the organizational setting. Employees, meanwhile, report significant levels of alienation and distress at work. 15 thorough interviews were performed with the middle and upper-level executives in India's service industry to better understand the aspects that influence an employee's well-being (**Jaiswal, 2020**). Interest in employee well-being has developed gradually in the public and commercial sectors over the last 20 years, with workplace wellness and wellbeing (WorkWell) programs being the most prominent expression. The research has concentrated on how participating in these programs affects a variety of financial and productivity parameters. However, it is not believed that employees would be favorably inclined toward them in their final days as factual and anecdotal data shows that implementing WorkWell programs might be difficult(**Spence, 2015**). When employees are engaged overtime, it results in employees prioritizing their professional life over their personal life. This results in being pressured at work and their well-being gets affected(**Hamilton Skurak, H,2021**). Organizations in present economies have changed economically, technically, politically, and socio-culturally for better flexibility and to maintain costs. Organizations have revamped and/or reduced the number of employees, outsourced or offshored company services, and changed work and recruiting rules. Employees are now expected to take on more personal responsibility for their employment and careers and this comes with a healthy and sound mind to perform better in their respective fields(**DeJoy,2010**). Feeling well and having a positive outlook on work are two characteristics of workplace well-being. It means that people may benefit personally and energetically from their job, transcending mental illnesses like burnout or stress. Although it is employed in a larger context, it impacts job satisfaction (**WHO,2002**). Employee productivity may result in higher earnings and a better position in the market, which is crucial for a business's profitability and competitiveness. A good level of productivity may be seen as a sign that an organization is effectively and efficiently run and is able to get the most out of its workforce. Additionally, it can result in greater job fulfillment and involvement since productive workers are more inclined to feel a feeling of accomplishment and enjoyment from their work. This may inspire more inspiration and an urge to keep making contributions to the accomplishments of the organization(**Tzenios, 2019**). The environment in which individuals live has a direct impact on their health, and one of the most crucial environments is the workplace. The health of employees is directly impacted by their working environment, but productivity and efficiency in the workplace also have an impact on everyone else's health and standard of life. The recent push for more productivity and efficiency, nevertheless, may pose a risk to the health and happiness of employees at work(**Eriksson,2017**).The organizational environment affects the working pattern of the employees and also affects their performance and mental well-being. This also has an impact on the quality of the employee's life. It is seen that employees with more stress and discomfort while working give less effective output. And also, if organizations fail to deliver or provide necessary resources to the employees for their work, noticeable changes can be observed in the performance and in deliverables of the employees(**Harter,2003**).This changing environment influences their performance in different areas of life. Organizations have introduced a new concept called psychological capital (PsyCap), which means organizations are trying to achieve occupational health goals to avoid factors that interfere with the satisfaction of the employees in the workplace(**Avey, 2010**).Basically, employee well-being consists of three components that are psychological wellness, job fulfillment, and personal well-being. Employee well-being and organizational well-being are directly proportional to each other, as it has been seen through the relationship between employee turnover and employee performance(**Page, 2009**).Also, they have started combining practices with strategies to make the organization healthy. This includes mixing up employee well-being goals with company objectives. The organization's success and the employees' health are two essential elements of a good and healthy workplace.

The concept of working in a healthy environment has changed over the last 60 years, with many organizations aiming to avoid becoming ill rather than optimize health(**Grawitch, 2006**). As 1/6 of working-age adults go through mental disorder, which has very serious psychological and economic effects. This can lead to continuous sick leaves and prolonged work incapacity, also it is the most common health reason for less productivity and poor performance on the job. Studies show evidence which tells about that employers play an essential role to ensure their employees' mental health issues and also their well-being. Each company has a moral and legal duty to provide a safer and equitable workplace, and fostering a psychologically healthy workplace provides several advantages for employees as well as employers(**Harvey, 2014**). Employers understand how crucial it is to maintain employees' well-being, engagement, and productivity. And programs for promoting health at work can help achieve these objectives, with a proper plan carried out, and later assessed for up to what extent the plan worked. Integrating health into an organization's operations, thinking, and behavior is part of creating a culture of health. Employers must create a work environment where employees actively participate in choices that affect health promotion initiatives(**Kent, 2016**). It emphasizes one's capacity to work effectively, to build strong and healthy connections, to achieve objectives that are personal as well as societal, to give back to society, and to have direction in life(**Woodall, 2017**). This leads to "Health promotion in the workplace" which encompasses at least two basic beliefs about what wellness is and how it might be impacted. The first concept considers health as a result of an individual's action and personal responsibility, and the second considers health impacted by external factors which are uncontrollable by an individual (**Shain, 2004**). Employee well-being has arisen as a focus within positive psychology, as it is becoming increasingly essential in the organizational setting(**Jaiswal, 2020**). To support employee motivation and wellness, businesses are actively educating and promoting mindfulness within their workforces. Being mindful may operate as a protective barrier against toxic work environments and is crucial for employee adjustment and well-being(**Schultz, 2015**). Risk analyses should be done, and training in safety and health should cover mental health concerns. Maintaining and rehabilitating anxious and depressed workers requires coordination with workplace wellness and health and safety(**Haslam, 2005**). Workplace wellness and health are major worldwide issues, with Western industrialized cultures experiencing pandemic levels of job stress. Workplaces are being investigated to determine what causes and avoids job stress since recent evidence reveals that not much has changed. The WHO considers the workplace to be a crucial platform for health promotion(**Haslam, 2005**). Activities aimed at promoting and protecting health have always been considered distinct in the workplace. While health promotion focuses on preserving or enhancing a workforce's personal health, whereas health protection focuses on safeguarding employees from workplace injury and sickness(**Hymel, 2011**). Researchers focused on giving a more comprehensive accounting of macro-organizational factors and extending the work-health link beyond direct job-worker contact. It distinguished three main sources for employment demands: the nature of the job itself, the technology and equipment employed, and the social, organizational, and physical contexts in which the job at hand is carried out(**Wilson, 2004**). An individual's skills, employability, and drive can serve as a source of long-term competitive advantage. An important management technique for creating this advantage is employee participation. Employee management, sharing profits, and employee-share ownership are the three basic forms of employee engagement that are accepted in the sector. These strategies aid in developing a long-term competitive edge that is hard for rivals to copy(**Uribetxebarria, 2021**). To build an organizational health promotion process, identify priority program efforts, gain access to data, and assess program initiatives, workplace workers and health experts need to have access to pertinent information. They may use this to provide a solid foundation for assessing program initiatives(**Chu, 1997**).

IV.METHODOLOGY

In the research , both qualitative and quantitative research has been conducted. Under the Qualitative research focus group interview had been conducted in order to understand the important variables, and research papers , reports were also referred in order to derive the variables. Questionnaire was designed and tested for Cronbach Alpha for the reliability i.e more than 0.7. Google form and offline survey was conducted in order to collect responses from 249 respondents across various industries. Cross Tabulation and Descriptive Statistics was used to understand the relationships among the variables using SPSS statistics software.

V.OBJECTIVE OF THE STUDY

The study primarily aims at identifying the impact of employee wellbeing initiatives on the overall health of an organization.

Age * How do you feel when you get reward and recognition at your workplace Crosstabulation

Count

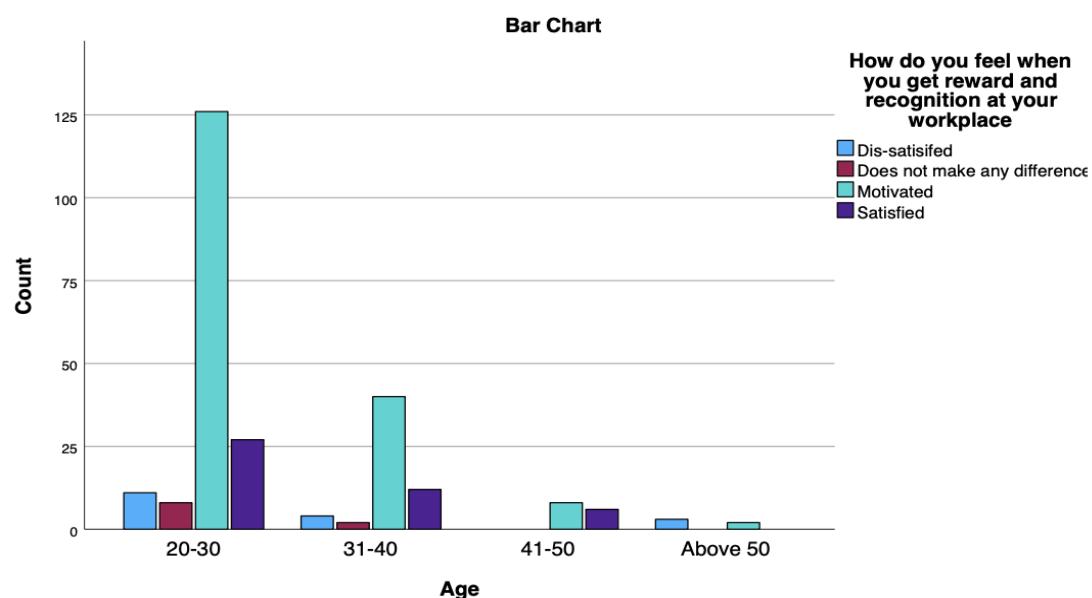
		How do you feel when you get reward and recognition at your workplace				Total
		Dis-satisfied	Does not make any difference	Motivated	Satisfied	
Age	20-30	11	8	126	27	172
	31-40	4	2	40	12	58
41-50		0	0	8	6	14
Above 50		3	0	2	0	5
Total		18	10	176	45	249

Majority of the respondents are the IT professionals in the age group of 20 - 30 years.

There is a relationship between the reward and recognition at the workplace will act as the motivating factor among the respondents in the Age group of 20-30 years and even for the respondents from other group also be motivated or satisfied for the rewards . Few of them feel it will not make any difference in their life. As the significance value is less than 0.05 indicates that there is relationship between the Age factor and reward and recognition. This will help them to get motivated and work productivity and efficiently.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.063 ^a	9	<.001
Likelihood Ratio	18.729	9	.028
N of Valid Cases	249		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .20.



It indicates that out of all the rewards and recognition, Monetary rewards is liked and accepted by most of the respondents under all the age group. During their earlier career i.e 20-30 years of age group, are interested in Non-Monetary, public and private recognition along with the Monetary benefits. As the significance value is less than 0.05 indicates that there is relationship between the Age factor and reward and recognition.

Age * In your opinion which is the best reward and recognition for better employee engagement ? Crosstabulation

Count

		In your opinion which is the best reward and recognition for better employee engagement ?				
		Monetary Rewards	Non-Monetary Rewards	Other	Private recognition at workplace	Public Recognition at workplace
Age	20-30	91	27	5	18	31
	31-40	33	10	0	6	9
	41-50	6	4	1	1	2
	Above 50	3	2	0	0	0
	Total	133	43	6	25	42

Reward and recognition impacts the employee engagement in the workplace, as 220 respondents among the 249 respondents strongly agree.

Age * On a scale of 1 to 5 , how well would reward and recognition impact your level of engagement in workplace ? Crosstabulation

Count

		On a scale of 1 to 5 , how well would reward and recognition impact your level of engagement in workplace ?				
		Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Age	20-30	38	6	5	119	4
	31-40	13	3	3	35	4
	41-50	2	0	0	9	3
	Above 50	1	0	1	3	0
	Total	54	9	9	166	11

Experience (in years) * How do you feel when you get reward and recognition at your workplace Crosstabulation

Count

		How do you feel when you get reward and recognition at your workplace			
		Dis-satisfied	Does not make any difference	Motivated	Satisfied
Experience (in years)	0 - 2	16	9	140	30
	2 - 5	2	1	14	8
	5 - 8	0	0	21	7
	Above 8	0	0	1	0
	Total	18	10	176	45

Reward and recognition impacts the employee engagement in the workplace, 0-2 years experienced respondents feel motivated and satisfied.

**How do you feel when you get reward and recognition at your workplace * In your opinion which is the best reward and recognition for better employee engagement ?
Crosstabulation**

Count

		In your opinion which is the best ...		Total
		Public Recognition at workplace		
How do you feel when you get reward and recognition at your workplace	Dis-satisfied	5	18	
	Does not make any difference	1	10	
	Motivated	28	176	
	Satisfied	8	45	
Total		42	249	

**How do you feel when you get reward and recognition at your workplace * In your opinion which is the best reward and recognition for better employee engagement ?
Crosstabulation**

Count

		In your opinion which is the best reward and recognition for better ...		
		Monetary Rewards	Non-Monetary Rewards	
How do you feel when you get reward and recognition at your workplace	Dis-satisfied	9	2	
	Does not make any difference	3	4	
	Motivated	101	27	
	Satisfied	20	10	
Total		133	43	

**How do you feel when you get reward and recognition at your workplace * In your opinion which is the best reward and recognition for better employee engagement ?
Crosstabulation**

Count

		In your opinion which is the best reward and recognition for better ...		
		Other	Private recognition at workplace	
How do you feel when you get reward and recognition at your workplace	Dis-satisfied	1	1	
	Does not make any difference	1	1	
	Motivated	4	16	
	Satisfied	0	7	
Total		6	25	

From the above table we can say that Monetary rewards keeps employees motivated and satisfied , followed by the public recognition.

On a scale of 1 to 5 , how well would reward and recognition impact your level of engagement in workplace ? * In your opinion which is the best reward and recognition for better employee engagement ? Crosstabulation

Count

		In your opinion which is the best reward and recognition for better employee engagement ?		
		Monetary Rewards	Non-Monetary Rewards	Other
On a scale of 1 to 5 , how well would reward and recognition impact your level of engagement in workplace ?	Agree	28	11	1
	Disagree	3	2	1
	Neutral	4	1	0
	Strongly Agree	93	28	4
	Strongly Disagree	5	1	0
Total		133	43	6

On a scale of 1 to 5 , how well would reward and recognition impact your level of engagement in workplace ? * In your opinion which is the best reward and recognition for better employee engagement ? Crosstabulation

Count

		In your opinion which is the best reward and recognition for better ...		
		Private recognition at workplace	Public Recognition at workplace	Total
On a scale of 1 to 5 , how well would reward and recognition impact your level of engagement in workplace ?	Agree	5	9	54
	Disagree	1	2	9
	Neutral	3	1	9
	Strongly Agree	13	28	166
	Strongly Disagree	3	2	11
Total		25	42	249

From the above table and chart we can say that majority of the employees agree that the monetary rewards motivates them along with the public recognition given at work.

VI.FINDINGS

Among the respondents, majority of the respondents were Male and were between the age group of 20-30 years. Majority of them are working in IT organisations with 0-2 years of work experience. They feel that the Rewards and Recognition encourage and motivate them to do work. Both the Monetary and Non-Monetary benefits help them to get motivated in their work. Monetary benefits gives them additional boost to work more with productivity and effectively, thereby they will get the monetary benefits. Non- Monetary benefits make them feel satisfied, with public recognition at workplace they feel that their work is recognised and appreciated by their seniors and management, and gives them the push to work on time with reduce errors and improved quality in the output. With the Private recognition, they are able to get good feedbacks on their work, and also helps them to work in the right direction and give better outputs. It will make them feel that their efforts and work has been noticed by their management. Respondents also highlighted the significance of Monetary benefits like performance-based bonuses, incentives to be best and create the sense of appreciation. Study from the qualitative research shows that these rewards and recognition needs to be standardised for the tasks assigned and also should be personalised according to the deliverability of the output. The study reveals a connection between workplace reward and recognition as a motivating factor for respondents in the age group of 20-30 years. However, this relationship also extends to respondents from other age groups, who express satisfaction and motivation towards receiving rewards. While some respondents believe that rewards do not significantly impact their lives, monetary rewards are generally favored and accepted by the majority of respondents across all age groups. Interestingly, individuals in the 20-30 years age group, during the earlier stages of their careers, show interest in both non-monetary recognition (public and private) and monetary benefits as motivating factors.

VII.RECOMMENDATIONS

A substantial number of employees highlighted the significance of monetary rewards, such as performance-based bonuses, incentives, and salary increments. The tangible nature of these rewards was noted to create a sense of appreciation and acknowledgment for their efforts, driving them to perform at their best. Equally impactful, public recognition emerged as a powerful motivator. Employees highly value acknowledgment in front of their peers and superiors for their accomplishments and contributions. Such recognition fosters a positive work culture and strengthens their emotional connection to the organization.

Implications and Recommendations:

Based on the compelling evidence presented in this research .

- Performance based reward system should be implemented : Organizations should consider designing and implementing a structured rewards system that links employee performance with monetary incentives. This can create a clear path for employees to strive for excellence and achieve specific objectives.
- Establishment of Culture of Recognition: Encouragement should be given for a culture of appreciation and acknowledgment within the workplace. Implementation of the regular recognition programs or platforms where employees can praise their colleagues' achievements, fostering a positive and supportive work environment.
- Personalization of the Rewards and Recognition: Recognize that different employees may have distinct preferences for rewards and recognition and personalise the rewards and recognition according to their needs and requirements. Human Resource Personal should tailor the incentives and acknowledgment to cater to individual preferences, thus maximizing their impact on motivation.
- Monitor and Review Motivational Initiatives: Continuously assess the effectiveness of motivational strategies by monitoring key performance indicators and conducting regular feedback sessions. Based on these data , motivational initiatives can be designed.

VIII.CONCLUSION

Employee wellbeing is a very important aspect in maintaining a healthy work environment. Organizations that promote wellbeing in an organisation, help employees in coping up with stress and also ensuring a positive and productive work environment. Due to excessive work load and deadlines, employees often tend to get stressed and loose interest at work. Organizations will have to ensure that employees are coping with stress at work and also ensure that employees have the liberty to share their problems they face within the organisation. It is important for employees to have a good work-life balance to work more productively. Organizations that promote a healthy work-life balance tend to see better results from employees. When employees are unable to balance their work life and personal life, it leads to dissatisfaction and also low productivity. In a long run, there is a possibility of employees leaving the organization as well. In order to ensure employee well-being, it is necessary for organizations to recognize employees for the work they do by employee recognition. Thus, this study concludes that employee wellbeing does play a vital role in the health of an organisation.

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