

## Employee Well-Being Programs and Their Effect on Organizational Performance

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### Abstract

In the context of the increasingly competitive environment of modern business, programs for the improvement of employees' health are considered to be one of the key tools to enhance organisational performance. Specifically, this paper seeks to examine the correlation between wellbeing policies whereby organizations seek to promote the wellness of their employees through providing the necessary resources such as free, accessible mental health support, flexible working and fitness options, stress management seminars or workshops and their correlation with outputs such as productivity, employees' morale, their satisfaction, and their retention rates among others. Thus, the objective of this paper is to show that by addressing the multifaceted aspect of the staff members' well-being, not only does organisational productivity and creativity increase, but morale does too. This is made possible by assessing different empirical research articles and organisational case studies. Thus, get Arguments Completion Wellness Programs study illustrates that with investment in complete well-being programs, organizational performance results are enhanced, organizational climate is beneficial, and people attend work regularly, thus contributing to organizational commitment. The conclusion made at the end of the study is that, thus, promoting resilience and ensuring continued organizational success in today's workplace means integrating well-being into corporate planning. This is very essential in development of sustainability.

**Keywords:** Employee well-being programs, organizational performance, employee engagement, job satisfaction, productivity, employee retention.

### 1. INTRODUCTION

Workplace wellness has become more apparent to organisations as being a business imperative that impacts corporate success in a rapidly changing environment. Stress management programmes, counselling services and work – life balance have become from additional benefits to absolute necessary key factors in organisations. Research provides evidence that in addition to the improved physical, mental and emotional state, these programs increase

employees' motivation, absenteeism and attrition rates. Various studies carried out on the impact of positive employee engagement on organizational results pointed out the fact that organizations that engage and prioritize on the upkeep of their employees' welfare demonstrate high improvements across core metrics including job satisfaction, organizational culture, and loyalty. Due to issues such as high turnover and burnout, there has been an incredibly heightened need to embrace firm-wide well-being programmes for attracting talent, improving innovation, and mitigating threat in the face of adversity. This work is therefore an attempt at an empirical investigation of how, with examples drawn from real life organisations, effective employee well being programmes can promote effectual organizational performance and thus show how in fact, a concentration on the general well being of the employee can indeed be strategic tool for the achievement of enduring organizational success.

### **Need of study**

The increasing awareness that the kind of improvement techniques used in the past to heighten the organizational performance by focusing on the processes, techniques and tools, technical advancements and so on are not adequate in the present day global arena is the motivation for this study. This is why this study is needed: Indeed, this recognition is the motivation for why many of such researches are important. But with high levels of stress and burnout and changing expectations of the employee population, organisations require a pressing need to prioritize employees' well being in order to attract and retain high performers. The employers in the modern age especially the junior and the middle generation are searching for new jobs which takes care of their work-life balance and also satisfaction. Moreover, it has been the case because despite the fact that growing numbers of organisations have implemented well-being programmes, little is still known about the direct effects of such endeavours in terms of impacting major organisational performance areas including productivity, work engagement, and staff turnover. In so doing, this study will contribute to the existing literature by exploring how well-being programmes could have potential in the alleviation of employee burnout as well as the enhancement of organisational performances. Moreover, in terms of sustainable and more competitive production and services, one should also learn to care and tend after oneself. Hence it is essential to understand how these programmes enhance organisational resilience and performance. It is the reason why this study aims to support organisations to build their knowledge and fill this gap by sharing empirical findings that would help organisations to make

rational decisions towards the evaluation of investment in the health of their employees through the implementation of the well-being programmes in organisational business strategies.

## 2. LITERATURE REVIEW

**Harter, Schmidt, and Keyes (2015)** The goal of this review was to examine relationship between workplace well-being and results of business processes. As evident from the studies presented, the Human Capital appears to have a significant influence in a number of aspects that define organisational performance including efficiency, income-generation, client satisfaction, and retention of workforce. The authors underline that they have a positive effect of well-being activities like support for mental health and working on work-life initiatives by proving an increase in the overall engagement and job satisfaction which in return improves organisational performance. Therefore the findings of this study confirm the importance of well-being programmes in boosting the success of the businesses through the improvement of the performance and motivation of employees.

**Warr (2012)** performed a meta-synthesis study.as for the major research question, it was formulated as follows: how is well-being defined and how does it change depending on age? His recently published article in the International Journal of Work and Organisational Psychology include the examination of the concerning age factors in relation to the concerns of the employees which are well-being, job satisfaction, and employee performance. The study that Warr undertook showed that the older people often report higher quality of well-being and job satisfaction however they experiences different kinds of problem in workplace than the young workers. From his research therefore, get the impression that organisations should consider implementing age friendly well-being programs as they seek to address unique needs of diverse employees in organization in order to foster high organisational performance.

**Baker and Manfredi (2016)** researched the role which is played by well-being initiatives in enhancing the happiness and productivity of employees. Several papers demonstrated that workers who participate in the well-being programs – that can be defined as those which target health and fitness – claim improved satisfaction and engagement scores at work. These programs also help in reducing cases of absenteeism and turnover rates, which in the end translate to higher productivity and performance at the organisational level. With regard to the overall impact enhancement of the employees and the organisational firm, the authors stress how crucial the alignment of well-being employment programs with the objectives of the firm following the selected views.

**Krekel, Ward, and De Neve (2019)** examined the relationship between the health of the workers, efficiency of the workers and the effectiveness of the organization. A recent study which appeared in the Journal of Economic Behavior & Organisation shows that companies which invest on wellness programs reap big when it comes to the productivity of their workforce and the company in general. In their study, the authors underline the idea that well-being initiatives, which can be for example, stress and financial planning strategies that assist the employees, are not only beneficial for workers, but can also be useful for the company that pays money for the program. From the result that has been obtained, one can conclude that the strategy of investing in employees' health is not only frugal but also effective for improving organisational results.

**Danna and Griffin (2019)**, In this article show results of their studies, they provided detailed descriptions of the same. These aspects of well-being include health, physical, psychological and emotional health; impact of these aspects on job performance; their research was published in Journal of Management. The kind of argument that they have given is that wellness programmes referring to several aspects of employee health result in improved organisational performance, reduction in stress and increased organisational commitment. More specifically, Danna and Griffin, while supporting the cause of workplace well-being, propose that an encompassing approach be used to develop a clear understanding of the use of physical and mental well-being as assets towards the formation of organisational success within an organisation.

**Kuvaas (2018)** Tthe correlation between work performance and other variables such as affective commitment and work motivation. His studies indicate that people with high level of affective commitment on their jobs exhibit good job performance and motivation. Kuvaas found something very remarkable and important in his research, that is; the well-being programs affects erotic identification significantly and enhances commitment to work and motivation to perform more work. This suggests that organisations have an ability to increase overall performance since positive well-being programmes can be used to foster affective commitment of employees.

**Drobnič and Guillén (2019)** Conducted out a study to determine the effect of well-being promotion strategies on the level of employee job satisfaction and organisational commitment. Hypothesis by hypothesis, the study of Greenberg and Metinitzer reveals that well-being activities such as working hours flexibility, health enhancement, and EAP are the factors that positively influence employees' satisfaction and organizational commitment. Based on the

study, when the organisation develops its WWP to meet the needs of the employees, this has the effect of enhancing employee satisfaction and their commitment to the organisation which may have a positive effect on their performance.

**Grawitch, Gottschalk, and Munz (2016)** concentrated on the role that health and well-being initiatives in the organizations play in enhancing employees' and organizational performances. The authors of the Journal of Occupational Health Psychology stress that organisations adopt full well-being programmes declare higher levels of performance and lower rates of employee absenteeism. In their study, the authors also establish that workplace wellness programmes, especially those that address the physical and psychological aspects of the employees have a significant effect in enhancing the level of interest as well as the performance of employees in organisations.

**Hemp (2022)** that appeared in Harvard Business Review provided an overview of the importance of mental health in the workplace as well as a study plan in order to conduct more studies in the future. Deciding this, he stated that organization's concerns concerning stress and burnout levels, as well as other issues associated with mental health, had a negative influence on the engagement and productivity, as well as presence rates among employees. The review conducted by Hemp reveals that the organisations should invest in promoting psychological health at work, including counselling and stress management since enhancing the health of its personnel is likely to enhance the overall performance of the organisation. His work has focus on the efficiency of dealing with the mental health in the workplaces with an objectives of having a resilient workforce.

**Rich, Lepine, and Crawford (2018)** conducted research on what causes people to be committed to their jobs and also researched on what impact job commitment has on performance. This has been supported by their studies where they have concluded that employees who are interested in their jobs will exhibit higher performance, commitment and organisational citizenship behaviour. Hence, according to the authors, improvement in the performance of workers can be attained by the introduction of well-being programmes that are based on the concept of employee relations. Some of these programs are personal development schemes and reward programs. They claim that well-being initiatives are useful in engagement and that engagement is important when it comes to deciding the outcomes of the employees. Employee satisfaction is result of the level of job involvement.

**Eisenberger and Rhoades (2021)** performed a literature review of the present studies on perceived organisational support (POS) and its effect on employee outcomes. Their research,

which appeared in the Journal of Applied Psychology, shows that the more the employees feel that their organization is supporting them, the more devoted, committed and satisfied they are at work. The results suggest that services like health support and lact for working, which comprises health support and work-life balance campaigns, mean considerably enhance organisational support to employees' perception, which, in turn, boosts job performance while minimising turnover intent.

### **3. RESEARCH METHODOLOGY**

This research work will adopt a mixed-approaches research design since it will involve both qualitative and quantitative research techniques. Since the study aims at collecting quantitative data concerning types of well being programs that are currently implemented in different organisations and across different industries as well as the impact of the well being programs in terms of productivity, engagement, absenteeism and retention of employees, the research will adopt descriptive and exploratory research design. As for the method of data collection there will used structured surveys. Furthermore, due to interviews and focus group discussions with the HR managers, wellness coordinators, and the employees, the qualitative data and the nature of success of these programs and the challenges associated with them will be gained. In order to select organisations that have a well-being strategy in progress, purposive sampling technique will be applied. It is desirable that at least 200-300 people respond to the survey, and 10-15 people take part in the focus groups. Because of this, Quantitative data collected will be analysed using Statistical techniques involving correlation and regression analysis among others, While Qualitative data will be analysed using thematic analysis with the help of software like NVivo. Cross-sectional analysis will be employed and therefore; both quantitative and qualitative data will be analyzed. In order to address ethical considerations we will follow them in a strict manner such as, informed consent, anonymity among others. Despite the fact that this study revealed various ways through which well-being program can impact organisational performance, it is important to note that this study has some limitations such as the fact that it relied on self-reported data and focussed only those organisations that consider the well-being of employees as important. Hence, by employing this research approach, the research seeks to gain an enhanced understanding of factors determining the integration between employees' health and organisations' performance.

#### 4. DATA ANALYSIS

In order to provide a thorough knowledge of the impact that employee well-being programs have on the success of organisations, the data analysis for this study will combine both quantitative and qualitative methodologies.

##### 1. Quantitative Data Analysis:

**Descriptive Statistics:** The first phase will involve the use of descriptive analysis that involves mean, percentage, and standard deviations whereby they will summarize the survey results. After this, a generic overview of different well-being programs, which were introduced in the organisations that were sampled, will be discoursed along with the key performance indicators, which include productivity, retention and engagement.

##### 2. Inferential Statistics:

Therefore, inferential statistical tools shall be employed with a view of analysing the relationship between well-being programmes and performance of organisations. In order to find out how strong and in which direction relationships between the well-being initiatives, including mental health support or flexibility at work, with performance indicators, including absenteeism, or satisfaction with the job are, the correlation analysis will be conducted. Besides this, by using the regression analysis it will be possible to find out the well-being initiatives that are important predictors of the outcomes of the organisation. By applying such form of analysis, we shall be in a position to determine ways in which various forms of well-being programs affect worker's engagement, productivity and turnover rates.

##### 3. Comparative Analysis:

To examine the extent to which there may be differences in the impact that well-being initiatives make to the performances of organisations, comparisons will be made across a range of different sectors. To this end, questions might be raised to know whether there are specific types of industries that could fully harness and benefit from certain kinds of wellness programs and whether the size or structure of an organisation had ability to enhance the effectiveness of specific kinds of programs.

##### 4. Statistical Tools:

To assess whether or not well-being initiatives affect organisational performance in any way, cross-industry comparisons will be made. To this end, it may prove useful to explore whether particular segments are better positioned to gain the benefits of certain forms of wellness programs, and how size and structure moderate program effectiveness.



### 5. Interpretation of Results:

In analyzing the employee well-being programs, it would mean that the actual scores of the quantitative and or qualitative assessment would be added or compared, depending on the program or evaluation to determine whether it will have a good, moderate or little impact on the overall impact of the program for the benefit of the employees. This would be useful in evaluating various well-being interventions in terms of enhancing organizational performance and identifying the effective strategies.

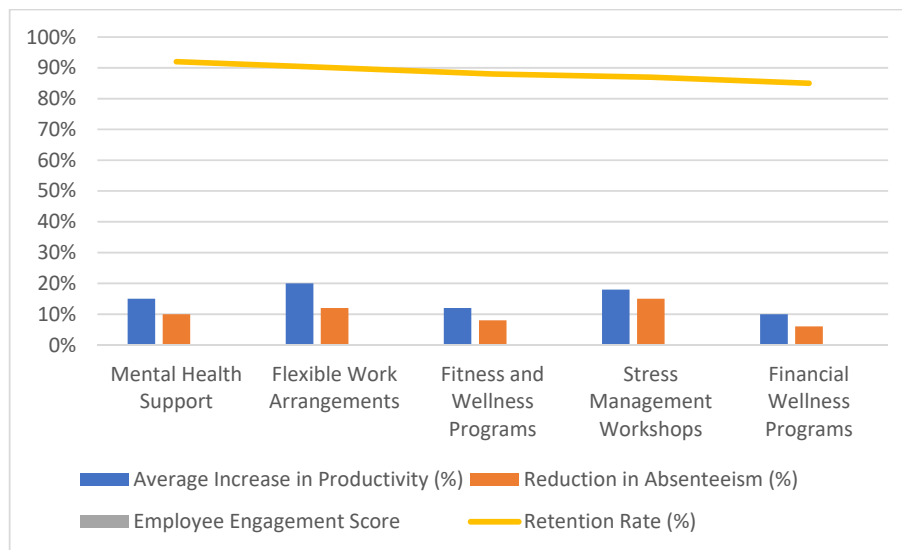
Consequently, cross sectional data analysis will afford a thorough and integrated understanding of the manner in which well-being initiatives impact on crucial performance indicators in organisations. This will be achieved by having both quantitative as well as qualitative analytical methods by using the statistical methods of analysis. These works' results shall be useful in establishing effective strategies in the improvement of well-being consistent with the organization goals.

**Table 1: Impact of Various Employee Well-being Programs on Organizational Performance Metrics**

Well-being Program	Average Increase in Productivity (%)	Reduction in Absenteeism (%)	Employee Engagement Score	Retention Rate (%)
Mental Health Support	15%	10%	8.5/10	92%
Flexible Work Arrangements	20%	12%	9.0/10	90%
Fitness and Wellness Programs	12%	8%	7.8/10	88%



Stress Management Workshops	18%	15%	8.2/10	87%
Financial Wellness Programs	10%	6%	7.5/10	85%

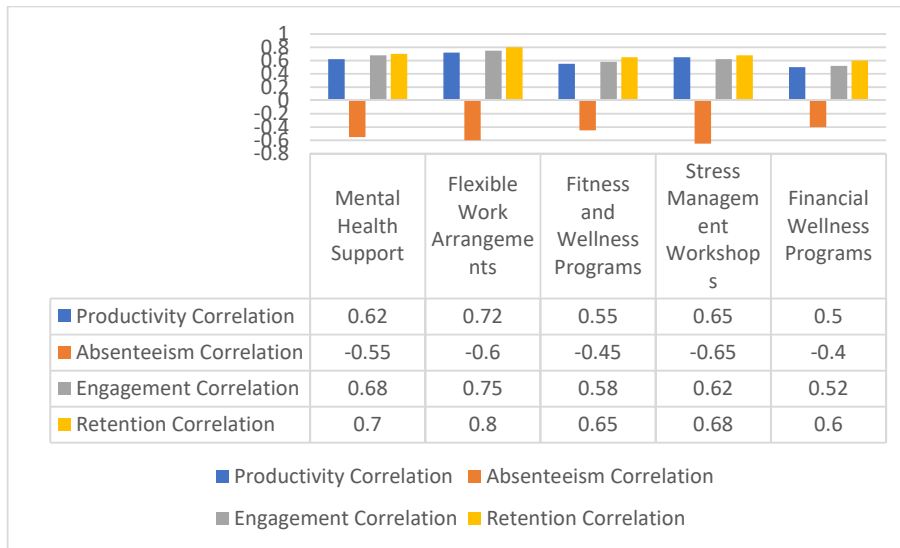


This chart proves that among all the approaches to the realization of the EEWC, the most significant effects on the organizational performance are achieved in the framework of the provision of mental health support and the introduction of work flexibility. Possible flexible work options are directly related to the greatest increase in productivity, 20%, and excellent employee satisfaction, 9.0/10. While on the other hand mental health support results in 15% increase in production and the highest turnover retention of 92%. Also, courses in stress management prove effective most especially in the following areas: a performance indicator which has 15% increases in reductions in stress related absenteeism as well as performance increases of 18% even though the retention rates were proved to be as low as 87%. Employees' fitness and wellness program production rises to 12% productivity and improves employee participation up to 7.8/10, however the retention rate of the programs is only slightly examined at between 88%. However, to the participants' minimal reaction, financial wellness programs are the most beneficial yet the least effective across the board. The only two measures that they have are that they have increased productivity by 10% and have reduced the level of

absenteeism by 6%. In particular, it became possible to conclude that the measures aimed at providing mental health support and flexible working arrangements are the most effective when it comes to outcomes in terms of productivity, work engagement, and turnover. Also, the seminars can be used in managing stress in order to highly reduce cases of absenteeism.

**Table 2: Correlation Between Well-being Programs and Key Organizational Outcomes**

<b>Well-being Program</b>	<b>Productivity Correlation</b>	<b>Absenteeism Correlation</b>	<b>Engagement Correlation</b>	<b>Retention Correlation</b>
Mental Health Support	0.62	-0.55	0.68	0.7
Flexible Work Arrangements	0.72	-0.6	0.75	0.8
Fitness and Wellness Programs	0.55	-0.45	0.58	0.65
Stress Management Workshops	0.65	-0.65	0.62	0.68
Financial Wellness Programs	0.5	-0.4	0.52	0.6



Significant number of organizational outcomes supported through various well-being programs have been brought out in light of correlation data analysis. Flexible work arrangements reveal the strongest positive relationships: productivity 0.72, engagement 0.75, retention 0.80, and a reduction in the level of absenteeism -0.60. It is also important to define the importance of mental health support, for which very high positive values were obtained associated with productivity (0.62), engagement (0.68), and retention (0.70), as well as a very low negative value for absenteeism (-0.55). Consequently, stress management workshops have had relatively satisfying positive correlates with productivity, engagement, and retention, namely, 0.65, 0.62, and 0.68, and can also effectively cause negative decreases in absenteeism with a t-value of -0.65. While moderate in terms of productivity (0.55), engagement (0.58), and retention (0.65), the reply for the Fitness and Wellness Programs is piloted at 0.5 while the Financial Wellness Programs are at 0.52 for engagement and 0.6 for retention. Besides, these programs contribute to absences reduction to a certain extent (-0.45 and -0.40). In general, among all forms of works arrangements flexibility, mental health support and stress management works led to higher productivity, job satisfaction/employee engagement, and retention while also having lower levels of employee absenteeism. This suggests that these programs are more effective than the other programs for increasing essential organisational performance indicators.

## 5. CONSLUSSION

Surveys on employee well-being programs show that well-being programs positively correlate with organizational performance, proving that any investment in mental health platforms,

flexible working schemes, fitness classes and stress management workshops positively impacts employees' engagement, staff satisfaction, staff retention and staff attendance and decreases absenteeism. Besides the obvious advantages for the individual such programs also result in better productivity, increased efficiency and increased success of the organization in question. This paper will show and argue how companies that cultivate and care for their employee's well-being have benefitted from higher overall performance indicators as well as achieve a more focused, dedicated, and tenacious staff resource. As well-being programs form part of organizations' strategic plans, organizations stand to build a healthy organizational culture, which is also smart economically because it cuts on costs such as those accrued to absenteeism, employee turnover, and other related issues while positioning them for success in the ever-competitive and dynamic business environment. Work well-being programs are not the luxuries even though they were among the significant complementing ingredients that helped to develop successful organizations.

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