

## A STUDY ON EMPLOYEE WELLBEING PROGRAMS IN SELECTED IT/ITES COMPANIES IN MAHARASHTRA IN PUNE REGION

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### ABSTRACT

*Employee Wellness is a vast concept and has various dimensions and now-a-days the companies are introducing the programs that address the issues of employees' health. The research paper focuses on learning the theoretical background of the concept and studying how the companies particularly the IT/ITes implementing the wellness programs to maintain the health of their talent. The objective of the paper is to study the relationship between workplace wellbeing programs and the presenteeism of employees working in the IT/ITes sector and also to analyze its effect on the turnover of employees. The researcher used a structured questionnaire for collection of the data and the pilot study has been carried out with a few samples of 108. The sample is drawn from the employees working in the IT/ITes sector. The results from this study confirms that the employee wellness programs has a wide role to play in maintaining not only the physical but also the mental wellbeing of the employees. These programs have impact on the intention to turnover and thus can be said that the employees can show involvement in their work by reducing their presenteeism.*

**Keywords:** *employee wellness, workplace wellbeing, presenteeism, employee turnover.*

### 1. Introduction

The employee wellbeing or workplace wellbeing is a vast concept and the little research has been carried out in the field. There are great challenges involved in designing and implementing the workplace wellbeing programs and also it's a challenge to benchmark the effectiveness of such programs. The global industries are now considering these programs as a value additional services or amenities that can create a great difference at the working places. These programs can now be seen as strategies for promoting the holistic wellbeing of the working class. Leiter and Wahlen (1996) said, wellness programs includes the various activities to deal with the finances of the individual, substance abuse, health issues of the working class, career issues and the job expectations which lead to stress and managing stress is important to maintain the talent with the organization (Leiter and Wahlen, 1996). The support from the organization to introduce and implement such programs has a great impact on the wellness culture. The various benefits as studied by the Renaud et al. (2008); and Thogersen-Ntoumani and Fox (2005) include the mental wellness, energy, resilience and even the job satisfaction and hence reduce the stress and depression (Renaud et al., 2008). The Naidoo and Jano

(2003) recommended that the companies should design these programs in a certain structure and thus concluding that employee wellness is the wellness of the corporate (Naidoo & Jano, 2003). Berridge et al. (1997) said in the research report that in order to implement these programs successfully, the companies need to conduct the need analysis with reference to the wellness programs (Berridge et al., 1997). This allows the corporates to address the issues of the employees related to the health in a precise manner.

The workplace wellbeing programs often termed as wellness at work includes several activities designed for the better health of the working people and may comprises of health screenings, fitness programs such as Yoga, mental fitness such as stress management and even social support. According to World Health Organization (WHO), unlike traditional way, wellness is a dynamic process that helps people change and grow without any impediments. The concept is basically a vast and thus has many definitions which not only covers the physical wellbeing but covers occupational, emotional, spiritual, social and sometimes intellectual wellbeing. A wellbeing programs is holistic approach for the promotion of health that comprises of various activities, policies & support designed to

encourage the employees to work in better way.

## 2. Literature Review

Swayze and Burke (2013) had written a research paper on employee wellness programs. The researcher conducted a research based on wellness programs offered by the companies and assessed the outcomes associated with these programs. The researcher concluded that the unhealthy behaviour of the employees leads to the increase in health care cost. The data in the research is collected from the employees who had undergone the wellness program in the organization. The research shows that the wellness programs are significantly played a role in changing the lifestyles and health habits of the employees (Swayze and Burke, 2013).

Allender et al. (2011), studied on the workplace health and the results showed that the workplace health has effect on the motivation and the job satisfaction (Allender et al., 2011).

Eaton et al. (2007), conducted a study on health behavior and the wellbeing of employees, it states that various welfare programs in US institutions has a positive impact on the health of the employees and thus increasing in the productivity and the service quality (Eaton et al., 2007).

Goetzel et al. (2007), examined the relation between the health practices at the universities and job satisfaction in terms of turnover intentions. The researchers concluded that the diverse practices at the workplaces with respect to safety and health programs have a positive impact on the satisfaction level among the employees (Goetzel et al., 2007).

Ngeno and Muathe (2014) critically reviewed on wellness programs, and assessed the impact of these programs on the health care cost and absenteeism. The results of the study says that there is a relationship between the wellness programs and the service quality of the employees. They also concluded that these programs can help reduce the other medical cost and also affects the absenteeism (Ngeno & Muathe, 2014).

Hamming (2017) examined the key role of support at workplace with respect to the health and wellbeing and also analyzed its impact on employees' health. The researcher primarily

conducted this study to know the effect of supervisor's support on health and wellbeing and found strong association between them (Hamming, 2017)

Gordon (2015) has written a research report on workplace wellbeing programs. The research is to study about what drives the employees most to participate in these programs. The researcher concluded that in order to motivate the employees, organizations should identify the factors which has directly related to the employees' health and wellbeing (Spence, 2015).

Lincy (2017) studied on the effectiveness of health programs in manufacturing sector. The researcher concluded that for a greater impact of wellbeing programs the training plays an important role (Joykutty, 2017).

Hui Nee Au Yong (2011) has conducted a research on health awareness promotion and the study also outlined the health as a factor for sustainable development of the corporates. The researcher found that the employees' health is important to create a productive organization. The researcher concluded that unhealthy corporate cultures has a direct effect on job satisfaction and such culture compels the employees to quit the organization. Further, in the study, the researcher found that the work environment is vital in enhancing the health at the workplace (Au Yong, 2011).

Bahaudin et al. (2013) conducted a study on employee health and wellness programs. The researchers concluded that there is a direct impact of employees' health on the productivity. The wellness programs are important in order to enhance the health habits among the working class. Further, the researchers found that open culture with respect to wellness and health reduces stress among employees and thus be more productive (Bahaudin et al., 2013).

## 3. Objectives

This research paper aims to highlight the importance of workplace wellbeing programs and the objectives are:

1. To understand the concept of workplace wellbeing
2. To study the relationship between wellbeing programs and presenteeism in IT companies in Pune region.

3. To analyze the effect of wellbeing programs on the retention of the employees.

**4. Research Methodology**

4.1 Type of Research

The research paper is based on the secondary and the primary data and is of analytical in nature.

4.2 Data Collection Methodology and tools used

The data collected for this research is from the various research journals, published articles and reports on the said topic and the well-structured questionnaire is administered in the selected samples.

4.3 Sampling Technique and the sample size

The sampling technique used in order to collect the data is convenience sampling with the randomization in the method and the samples/respondents involved in the study is 108. The samples are the employees working with the IT/ITes companies in Pune region.

4.4 Hypotheses of the study

In line with the literature review and the objectives of the study, the technical hypotheses for the study will be stated as follows:

Hypothesis 1

H<sub>alt</sub>: There is an association between the wellness programs the companies offered and the presenteeism among the employees.

H<sub>null</sub>: There is no association between the wellness programs the companies offered and the presenteeism among the employees.

Hypothesis 2

H<sub>alt</sub>: There is a significant difference between the wellbeing programs and the intention to turnover.

H<sub>null</sub>: There is no significant difference between the wellbeing programs and the intention to turnover.

4.5 Limitations of the study

The study is confined to the Pune region only with a few samples. The scope of the study is limited to workplace wellbeing programs. The researcher has studied the concept of workplace wellbeing from the employees' point of view and no further study point from employers' view have been discussed. However the results show the positive view points towards the organization. The samples drawn are few as there is a limited time available for the study.

**5. Data Analysis**

The demographic characteristics of the samples are given in the following table (Table No. 1)

**Table 1: Distribution of the samples**

		Percentage	Quantity
Designation-wise distribution	Software Engineer	57	62
	Team Leader	35	38
	Project Manager	3	3
	Delivery Manager	0	0
	Program Manager	5	5
	Other	0	0
Gender	Male	63	68
	Female	37	40
Age (in years)	Between 21 and 30	68	74
	Between 31 and 40	29	31
	41 and above	3	3
Marital Status	Married	60	65
	Unmarried	34	37
	Widow/Widower	0	0
	Divorced	6	6
	Other	0	0
Education	Diploma	0	0
	Graduation	73	79
	Post-graduation	27	29
	Doctoral	0	0
	Post-doctoral	0	0
	Other	0	0

Experience (in years)	Up to 3	11	12
	Between 3 and 5	58	63
	Between 6 and 10	25	27
	Between 11 and 15	3	3
	Above 15	3	3
Annual Income (in rupees)	Below 2.50	0	0
	Between 2.50 and 5.00	20	22
	Between 5.00 and 7.50	29	31
	Between 7.50 and 10.00	44	47
	Above 10	7	8

\*Source: Primary Data

The Table 1 has the distribution of the samples based on the various attributes associated with them. The majority of the samples are software engineer and samples are having graduate degree are 73% and 27% are post-graduate. The majority of samples are having experience between 3 and 10.

*Hypotheses testing:*

Hypothesis No.1

In order to test the first hypothesis, the bivariate analysis is used. The hypothesis needs to test the association between the variables. Since both the independent and dependent variables are categorical, the chi-square test of independence is used to test the association. The following table (Table 2) shows the analysis summary for the first hypothesis

**Table 2: Hypothesis No.1**

Sr. No.	Alternate Hypothesis	Questions/ Construct	Calculated $\chi^2$	Level of Sig. ( $\alpha$ )	Degree of freedom	Critical Value	p-value
1	There is an association between the wellness programs the companies offered and the presenteeism among the employees.	Q. No. B and Q. No. D	11.49	0.05	4	9.49	0.02

The above table (Table No. 2) shows the result of the chi-square test of independence. The calculated value of  $\chi^2$  is greater than the critical value and thus the null hypothesis is rejected. It also verified with the p-value i.e. 0.02 is less than the level of significance  $\alpha$  and thus it is confirmed from the analysis that there is an association between the wellness programs offered by the companies and the presenteeism among the employees.

Hypothesis No.2

The constructs C and E are mapped for testing the hypothesis. Since the independent variable is categorical and the dependent is the scale type thus first checking the Cronbach's alpha<sup>16</sup> for assuring the reliability of the questionnaire tool used to undertake the study. (Asthana & Bhushan, 2016). For testing the reliability of the tool SPSS package (14-days trial version) has been used. The following table shows (Table No.3) the summary of the responses used for testing the reliability.

**Table No. 3 : Case Processing Summary**

Case Processing Summary			
		N	%
Cases	Valid	108	100.0
	Excluded <sup>a</sup>	0	.0
	Total	108	100.0
a. Listwise deletion based on all variables in the procedure.			

The below table (Table No.4) shows the reliability statistics. It shows the alpha value 0.957 which is significant scientifically as it is above 0.7. Thus the questionnaire tool used for this study is reliable.

**Table 4: Reliability Statistics**

Reliability Statistics	
Cronbach's Alpha	N of Items
.957	7

The technical hypothesis is to test the difference between the mean and also all the conditions are satisfied, thus the two sample t-test considered to be appropriate. The package

used for this testing is MS-Excel and the output for the test will be as follows (Table No.5).

**Table 5: F-Test Two-Sample for Variances**

F-Test Two-Sample for Variances		
	<i>WWP*</i>	<i>Not WWP</i>
Mean	4.006122449	2.526315789
Variance	0.606587231	0.893662728
Observations	70	38
Df	69	37
F	0.678765279	
P(F<=f) one-tail	0.082321401	
F Critical one-tail	0.631885976	

\*WWP stands for workplace wellbeing programs

The above table (Table No.5) is for deciding which t-test to be used. Here,  $F > F$  Critical one-tail, thus, the variances of two populations are unequal. And thus considering the t-Test: Two-Sample Assuming Unequal Variances for testing the hypothesis (Asthana & Bhushan, 2016)

**Table 6: t-Test: Two-Sample Assuming Unequal Variances**

t-Test: Two-Sample Assuming Unequal Variances		
	<i>WWP</i>	<i>Not WWP</i>
Mean	4.006122449	2.526315789
Variance	0.606587231	0.893662728
Observations	70	38
Hypothesized Mean Difference	0	
Df	65	
t Stat	8.248821449	
P(T<=t) one-tail	5.27634E-12	
t Critical one-tail	1.668635976	
P(T<=t) two-tail	1.05527E-11	
t Critical two-tail	1.997137908	

The above table (Table No.6) shows the mean for the companies offering wellbeing programs to be 4.006 and those not offering the same is calculated as 2.526. The t-stat value in table is 8.248 and is greater than the t-critical (two-tail) value i.e. 1.997 and thus the researcher can conclude that the null hypothesis can be rejected. Thus there is a significant difference between the wellbeing programs and the intention to turnover.

**6. Recommendations**

The companies must understand the expectations from the employees when it comes to designing and implementing the wellbeing programs at work. They should arrange the outside trainers for the programs such as Yoga and other related activities. The special seminars might be helpful for smoking cessation, and for motivating to quit other bad health habits. This will improve the health habits and the health issues might get reduced and the people in the organization will get more productive.

**7. Conclusion**

The researcher gathered the data from the sample frame defined as an employees working in IT/ITes sector. The data shows that the employees are attracted to the companies those offers various activities that are related to the wellbeing. The employees feel energized with the employers which offers such programs and thus the presenteeism get reduced in such employment. The wellbeing programs not only attract the talent but can be considered as a tool to reduce the intention to leave the company. The wellbeing programs help the companies to reduce intention to turnover. The companies can be a great workplace if they offer the wellbeing programs valued by their employees.

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