

The Impact of Employee Wellness on Organizational Performance - A Study of Select IT Organizations

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INTRODUCTION

Every organization has long back recognized that attracting and retaining of employees are vital to run a successful enterprise. Organizational health and employees' poor health have significant effect on the outcomes of organizations. In the 1970s, wellness was accepted as a concept and it has become more popular during 1980's. The Wellness programmes at the workplace were based on primary business motivations; reducing absenteeism, improving employee engagement and morale enhances employee productivity. In many countries, organizations are facing financial crisis as they are spending more on ageing population and health care costs. Elevated attention was given towards employee health and wellness to maintain current economic challenges faced by IT organizations.

In reviewing the literature on wellness, the research findings reveal that employee wellness is suffering from problems related to mental health like depression, anxiety, stress etc. It has become apparent that virtually all the problems of the employees are called 'Global Distress' need substantial guidance and counseling. The research has demonstrated a strong relationship

between symptoms of global distress and reduced workplace productivity. Exploring the existing scientific evidence for prevention of depression at the workplace should be of great importance to the employees Hence, there is a need for employees screening for mental health tests to identify the number of employees at risk. The organization must support employees by providing individual interventions to negate high work stress, improve the mental health for the promotion of work-life balance. This awareness about the mental state of employees, organizations can reduce healthcare costs and ensure job satisfaction.

Eventually, the performance of the organizations depends on the involvement and commitment of the employees that are determined by various factors like family, peer relationship, leisure and other individual aspects. To increase the performance of an organization, employees' satisfaction or dissatisfaction plays a major role.

Wellness programmes are focused at intensification of efficiency of the employees, will in-turn improve their productivity over a period. Thus, the organizations need to incorporate these wellness programmes in the policies for effective performance and output of

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organizations. According to Cieri (2006) there is a great need of analysis of employment policies of the multi-national IT companies and the global workforce.

Because of the emerging work demands, the employees are increasingly amidst in health, family conflicts that lead to stress at workplace. There is an urgency to take care of employees' work-life balance by the organizations. This is depending on the Managers role in helping employees to perform at their potential.

NEED AND IMPORTANCE OF THE STUDY

Many researches have been carried out on psychological health of employees at workplace. A few disciplines like sociology, management, economics, psychology etc., contribute to the organizational health practices. The review of related literature focused on four aspects

- (i) Healthy workplace practices
- (ii) The influence of wellness and organizational performance
- (iii) The influence of healthy practices at the workplace on organizational growth
- (iv) On the connections between all the three above i.e., employee wellness, workplace healthy practices and organizational improvements

GENESIS OF THE STUDY

Wellness in the work place is an accountable workplace policy that have constructive influence on performance. Therefore, wellness can be readdressed as an adjustment of employees to physical and psychological factors of workplace and wellness as a business strategy increases organization effectiveness through new paths. In the period of temporary economic decline to come over from hard times, those organizations likely to follow strategic ways to improve the performance of the organizations by fostering workforce productivity which may improve world economy.

Earlier wellness was narrowly defined as a thought surrounded by physical and psychological health in the workplace which was considered as HR element. Because wellness has limited attraction as a strategic investment, the senior leader never gave serious attention towards it and organizations, fail to peruse within the context of strategies in organizations.

For better and sustainable returns on investment the broader construct of wellness is not only related to physical or psychological but many important domains like Spiritual, economic, Family, lifestyle etc. Which are the core determinants of wellness. Therefore, wellness concept is a workplace factor directly related to management agenda with greater importance.

Satisfaction and commitment which are part and parcel of employee engagement and it shows willingness to guide these organizations. Through research it is proved that the sincere employees' engagement in the work, report higher level of wellness. Hence, engagement promotes wellness behavior towards improving the effectiveness of the whole organizations. It has become a powerful strategy to convert wellness into measurable organizational performance. As the new technologies have increased the visibility of workplace conditions and recommend innovative methods of working. Now this is high time to think and retain skilful employees, to make workplace virtual by conducting studies to bring improvement in wellness and increasing productivity. Hence the study.

RESEARCH GAP & THE PROBLEM

Wellness is sure to make value addition to the supply chain. It is likely to make impact on core and support functions. Wellness creates goodwill amongst human resources. This would create value in enhancing productivity and hence production. Sustenance would be easier with Wellness on its action in an organizational environment.

The studies conducted so far suggest that there is paucity of investigation in the Wellness from a Human Resource perspective. The perception of Wellness will augur for the organizations in ensuring harmony, happiness and consistent growth. The question is how well the concept of Wellness can be adapted in organizations for its continuity, prosperity and perpetual succession in the Indian context.

An Operational study (Ahuja and Bhattacharya, 2007) conducted by the Confederation of Indian Industries (CII) in partnership with the World Health Organization (WHO), investigated employee health risks, workplace culture, organizational systems, and management

practices. The study surveyed 1,000 workers from 10 industrial houses in 4 sectors - manufacturing, civil construction, software/ consultancy, and drug/ pharmaceutical - and found a high incidence of stress, hypertension, diabetes, and smoking among employee populations. This study also identified challenges with respect to convincing top management to adopt health promotion programs and regarding compliance issues. The study presented a strong case for worksite wellness in India and set comprehensive guidelines for their successful implementation.

Hillier et al. (2005) opined that the success of any corporation depended greatly on the efficiency and productivity of each link in the corporate chain, ranging from the custodial staff to the president of the company. Employees with the right mental and physical health lead healthy lifestyles usually work efficiently vice versa unhealthy employees may not choose healthy lifestyle choices may exhibit negative impact on their work force through disengagement and lowered the productivity. Effective wellness programs have been proved that they will enhance attitude and productivity.

Wellness Programs have evolved in the Western world over the last 4 decades and only recently have come of age. In India, we see an open playing field where health promotion is only just finding its roots. It is futile to apply the American model of health promotion in India without a careful understanding the Indian paradigm. However, it would be a giant leap to bypass all the stage the countries have been through and represent a great opportunity to adopt best practices.

When employees are healthy, productivity goes up; attrition is reduced, disabilities decline, workplace safety increases and work life balance is maintained; Boasts morale and in turn Health care costs go down. (Litter, 2007).

Mazur and Matek (2016) studied on the evaluation of influence of wellness programme that has been implemented in polish and other companies abroad. The major aim was to study different methods for the evaluation for worksite wellness programme. Implementation of these programmes helps the organisations in two ways i.e. enhancement of employee wellness and increases the productivity.

This study was mainly focussed on the examination of the tools required to evaluate wellness programmes. Literature review on wellness was the basis of this study. The key findings of the study show that the independent variables like gender, size of the company, type of programme influences significantly on the effectiveness of wellness programmes. This study also revealed that effectiveness of the programme is also depending upon the management engagement, effective communication, clear objectives with achievable aims and suitable measurement and evaluation methods.

Martins and Nel (2005) have incorporated a theoretically developed model in Structural Equation Modelling (SEM) for validation by conducting an empirical study. This model was developed on organisation culture and occupational health through quantitative research on a sample of 184 employees of ICT organisation. For online survey two questionnaires for the collection of data. For analysis, the SEM was applied with correlation and multiple regression analysis. The SEM was used to assess relationship and correlation of variables in a specific pattern. The steps involved in SEM process were specification, estimation, testing and modification. It was concluded that the model was accepted. The substantial correlation showed that health has an impact on organisational culture. It was found out that SEM is a valid tool for theoretical models. This research is valuable for organisations in relation to health problems and effective influence of this on culture.

Through review of literature, it is noted that Wellness as a concept has not been widely study in Human Resources perspective, while marketing of consumer wellness has been considered critically important in holding them for repeating purchases and ensuring long term relationship.

Most corporate wellness programmes in India were launched in aftermath of IT/ITES industry revolution as American clients insisted on some wellness services for the workforce. They offer sporadic training programmes on diet, nutrition, stress, common issues like exercise, sitting for long etc. Several other offer Health Risk Assessment (HRA). Very few offer continuing hand holding to achieve and maintain wellness.

Loraine (2011) has carried out a study on the relationship of organizational culture on performance of the management in insurance industries. Adaptive perspective network, communal mercenary and fragmented culture were studied, and it was inferred that culture has everlasting impact on the performance.

Shakil (2012) conducted a study in Pakistan to decipher the influence of organization culture and performance. According to him, involvement culture and consistency cultures, adaptability culture and mission culture were the variables of the study. Regression and correlation analysis were used to analyse the collected data. The major findings of the study show that adaptability and consistency influenced more on management practices.

Wicneke, Egginton et.al (2019) evaluated the impact of employee wellbeing on organizational measures of well-being. The sample consisted of 64059 employees with 73% of response rate. Well-being champions gave favourable responses and they highlighted that values at the workplace, freedom of expression, identifying as part of the team and responsibility for the assigned work. The findings reveal that well-being of employees is significantly related to engagement, gratification and awareness of well-being and supported strategy the multi-level benefits of a champion program.

LIMITATIONS OF THE STUDY

A limitation may be the level of respondent truthfulness. Some of the participants expressed polite answers to prevent from representing negatively and answers appears to be uninhibited

- i. Limitation of this study is that only four dimensions health, family, lifestyle and stress of employee wellness are covered here.
- ii. This study is mainly focused exclusively on the experiences of the individuals working in large organizations. Self – employed who operate their own business were not included.
- iii. Sample with small sizes in any study is unable to make generalizations of the population. Occasionally, this may have reverse effect on the findings.
- iv. The present study has incorporated only independent and dependent variables ignoring certain moderate

variables like disability data, absenteeism etc. In terms of the variables, the current model could have included more specific or multi-item scales.

- v. Secondary data of Indian IT companies related to organizational performance (revenue, attrition, gender) were used in this study.

Despite the limitations of this study, the discoveries of this research recommend numerous suggestions for the effective implementations of employee wellness programmes for fruitful organizational performance. This study suggests many more avenues for further potential research.

DESIGN OF THE RESEARCH

This phenomenological quantitative Descriptive Survey study was designed to help corporations to understand employees' impression and their priorities as companies work to gain greater employee participation. This research explored the various variables that are directly and indirectly related to the organizational performance and examined the interpretations of the participants of their own unique needs. The aim of this study was to evaluate the measures of Organizational outcomes and to provide suggestions for administrators to higher-up the performance, while assessing the Organizational Wellness. The present research was based on descriptive survey method that relates to the present phenomena of conditions, practices, beliefs, or trends, is also called as 'Normative Research'.

For this accomplishment, the researcher attempted to find out the influence of Wellness on Organizational Performance. Along with this, Researcher has analyzed the existence of relationship between the variables – dependent and independent. The prediction of Wellness toward Organizational Performance was examined, and the research design was developed based on formal organizational structure/types.

The present study was a co-relational study. It was meant for finding out the relationship between employee wellness and its dimensions with organizational performance and its dimensions. This study aimed at predicting the efficiency of predictor variables viz. Employee wellness with its dimensions like health, family, lifestyle and stress of employees working

in IT organizations based on the criterion variable, organizational performance. As such the present study is a prediction study.

This study was aimed to scrutinize the influence of employee wellness on organizational outcomes. Another unique analysis of the present study was the development of Structure Equation Modeling (SEM) using the AMOS statistical programme. The logical steps followed in the process to develop the model was to finalize the specifications, identify the variables, estimating their influence, testing and modifying the model. SEM is an advantageous technique for workable assumptions, used for confirmatory factor analysis that reduces measurement error for each latent variable, and can handle complex information.

Based on the above interpretations, it was opined that this theoretical model was acceptable. This study is a survey type study. It aims at describing the present status of employee wellness and organizational performance.

The methodology in the study followed the sequence of the activities presented below:

1. Conceptualization of variables in the study
2. Identification of dependent and independent variables with their dimensions
3. Conceptual model of employee wellness
4. Characteristics of the Universe and the sample
5. Data collection using web survey technology
6. Listing out the hypothesis
7. The process of instrument development – Pilot study Experimentation, measurement of validity and reliability and
8. Statistical techniques used – Descriptive, Inferential, Correlation, Regression and SEM

OBJECTIVES OF THE STUDY

The focus is to study the impact of Employee wellness on organizational performance on selected IT companies with these main objectives, the following other objectives were framed:

- (i) To investigate the relationship between employee

wellness with its dimensions such as Health, family, lifestyle and stress on the organizational performance and its dimensions viz. Revenue, gender and attrition.

- (ii) To determine the relative efficiency of the predictor variable employee wellness and its dimensions such as Health, Family, Lifestyle and Stress in the predictions of criterion variable viz. organizational performance and its dimensions viz. Revenue, gender and attrition.
- (iii) To examine the influence of independent variable Employee wellness and its dimensions as Health, family, lifestyle and stress on the dependent variable, organizational performance and its dimensions viz. Revenue, gender and attrition.
- (iv) To examine the usefulness of Structure Equation Model (SEM) for assessing the determinants of employee wellness of organizational performance.

HYPOTHESES

There is no significant difference between:

1. Gender of the employees' overall Employee Wellness scores, overall Wellness - Health and its indicators (Individual, Fitness, Energy, Creativity), overall Wellness – Family and its indicators (Family, Culture, Ethics, Relationship, Faith and Ownership), overall Wellness - Lifestyle and its indicators (Etiquette, Leisure, Innovation), overall Wellness - Stress and its indicators (Workplace, Personal, Trust, Learning, Change and Job Type).
2. Gender of the employees 'overall Organizational Performance with its indicators (Revenue, Gender % and Attrition) scores.
3. Unmarried and Married employees with respect to Employee Wellness scores, Wellness-Health and its dimensions (Individual, Fitness, Energy, Creativity), Wellness – Family and its dimensions (Family, Culture, Ethics, Relationship, Faith and Ownership), Wellness - Life Style and its dimensions (Etiquette, Leisure, Innovation), Wellness - Stress and its dimensions (Workplace, Personal, Trust, Learning, Change and Job Type).
4. Marital Status of the employees and Overall

Organizational Performance with its dimensions (Revenue, Gender % and Attrition) scores.

5. Employees belonging to different Companies with respect to Employee Wellness scores and its dimensions Wellness-Health and its indicators (Individual, Fitness, Energy, Creativity), Wellness – Family and its indicators (Family, Culture, Ethics, Relationship, Faith and Ownership), overall Wellness - Life Style and its indicators (Etiquette, Leisure, Innovation), Wellness - Stress and its indicators (Workplace, Personal, Trust, Learning, Change and Job Type).
6. Employees belonging to different Companies with respect to Overall Organizational Performance and its dimensions (Revenue, Gender % and Attrition) scores.
7. Relationship among dimensions of overall wellness – health i.e. Individual, Fitness, Energy and Creativity scores of employees.
8. Relationship among dimensions of overall wellness - family i.e. Family, Culture, Ethics, Relationship, Faith and Ownership scores of employees.
9. Relationship among dimensions of overall wellness - life style i.e. Etiquette, Leisure and Innovation scores of employees.
10. Relationship among dimensions of Wellness - Stress i.e. Workplace, Personal, Trust, Learning, Change and Job type scores of employees.
11. Relationship between Wellness - Health and its dimensions i.e. Individual, Fitness, Energy and Creativity with Wellness – Family and its dimensions i.e. Family, Culture, Ethics, Relationship, Faith and Ownership scores of employees.
12. Relationship between Wellness - Health with its dimensions namely Individual, Fitness, Energy and Creativity with Wellness - Lifestyle with its dimensions namely Etiquette, Leisure and Innovation scores of employees.
13. Relationship between overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith and ownership with overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores of employees.
14. Relationship between Wellness - Health and its dimensions i.e. individual, fitness, energy and creativity with overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores of employees in the study.
15. Relationship between overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith and ownership with overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores of employees.
16. Relationship between overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation with overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores of employees.
17. Relationship among dimension of overall Organizational Performance i.e. revenue, gender % and attrition scores of employees.
18. Relationship between overall wellness - health with its dimensions viz., individual, fitness, energy and creativity, and overall Organizational Performance with its dimensions i.e. revenue, gender % and attrition scores of employees.
19. Relationship between overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith and ownership with overall Organizational Performance with its dimensions i.e. revenue, gender % and attrition scores of employees.
20. Relationship between overall wellness - life style with its dimensions i.e. etiquette, leisure and innovation with overall Organizational Performance with its dimensions i.e. revenue, gender % and attrition scores of employees.
21. Relationship between overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type with overall

Organizational Performance and its dimensions i.e. revenue, gender % and attrition scores of employees.

22. Relationship between Overall Employee Wellness with overall Organizational Performance and its dimensions i.e. revenue, gender % and attrition scores of employees.
23. Overall wellness – stress, overall wellness - life style, overall wellness – health, overall wellness – family of employees would not be significant predictors of revenue scores
24. Overall wellness – stress, overall wellness - life style, overall wellness – health, overall wellness – family of employees would not be significant predictors of gender % scores
25. Overall wellness – stress, overall wellness - life style, overall wellness – health, overall wellness – family of employees would not be significant predictors of attrition scores.

VARIABLES OF THE STUDY

I. Dependent Variable: Organizational Performance

Indicators of Organizational Performance:

- i. Revenue
- ii. Gender
- iii. Attrition

II. Independent Variable: Employee Wellness

Dimensions of Employees Wellness:

I. Wellness - Health	III. Wellness - Lifestyle
(a) Individual	(k) Etiquette
(b) Fitness	(l) Leisure
(c) Energy	(m) Innovation
(d) Creativity	IV. Wellness - Stress
II. Wellness - Family	(n) Workplace
(e) Family	(o) Personal
(f) Culture	(p) Trust
(g) Ethics	(q) Learning
(h) Relationship	(r) Change
(i) Faith	(s) Job Type
(j) Ownership	

Moderate Variables

- Gender
- Marital Status

POPULATION & SAMPLE

The traits of the population selected for the study were as follows:

- a) Demographic characteristics
- b) Gender (Male and Female)
Marital Status (Married and Unmarried)

Role of target group in organizations: IT professional who is working in the selected IT organizations.

Determining the size of the Sample

Since the population of the study was not known and hence, proportion of gender was used as the basis for estimating number required for sampling size. Alpha was considered at 0.01 level of significance.

$$\begin{aligned}
 p &= \text{Male ratio} & q &= \text{Female ratio} \\
 p &= 0.53 & q &= 0.47 & \alpha &= 0.054 \\
 n &= \frac{(2.58)^2 \times 0.47 \times 0.53}{(0.054)^2} \\
 n &= 569 = 580
 \end{aligned}$$

Gender proportion was used as a determinant for deriving the sample size. Innumerable studies have revealed that gender influences wellbeing at both the workplace and at home. Based on the gender proportion, the sample size was calculated. According to the NASSCOM report (2014), the female employees constitute 36% of total workforce in the IT sector. The gender ratio of the pilot study was 1/3rd female to 2/3rd male employees.

$$\begin{aligned}
 p &= \text{Male ratio} & q &= \text{Female ratio} \\
 p &= 0.53 & q &= 0.47 & \alpha &= 0.054 \\
 n &= \frac{(2.58)^2 \times 0.47 \times 0.53}{(0.054)^2} \\
 n &= 569 = 580 \text{ (approximately)}
 \end{aligned}$$

Therefore, the sample of the study is restricted to 580 employees working in the selected IT companies.

TOOLS USED FOR DATA COLLECTION

The performance of the selected IT organizations was compiled using the Annual Reports. Standard procedure was followed for the construction of employee wellness inventory and established its reliability and validity as below. Instruments used to collect the data were:

- (i) Organizational performance data was collected based on the Annual Reports of the selected IT Companies with three important dimensions i.e., Revenue, Attrition and Gender (percentage), Researcher has collected the relevant data from Annual Reports published by the organizations for the last five years and obtained the requisite data of dimensions of dependent variable, Organizational performance.
- (ii) Employee Wellness Inventory: The Human Resource Development is dominated by several issues related to employees working in the IT companies' employee wellness and its relation to organizational performance. The challenges faced by the administrator and employees were based on critical reviews and categorized into four dimensions Viz. Health, Family, Life style and stress. The underlying assumption of this study was to develop employee wellness inventory to elicit valuable data. The supposition was that all employees have honestly given responses and have offered openly about their workplace wellness needs. It is also predicted that quality of life of employees increases the quality of work.

Based on Kobus Neethling and Solutions findings (2000) Employee Wellness Instrument, Researcher has constructed an inventory to measure the Employee Wellness with following components: Wellness – Health, Family, Lifestyle and Stress

DETAILS OF EXPERIMENTATION

Given the size of the internet user population and the spread of users across India, the data through survey was collected in two phases. First phase was to identify the characteristics of the sample population. Based on the results obtained, the final phase of the survey was conducted. Data was collected through Internet survey. An online survey instrument to assess employee

wellness was created by the Researcher. Survey responses were collected continuously. The Researcher had spent approximately a year for collecting data and extracted responses were recorded in the database form for analysis. In the initial stage, it was reviewed and identified the incomplete information. Final analysis was conducted using appropriate database.

STATISTICAL TECHNIQUES USED

Statistical Techniques used were:

(a) Descriptive Statistics: Descriptive Statistics is a quantitative analysis that describes the information collected from the survey method. This statistic consisted of measuring central tendency and variability. The comparison between means of standard deviation for each measurement indicates that differences exist between two samples.

(b) Inferential Statistics: This statistical analysis was used as sample is drawn randomly from the population to describe and generalize or inferences about the population. This analysis is used for testing framed hypothesis.

(c) Correlation Analysis: Correlation co-efficient analysis was the technique used for the analysis of dependent and independent variables by using Karl Pearson (R) Product Moment correlation co-efficient.

(d) Multiple Regression Analysis: is a statistical technique to measure average correlation relationship between two or more variables. In this analysis, the dependent variables were considered as criterion variable and other independent variables as predictor variables. This analysis determines the factors that are vital for the research, factors that can be ignored and explains how these factors influence each other.

(e) Structural Equation Modeling: Hair et al (1998) defined Structural Equation Modeling as a multivariate technique that includes factor analysis and multiple regression simultaneously to evaluate the interrelated dependencies of relationship. This analysis determines the valid domains of the model. This was employed to evaluate the influence of indicators on the dormant variables of the constructs in the model.

The employee wellness is categorized into four components and nineteen sub-scales. The organizational performance is scaled under three components. To test Structural Equation Modeling (SEM) designed in the research to test the fitness with path co-efficient and defined relations between implied and observed variables. SPSS and AMOS were used to analyze the collected data.

FINDINGS OF THE STUDY

Findings of the Inferential Statistics

- Male employees are significantly high on overall Employee Wellness i.e., overall Wellness – Health, Family, Lifestyle and Stress in comparison to Female.
- Male employees have significant higher Individual, Fitness and Energy in comparison to Female.
- Male employees have significant higher Family, Culture, Ethics, Relationship and Ownership in comparison to Female.
- Male employees have significant higher Etiquette, Leisure and Innovation in comparison to Female.
- Male employees have significant higher Trust, Learning and Ownership in comparison to Female.
- Male employees have significant higher Gender % in comparison to Female.
- Unmarried employees are significantly high on overall Employee Wellness i.e., overall Wellness – Family, Lifestyle and Stress in comparison to Married.
- Unmarried employees have significant higher Energy and Creativity scores as compared to Married.
- Unmarried employees have significant higher Family, Culture and Ownership scores as compared to Married.
- Unmarried employees have significant higher Etiquette, Leisure and Innovation scores as compared to Married.
- Unmarried employees have significant higher Workplace, Personal and Learning scores as compared to Married.
- Unmarried employees have significant higher Revenue scores as compared to Married.
- Unmarried employees have significant higher Attrition scores as compared to Married.

FINDINGS OF CORRELATION ANALYSIS

- Increase in Individual score increases the scores of Fitness, Energy and Creativity dimensions.
- Increase in Fitness score increases the scores of Energy and Creativity dimensions.
- Increase in Energy score increases the score of the Creativity dimension.
- Increase in Family scores increases the scores of its dimensions like Culture, Ethics, Relationship, Faith and Ownership.
- Increase in Culture score increases the scores of Ethics, Relationship, Faith and Ownership dimensions.
- Increase in Ethics score increases the scores of Relationship, Faith and Ownership dimensions.
- Increase in Relationship score increases the scores of Faith and Ownership dimensions.
- Increase in Faith score increases the score of Ownership dimension.
- Increase in Etiquette score increases the scores of Leisure and Innovation dimensions.
- Increase in Leisure scores increases the score of Innovation dimension.
- Increase in Workplace scores increases the scores of Personal, Trust, Learning, Change and Job Type dimensions.
- Increase in Personal score increases the scores of Trust, Learning, Change and Job Type dimensions.
- Increase in Trust score increases the scores of Learning, Change and Job Type dimensions.
- Increase in Learning score increases the scores of Change and Job Type dimensions.
- Increase in Change score increases the scores of Job Type dimension.
- Increase in Wellness - Health scores increase the scores of Wellness - family and its dimensions.
- Increase in Wellness - Health score increases the score of Individual dimensions.

- Increase in dimension of Wellness - Health i.e. fitness score increases the score of overall wellness - family and its dimensions.
- Increase in dimension of Wellness - Health i.e. Energy score increases the overall wellness - family and its dimensions scores.
- Increase in Creativity score increases the scores of Wellness - Family and its dimensions.
- Increase in Wellness - Health score increases the scores of overall wellness - life style and its dimensions.
- Increase in individual score increases the scores of Wellness - Lifestyle and its dimensions.
- Increase in fitness score increases the scores of Wellness - Health life style and its dimensions.
- Increase in energy score increases the scores of life style and its dimensions.
- Increase in creativity score increases the scores of Wellness - Health life style and its dimensions.
- Increase in overall wellness - family score increases the score of wellness - life style and its dimensions.
- Increase in family scores increases the overall wellness - life style and its dimensions scores of employees.
- Increase in culture scores increases the overall wellness - life style and its dimensions scores of employees.
- Increase in ethics increases the overall wellness - life style with its dimensions.
- Increase in relationship increases the score of overall wellness - life style and its dimensions.
- Increase in ownership score increases the scores of overall wellness - life style and its dimensions.
- Increase in overall wellness - health score decreases the score of stress and its dimensions.
- Increase in dimension of overall wellness - health i.e. individual score decreases the scores of wellness - stress dimension.
- Increase in fitness scores decreases the score of stress dimension.
- Increase in dimension of overall wellness - health i.e. fitness score decreases the score of stress dimensions.
- Increase in dimension of overall wellness - health i.e. Energy score decreases the score of stress dimension.
- Increase in dimension of overall wellness - health i.e. Creativity score decreases the score of stress dimension.
- Increase in overall wellness - family score decreases the score of wellness - stress dimension.
- Increase in dimension of overall wellness - Family i.e. family score decreases the scores of overall wellness - stress and its dimensions.
- Increase in dimension of overall wellness - family i.e. culture score decreases score of stress dimension.
- Increase in dimension of overall wellness - family i.e. culture score decreases the score of stress dimension.
- Increase in dimension of overall wellness - family i.e. ethics score decreases the score of stress dimension.
- Increase in dimension of overall wellness - family i.e. relationship score decreases the score of stress dimension.
- Increase in dimensions of overall wellness - family i.e. faith score decreases the score of stress dimension.
- Increase in dimension of overall wellness - family i.e. ownership score decreases the score of stress dimension.
- Increase in overall wellness - Lifestyle score decreases the score of stress dimension.
- Increase in overall wellness - Lifestyle score decreases the score of stress dimension.
- Increase in dimension of overall wellness - life style i.e. leisure score decreases the score of stress dimension.
- Increase in dimension of overall wellness - life style i.e. innovation score decreases the score of stress dimension.
- Increase in revenue increases the score of overall organizational performance.

- Decrease in attrition increases the score of overall organizational performance.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores increase the score of overall organizational performance.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores increase the score of revenue dimension.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores increase the score of gender % dimension.
- Increase in overall wellness - health and its dimensions i.e. individual, fitness, energy and creativity scores decrease the score of attrition dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores increase the score of overall Organizational Performance dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores increase score of revenue dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores increase the score of gender % dimension.
- Increase in overall wellness – family and its dimensions i.e. family, culture, ethics, relationship, faith scores decrease the score of attrition dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores increase the score of overall Organizational Performance dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores increase the score of revenue dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores increase the score of gender % dimension.
- Increase in overall wellness - life style and its dimensions i.e. etiquette, leisure and innovation scores decrease the score of attrition dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores decreases the score of overall Organizational Performance dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores increases the score of overall Organizational Performance dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores increases the score of gender % dimension.
- Increase in overall wellness – stress and its dimensions i.e. workplace, personal, trust, learning, change and job type scores decreases the score of attrition dimension.
- Increase in overall wellness - stress scores decrease the score of overall Organizational Performance dimension.
- Decrease in overall wellness - stress score increases the score of overall Organizational Performance dimension.
- Increase in overall wellness - stress score decreases the score of gender % dimension.
- Increase in overall wellness - stress score increases the score of attrition dimension.

FINDINGS OF REGRESSION ANALYSIS

- The collective effect of overall wellness - Family (X2), the collective effect of overall wellness - Lifestyle (X3) and the collective effect of overall wellness - Health (X1) are important factors in predicting the criterion variable, Revenue of Organizational Performance. Among the Individual potential predictors, the Family contributed the highest in the predicting the criterion variable, Revenue in Organizational performance.
- The Lifestyle is also found to be a significant factor in predicting the criterion variable Revenue.
- The collective effect of overall wellness - Family (X2),

the collective effect of overall wellness - Lifestyle (X3) and the collective effect of overall wellness - Health (X1) are important factors in predicting the criterion variable, Attrition scores of Organizational Performance. Among the Individual potential predictors, the Family contributed the highest in the prediction of Attrition in Organizational performance.

- The collective effect of overall wellness - Stress (X4) is also found to be significant factor in predicting the criterion variable, Attrition.

FINDINGS OF STRUCTURAL EQUATION MODELING

The use of Structural Equation Modeling was used to review and confirm a model of employee wellness. The key areas of the model viz, Health, Family, Lifestyle and Stress enable organizations to identify the relationship with the dimensions of Organizational Performance viz, Revenue, Gender and Attrition. The findings show that this model was suitable for the present data. Based on the appropriateness it was concluded that the Four-Factor model denotes the expression of employee wellness structure for the Organizational Performance. The model was found suitable by validating the Goodness of Fit indices. These indices represent the adequacy of this model.

RECOMMENDATIONS, POLICIES AND STRATEGIES

India has been the center of traditional approaches of wellness – Yoga and Ayurveda. With the emergence of new lifestyle diseases, it is imperative that the present research provides a fresh perspective on the importance Employee Wellness to the IT Organizations. This research has thrown light on the various aspects of employee wellness - health, family, lifestyle in the work place and certain recommendations that contributes towards organizations of performance are listed below:

- Organizations must be aware of various needs of employees and these needs must be met consistently on priority.
- Structural Equation Modeling depicted in this study aids to identify the healthy practices at the workplace in relation to wellness and organization performance. PATH offers more comprehensive approaches to link health, family, lifestyle, stress and organizational performance.
- Wellness programmes must aim to promote healthy practices like enhancement awareness, change behavior and certain cordial atmosphere.
- Work life balance, employee growth and development using criteria of family support, employee involvement that are indicators of healthy practices can be enhanced by organizing healthy workplace, incentive programmes etc., and thus increasing productivity.
- Maximizing both physical and mental health are the two important factors that are depending upon the deterrence, valuation and curing of probable health problems. Companies need to aid the employees through counseling and by facilitating employees to reduce de-addiction stress management training through counseling.
- Recognition and rewarding the employees by identifying their unique contributions to the organization and this gives a great self – satisfaction and future career progressions. These rewards can be in the form of bonuses, honorary ceremonies and personal acknowledgement in official organizations like publishing in newsletters.
- Organizational practices need to be designed to increase involvement of employees by including in decision making and thus enhances each employee to manage their assigned jobs autonomously.
- For the performance evaluation of employees, criteria must to be developed to measure employees' wellness practices like work life balance with Family, Health, Life style etc., as presented in the developed SEM.
- Designing mechanisms to measure the implementation of healthy practices in the organizations related to values and structure to bring organizational health.
- The findings of the present study reveal that adverse effects of stressful environments on Health. High stress may lead to many chronic diseases – elevation of blood pressure, emotional exhaustion etc. The

effect of stress lead to high rate of attrition among employees.

- To understand and analyze the 'Survival of fittest' model, structural equation model supplemented with regression findings to test the main effect can be used.
- Successful implementation of employee wellness is possible by introducing several interconnected programs and policies like providing health insurance, health promotion programs, disease control services etc.
- Organizations may introduce intervention programmes to improve health of the employees as policies like participation of employees in programmes of eliminating smoking habits, flexible work schedules, offering healthy food in cafeterias, providing access to fitness/yoga centers, walking paths, indoors games for physical activities.

SUMMARY AND CONCLUSIONS

This study has evaluated the employee wellness construct with a new dimension to facilitate increase organizational performance whilst increasing revenue and decreasing attrition. Present research has provided empirical evidence that four selected indicators of employee wellness are useful criterion for the prediction of organizational performance. The results of this study can help IT organizations expand their understanding of importance of health, family and life style. The confirmatory factor analysis using SEM supports the conclusion that pleasant and trustworthy relationship in the work place, very cordial, positive attitude towards job type and the boss, and healthy workplace practices for right attitude leading to high productivity.

This study contributed to the research of the organizational performance and employee wellness by providing support to reduce stress created in the work place. This study is focused on the different companies of stress and the job demands. Organizations must understand the detrimental effects of stressful environments that have been verified in this study. Insights into the employees' aspirations, identity in the workplace, job satisfaction and job demands are few indicators of healthy workplaces.

Based on the results of this study, the final accepted model fits the data and it gives a good direction that there is relationship between observed indicators and latent variables. This study confirms that employee wellness has stronger impact on organizational performance. All the dimensions especially lifestyle and health showed stronger impact than family and stress.

The model shows the significant correlation of personal wellness with personal as well as work place outcomes. Personal wellness not only related to health and social support but also healthy at workplace results in the development of ethics and productivity.

The overall findings suggested that organizational performance is affected by psychological, demographic and physiological issues. It is confirmed by the studies that the negative effect of stress causes high rate of Attrition among employees. The use of Structural Equation Modeling confirms a diagnostic model that guides organizations to identify areas of strength or dissatisfaction of employees with dimensions of employee wellness. Finally, this study illustrates that employee wellness is affected by current work demands. By implementing these empirical findings, the organizations will appreciate the importance of employee wellness and prioritize employees' retention, quality improvement, customer satisfaction and mental, physical health.

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