



# International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

## EMPLOYEE WELLNESS PROGRAMS: BENIFITS AND IMPACT ON EMPLOYEE MOTIVATION

***Sakshi Bodane<sup>1</sup>, Prof. Nilambari Moholkar<sup>2</sup>, Prof. Rajendra Jarad<sup>3</sup>, Prof. Dhananjay Bhavsar<sup>4</sup>, Dr. Mahendra Yadav<sup>5</sup>, Dr. Praveen Suryavanshi<sup>6</sup>***

Department of M.B.A, Dr. D.Y. Patil Institute of Technology, Pimpri, Pune

### CHAPTER 1: SUMMARY

The service sector has seen significant growth due to the tourism and hospitality industry. Indian tourism has immense potential to attract millions of tourists annually because of its rich historical and cultural heritage. This industry is also a major source of employment, drawing a large number of foreign tourists<sup>1</sup>.

Employees in this sector are not like raw materials; they are human resources that need nurturing, engagement, and mentoring for sustainable organizational performance. In 2016, the hospitality and tourism sector contributed \$71.53 billion to India's GDP<sup>1</sup>. India is ranked as the third-largest country in terms of foreign exchange earnings from tourism<sup>1</sup>.

The interdependence of the tourism and hospitality industries means that the health of employees is crucial for excellent customer service. This chapter introduces diseases and habits that negatively impact human health and links them to organizational performance. It also provides a background on the emergence of employee wellness programs.

A brief overview of the hospitality industry in India, particularly in District, is included, highlighting its growth, emerging trends, and various wellness dimensions. The chapter concludes by discussing the types of hotels based on service levels and the major players in District, along with various organizational performance variables and their measures<sup>2</sup>.

### CHAPTER 2: INTRODUCTION TO THE STUDY

1. In India and many other countries, people face serious health issues due to unhealthy lifestyles like inactivity, poor nutrition, smoking, and excessive alcohol use. These habits lead to diseases such as obesity, heart attacks, and diabetes. As a result, many workers are often absent from work, which negatively impacts both their performance and the productivity of their organizations.
2. To address these problems, organizations are implementing health interventions and strategies to improve employee health. These initiatives, known as workplace wellness programs, include activities like smoking cessation, health awareness campaigns, gym facilities, and diet plans. These programs aim to enhance employee well-being and, in turn, benefit the organizations by reducing absenteeism and healthcare costs.
3. Currently, the rising number of diseases and hospitalizations in India is a significant concern for the government. Both the government and the community need to work together to improve the quality of life and health of the citizens. India, often referred to as the "Diabetes Capital of the World," has a high number of diabetes cases, which poses a threat to the country's economic and social progress. The "International Journal of Diabetes in Developing Countries" highlights that diabetes has become an epidemic in India.

### 2.1 BACKGROUND OF THE EMPLOYEE WELLNESS PROGRAMS

The concept of employee wellness programs dates back to the work of Bernardini Ramazzini, an Italian physician from the 17th century. He was the first to write about the impact of work on employees' health and suggested safety measures to protect them<sup>1</sup>.

Following Ramazzini's death, the Industrial Revolution brought numerous health issues and work-related injuries. His work remained relevant and evolved over time, forming the foundation for modern wellness initiatives<sup>2</sup>.

#### Key developments in employee wellness programs include:

- **1810:** Social reformer Robert Marcus Owen limited working hours to 10 per day.
- **1817:** Owen further reduced working hours to 8 per day, promoting a balance of work, recreation, and rest.
- **1832:** Charles Turner Thackerah wrote about the health problems faced by industrial workers.
- **1914:** Ford Motors implemented an 8-hour workday on a large scale.
- **1940:** The United Nations identified comprehensive employee benefits and group health insurance packages.
- **World War II:** Health insurance plans were included in remuneration to attract more applicants.
- **1950:** Halbert L. Dunn first used the term "Wellness."

**1956:** Federal government involvement in wellness programs began<sup>3</sup>.

These milestones highlight the evolution of employee wellness programs from basic safety measures to comprehensive health initiatives aimed at improving employee well-being and productivity<sup>4</sup>.

: Michael Rucker - The History of Workplace Wellness <sup>2</sup>: Corporate Wellness Magazine - The Evolution of Worksite Wellness <sup>3</sup>: Wikipedia - Workplace Wellness <sup>4</sup>: Baylor Business Review - Workplace Wellness Programs

## 2.2 HOSPITALITY INDUSTRY AND ITS GROWTH IN INDIA

The hospitality industry in India has been growing rapidly, driven by the tourism sector. Here are some key points about its growth:

- The tourism industry is the third-largest contributor to foreign exchange in India.
  - By 2019, the tourism industry's contribution to India's GDP was expected to reach around 7.5%.
  - The concept of budget hotels has led to over 50 international budget hotel chains planning to enter the Indian market, creating opportunities for the hotel industry.
  - Smart tourism and the establishment of many multinational hotel chains are emerging trends in India.
  - India ranks second after China in the rapid expansion of its hotel industry.
  - The introduction of electronic travel authorization has facilitated easier travel for tourists.
  - Foreign tourist arrivals increased from 849,000 in 2016 to 1.05 million by February 2017.
  - The World Tourism Organization predicts that India's foreign tourist arrivals will reach 15.3 million by 2025.
  - The Indian government aims to achieve a 1% share of the world's international tourist arrivals by 2025.
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- Recently, the tourism industry contributed approximately \$2.706 billion in foreign exchange.
  - Foreign tourist arrivals were reported to be 2.12 million in February 2018, compared to 1.017 million a year earlier. The compound annual growth rate (CAGR) of the tourism sector is forecasted to be 7.1% by 2025.

## CHAPTER 3: THE CONCEPT OF WELLNESS AND ITS DIMENSIONS

The term 'Wellness' has historical roots dating back to the 1950s, with origins in 19th-century movements focused on intellectual, spiritual, and health-related issues in Europe and the USA. Ancient civilizations like Rome, Greece, and Asia also contributed to the concept. Wellness is more than just the absence of disease; it involves a conscious effort to achieve physical, intellectual, social, emotional, spiritual, and environmental well-being.

Wellness is a dynamic, lifelong process aimed at enhancing an individual's potential. It significantly impacts quality of life, as our external and internal environments influence our intellectual, social, and physical health. Achieving optimal wellness helps control illness, reduce stress, and promote positive health.

Studies indicate that individuals with higher wellness scores tend to lead more meaningful, vibrant lives, maintaining healthier and happier relationships compared to those with lower scores. wellness explained in simple words:

1. **Physical:** Taking care of your body through exercise, eating a balanced diet, recognizing signs of illness, following a routine, and seeing a doctor when needed.
2. **Emotional:** Expressing emotions like anger, love, happiness, and sadness properly. It involves having self-confidence and self esteem, which helps reduce stress and communicate clearly.
3. **Intellectual:** Making good decisions and improving knowledge and skills. It means being open-minded and willing to learn new ideas.
4. **Social:** Building a support system and creating a network of people to interact with, communicate, and form relationships.
5. **Spiritual:** Finding meaning in life through beliefs, values, traditions, religion, and a connection with a higher power. It helps deal with daily life challenges.
6. **Environmental:** Living in harmony with nature and taking steps to conserve the earth and its resources. It involves being aware of your surroundings and how you fit into them.

### Employers favor wellness programs for several reasons:

1. Reduction in healthcare costs
2. Improved health status
3. Lower absenteeism rates
4. Reduced workplace stress
5. Lower turnover rates
6. Increased employee morale
7. Enhanced employee performance potential

### To implement a wellness program effectively, employers should follow these steps:

1. Evaluate the organization's objectives, resources, and employee needs.
2. Develop a strategy.
3. Implement the plan systematically and gather feedback.
4. Reinforce and improve the plan as needed.

### 3.1 CLASSIFICATION OF THE HOTELS

The Indian hotel industry is diverse, with both large and small players, organized and unorganized. Hotels are classified based on size, service levels, amenities, affiliations, and the number of rooms. The Ministry of Tourism categorizes hotels into star categories, heritage hotels, and licensed hotels.

**World Class Service** hotels, like five-star hotels, cater to high-end tourists, business people, celebrities, and wealthy clients, offering top notch services such as high-end restaurants, gyms, lounges, and personal dining facilities.

**Mid-Range Service** hotels, including four and three-star hotels, serve a broader segment of travelers with decent facilities and services like Wi Fi and dining, but not as extensive as five-star hotels.

**Budget/Limited Service** hotels, which include the remaining star categories, provide basic, hygienic, and safe accommodations at a lower cost, appealing to frequent travelers looking for reasonable facilities and fewer expenses.

Organizational performance is crucial in today's dynamic environment, as successful organizations are seen as indicators of a country's development and prosperity. Economists view organizations as key

Drivers of a nation's holistic development and future. Therefore, organizational performance is a vital component of national progress.

### 3.2 MEASURES OF PERFORMANCE

The performance of an organization is measured in terms of a number or units. The categorization of the performance measures can be done by any individual organization, according to their own mission. Most of the organizations divide the measures into six basic categories which are mentioned in the table below:

**TABLE 3.2: CLASSIFICATION OF ORGANIZATIONAL PERFORMANCE MEASURES**

MEASURE OF...	MEASURES	EXPRESSED AS RATIO OF
EFFICIENCY	Ability of an organization to perform a task	Actual input/ planned input
EFFECTIVENESS	Ability of an organization to plan for output from its processes	Actual output/ planned output
QUALITY	Whether a unit of work was done correctly. Criteria to define "correctness" are established by the customers	Number of units produced correctly/total number of units produced
TIMELINESS	Whether a unit of work was done on time. Criteria to define "on time" are established by the customers.	Number of units produced on time/total number of units produced
PRODUCTIVITY	The amount of a resource used to	Outputs/inputs
	produce a unit of work	
SAFETY	Overall health of the employee and the organizational environment	

Hence, the above six measures are used by the researcher for measuring the performance of the hotels operating in the District considering only the urban area. In order to understand the practical implications of wellness programs in the Indian organizations, a case study of 'Hotel and Convention Centre' was analyzed in the next chapter. This case study throws light on employee wellness programs implemented and its impact on the performance of the organizations

#### From Concept to Practice of Wellness Programs:

Hotel has implemented comprehensive wellness programs for its employees. These insights were gathered through multiple visits and interviews with the hotel's Vice President, departmental heads, team leaders, and the Human Resource head.

- Ethical Practices:** The hotel, being a top brand, emphasizes ethical practices and transparency. Employee concerns are addressed openly, ensuring no ambiguity.
- Certifications:** It follows Hazard Analysis and Critical Control Points (HACCP) standards for food safety and hygiene. The hotel is also LEED and ISO 22000 certified, reflecting its commitment to environmental and operational standards.
- Core Values:** The hotel upholds seven key values—collective wisdom, commitment, conviction, humane face, credibility, leadership by example, and excellence in performance—collectively known as 'Indradhanush'.
- Employee Facilities:** The management provides various facilities such as a cafeteria, lockers, and a hygienic, cool, and clean environment.
- CSR Initiatives:** The hotel has a dedicated CSR team that serves leprosy patients and provides free food every Monday at Dr. D.B. Sharma's hospital.
- Technological Integration:** A biometric system tracks employee attendance and working hours, showcasing the hotel's technological advancements.
- Monthly Meetings:** Town hall meetings are held monthly, where the Vice President (Operations), Mr. Hari Sukumar, and department heads address the staff.

These practices highlight the hotel's commitment to employee wellness, ethical standards, and community service.

The hotel offers paid sick and casual leaves, along with an Employee Provident Fund scheme. They display written worksite policies on the walls to keep employees and employers informed. These measures help retain employees by keeping them motivated, satisfied, healthy, productive, and happy, knowing the organization cares for them.

The hotel has a committee to address women's safety and wellness, particularly against sexual harassment. They also value guest feedback, which helps improve staff and guest satisfaction. The hotel operates in three shifts of 8 hours each, with a 15-20 minute overlap between shifts.

Employees have access to a fitness center where they can work out during their off hours. The hotel's wellness programs have helped employees with obesity and reduced the attrition rate. Employee feedback is collected twice to maintain performance standards.

The hotel invests Rs. 400-500 per checkup for workers and Rs. 3000- 5000 for executives, conducted in reputed pathology labs. Nutrition education, weight management, and awareness programs are provided during training by an onsite doctor, with high employee participation encouraged. They also support academicians and universities by offering placement and internship opportunities.

### **3.3 REASONS BEHIND THE SUCCESS OF THE HOTEL**

The initiatives taken by the hotel have positioned it above other hotels, enhancing its goodwill and brand presence in the market. The hotel places a strong emphasis on service quality, employee health, and performance. They believe that satisfied and healthy employees are key to keeping customers happy, which in turn boosts the overall performance of the hotel.

In the hospitality sector, presentation and service are crucial. The hotel ensures that these aspects meet guest expectations by maintaining the holistic well-being and satisfaction of their employees. This approach makes employees feel proud of their work, which is a guarantee of the hotel's success.

THE WAY FORWARD 1. With the advent of new players in the market the hotel needs to reposition itself in the industry.. There is a need for using customer analytics to get deeper insights into customer needs, demands and expectations. 3. The existing offerings should be customized. 4. The hotel needs to explore other market segments. The next chapter highlights the review of the literature carried out in this research. It evaluates national and international studies based on the dimensions of employee wellness and the organizational performance.

### **3.4 DEVELOPMENT OF THE CONCEPT OF EMPLOYEE WELLNESS**

The concept of wellness has gained recognition as society becomes more aware of the importance of holistic well-being. Initially, there was limited focus on employee wellness in literature, but this has changed with an increase in corporate health interventions. From 2014 to 2018, many organizations have adopted wellness programs, benefiting in terms of cost and performance.

Research shows that wellness programs yield positive results both in the short and long term. For instance, studies published in 'The American Journal of Health Promotion' indicate a significant reduction in healthcare costs after implementing wellness interventions, saving \$4 for every \$5 spent on employee efficiency and productivity.

In 2000, the 'American Council on Exercise' highlighted that breaks during work hours keep employees emotionally and psychologically healthy, leading to better performance. Wellness programs, including leisure time, help employees stay emotionally, physically, socially, mentally, and psychologically healthy.

Organizations now invest in sports clubs, gymnasiums, and meditation rooms, which keep employees fit and refreshed. These initiatives reduce absenteeism, stress, and turnover while boosting satisfaction, morale, productivity, and retention.

## **CHAPTER 4 : CONCEPTUAL FRAMEWORK AND METHODOLOGY**

To develop a conceptual framework, two distinct literature streams were incorporated: Employee wellness Program literature (EWP), Organizational Performance (OP) literature and literature on relationship among different variables. It illustrates the direct and indirect relationship between the wellness and the variables of employee wellness programs and organizational performance. The relationship each variable holds with the other is linked and 27 demonstrated in the form of each hypothesis making it easy to understand. After the exhaustive review of literature the researcher has categorized the literature under two broad categories

For keeping the employees healthy and fit at the workplace the organizations offer employee wellness programs to their employees. The components of these programs offered can be further categorized into two parts which are Workplace policies, Environment and Health Promotion for employees. The above figure 3.1 illustrates the linkage between all the six dimensions of Wellness and the Organizational Performance and aims at identifying the effect and existing relationship between the two helping in developing and evaluating the Wellness Index of each hotel operating in the district.

### **4.1 THE EMPLOYEE WELLNESS PROGRAMS**

Employee wellness programs are services provided by employers to help keep their employees healthy. These programs are different from typical health care programs, which usually focus on health insurance and employee assistance. Instead, wellness programs aim to encourage healthy habits and improve employees' overall health, which in turn boosts the company's productivity.

These programs can include a wide range of activities, such as helping employees quit smoking, providing fitness centers, and offering health seminars. The main goal is to reduce absenteeism and lower health insurance costs, but they also create a healthier workforce, which benefits everyone.

However, not all employees benefit equally from these programs, especially those with disabilities. Many companies organize wellness programs to improve health outcomes at work. These programs often include health awareness seminars, coaching, medical screenings, fitness sessions, and weight management programs.

Overall, these wellness programs are designed according to company policies to promote healthy behaviors among employees.

#### **4.2 Health Risk Identification Tools**

##### **1 Health Risk Assessment**

A health questionnaire that evaluates employees' health, identifying risks and quality of life issues (Everest report, 2013).

##### **2 Biometric Tests**

An essential part of wellness programs, biometric tests provide baseline health information for employers and health data for employees (e.g., cholesterol, BMI, blood pressure). These tests support behavior modification plans like smoking cessation, fitness sessions, health coaching, and awareness campaigns. Educational programs such as health fairs and walk-and-talk meetings are also included. The goal is to address health problems faced by employees both on and off the job through medical and biometric screenings (Everest report, 2013).

##### **3 Importance of Measuring Employee Wellness Programs**

Organizations need to regularly assess their wellness programs to achieve workplace wellness goals. This involves interviewing key stakeholders to gauge commitment, goals, and available resources. By analyzing current costs and health care spending, organizations can target wellness activities and interventions effectively. Wellness interventions are crucial for reducing insurance premiums.

#### **4.3 Employee Wellness Programs in Hotels**

Hotels offer wellness programs to help employees improve their overall health, including physical, mental, social, intellectual, emotional, and occupational aspects. These programs include:

- **Health Campaigns:** Activities to promote health awareness.
- **Medical Screenings:** Regular health check-ups.
- **Illness Prevention Sessions:** Workshops to prevent diseases.

Studies show that these programs not only improve employees' health but also benefit the hotels by reducing absenteeism (missing work), presenteeism (working while sick), and improving productivity and performance. Healthy employees lead to a better work environment and increased profitability for the hotels. So, investing in wellness programs is beneficial for both employees and the organization.

#### **4.4 CRITICAL SUCCESS FACTORS:**

The Critical success factors were pioneered by John F. Rockart in the year 1979 with the motive of assisting the executives in gathering the information useful in running the organizations well. The conceptual predecessor of CSF was a success factor which was pioneered by D. Ronald Daniel in the year 1961. Daniel suggested that the organizations should focus upon the critical 59 success factors so that the organization can perform extremely well which would help the organization in being successful. Critical success factors can be defined as few of those essential areas where the organizations need to focus and perform exceptionally well in order to accomplish the mission. These factors can be identified by reviewing any document or identifying the difficulties faced in the process through interviewing the management personnel (Linda Parker Gates, 2010).

### **CHAPTER 5 : EMPLOYEE WELLNESS PROGRAMS AND CRITICAL SUCCESS FACTORS FOR THEIR SUCCESSFUL IMPLEMENTATION**

Employee wellness programs aim to raise awareness and motivate employees to adopt healthier lifestyles, reducing health risks and enhancing productivity and performance. The success of these programs depends on several key factors, which can vary based on the organization's goals and values. Here are the main points:

- **Awareness and Motivation:** Programs should encourage employees to live healthier lives.
- **Customization:** Programs should be tailored to fit the specific needs and values of each organization.
- **Alignment with Organizational Values:** Aligning employee needs with the organization's values is crucial.
- **Prioritizing Human Resources:** Focusing on the well-being of employees helps ensure the success of wellness programs.
- **Flexibility:** No single design fits all; programs must be adaptable to different organizational contexts.

#### **5.1. ORGANIZATIONAL SUPPORT AND COMMITMENT**

The most essential factor that helps in achieving a successful employee wellness program at work is the support of the organization. Organizational support is the level or extent to which the organizations are dedicated towards the healthiness and well-being of their human resource. It represents the initial and essential dedicated measures adopted by the organizations for promoting healthy lifestyle, procedures, and wellness interventions at the workplace. The successful implementation and practice of the employee wellness programs can be measured by looking at the conditions supporting a healthy lifestyle and employees' perception of the support provided for incorporating healthy culture and policies at work. Also, empowering and engaging the manpower in organizational decision-making for the achievement of the organizational goals. Such a supportive work environment makes it effortless, expedient, and handy for motivating employees to incorporate a healthy lifestyle, habits, behavior, and benefit from employee wellness programs (hero report, 2015). The success of the wellness intervention depends upon the dedication, commitment, and support of the management and leaders. The leader in the organizations plays an important role in developing a

healthy environment by putting together the vision of the organization and the wellness of its employees. The management has to follow the concept of leading by example for setting the trend of wellness at the workplace (Ada-Otuonye, 2003).

## **5.2 ORGANIZATIONAL CULTURE**

Deliberately incorporating a culture of wellness in the organization becomes another key factor of success for the corporate world. It is essential to create a culture of wellness in the organizations that becomes the way of living for all the employees. A wellness model that emphasizes on all the six dimensions of health and well-being should be integrated with all the departments, policies, mission, vision, practices and processes of the organization. This is a time consuming process but in long run can prove to be beneficial for the organizations as healthy employees lead to enhanced performance and reduced health care costs. The organizations should make the employees realize the amount of importance they lay to the wellness by incorporating wellness in their organizational policies, mission, vision and objectives and boost an organizational culture where wellness is a must (Brand & Gauche, 2010; Jason & Sudha, 2013)

## **5.3 EMPLOYEE PARTICIPATION AND ENGAGEMENT**

The success of the employee wellness programs is highly dependent upon the inclination of the employees towards the intervention. An organization can only benefit in real sense if the employees actively participate and engage themselves in the activities offered at the workplace. Motivating the employees to participate is possible only when the employees take the ownership of the programs. Therefore, it is important for the organization to develop awareness and understanding of the benefits of wellness interventions both for them and the organization. Organizing seminars, awareness campaigns, developing wellness committees and educational programs etc are amongst such initiatives (Fronstin, 2015; Frosntin et al., 2015; Schweyer, 2011)

## **5.4 MONETARY AND NON-MONETARY INCENTIVES**

The incentive programs play important role in motivating the employees to participate and keeps them engaged. The motive here is to permanently transform the behavior of the employees towards adapting healthy habits. Hence, an external incentive keeps the employees charged and internal incentives help them maintain the newly adapted behavioral change. Gradually, the employees start engaging themselves which helps them develop good relationships with people around them and their customers. Eventually, integrating fun at workplace makes the performance of the employees better than before (Schweyer, 2011; Dooley, 2013; Williams, 2014)

## **5.6 OUTCOME MEASUREMENT OF THE EMPLOYEES AND THE ORGANIZATIONS**

Any program that is created and implemented has to be measured. The success of the organization depends upon the extent to which the motive behind the program implementation is achieved. Therefore, for this a well-designed evaluation plan is used with the help of which the responses of the employees are tracked before and post implementation of the programs. Cost in terms of return and value of investment is measured to check the extent to which the employees and organizations are benefitting from the wellness interventions (Harvard business review, 2016; Hector Goetzel, 2017; Ron Goetzel, 2016)

## **5.7 ALIGNING ORGANIZATIONAL CULTURE AND EMPLOYEE WELLNESS INITIATIVES**

Inculcating a wellness culture and motivating the employees to adapt to healthy behavior not just at the workplace but also in their daily routine, as the healthy habits make the wellness program a success. The strategy of associating incentives with the participation helps in bringing positive results to the organizations. The success of any program depends upon its management. Management demonstration of healthy habits results into desired healthy behavior from the employees. The employees are made to believe that the management live and follow the wellness culture that they want their employees to be followed. Hence, this sets the organization in imbibing the wellness culture aligning it with the core values of the organization and reinforcing it through the organizational policies (Chenoweth, 2011; Tuwai, 2015).

## **5.8 COMMUNICATION AND AWARENESS**

Another important factor essential for the success of the wellness interventions is the constant and continuous communication between the employers and the employees. It is the responsibility of the management to educate, aware, convey and clear the importance of wellness programs benefiting the holistic well-being of the employees. Continuous communication increases the clearly, motivates, engages and make the employees feel that they are valued at the workplace. Rewards, incentives and recognition are an essential part of the cultural and professional communication which strengthen the value of the interventions and attracts employee participation.

## **5.9 INTERNAL CHAMPIONS DRIVE SUCCESS HIGHER**

For an organization to succeed it is important for the management to educate and train their employees which would assist the employees improve their well-being. Now-a-days employees those who are already participating in the wellness programs and are benefitting from them are treated as Wellness champions in the organizations. Such employees can act as high motivators and can encourage other employees for participating in the

wellness interventions. Therefore, organizations should identify and recognize such employees by treating them as brand ambassador of their worksite wellness programs (Horton & Synder, 2009)

### **5.10 EMPHASIZING NUTRITION AND FITNESS**

As it is believed that a healthy mind resides in a healthy body, the similar concept is followed here when it comes to wellness interventions. Unless the employees are not fit they cannot perform well. Hence, the organizations should emphasize on a healthy diet and fitness of the employees so that they remain productive. The healthy initiatives that can be adopted by any organization can be providing nutrition information, awareness campaigns, vending machines, healthy and organic food in the canteens, organizing worksite BMI watchers and nutrition coaching's etc. Organizations can organize contests and fun activities which are the most trending measures for enhancing the level of fitness at the workplace. Other than these some basic facilities offered include gyms, clubs and fitness centre, fitness coaching's on campus or with subsidized membership at any other nearby centers (Botha & Brand, 2009; Brand & Gauche, 2010).

### **5.11 INCORPORATING STRESS MANAGEMENT TECHNIQUES**

Managing stress that stands after healthy diet and lifestyle is another important factor that affects wellness to a great extent. Organizations should organize stress management seminars, yoga sessions, meditation sessions and workout sessions which would help in keeping the employees at ease and maintain a level of fitness by managing stress at the workplace (Methuku et al., 2011; Abdullah & Lee, 2012)

### **5.12 ORGANIZATIONAL POLICIES**

Organizations should incorporate, integrate and align the organizational policies with the health related policies at the workplace. Activities like flexible work hours, smoke cessation, tobacco free places and safety at the workplace are some initiatives that support healthy lifestyle. These policies should be made mandatory to be followed at the workplace by the employees. For keeping an account whether they are been followed or not, there should be a reinforcing and feedback mechanism actively present at the workplace.

### **5.13 SUPPORTIVE ORGANIZATIONAL ENVIRONMENT**

Another important factor that plays an essential role in boosting the successful organizational culture at the workplace is positive, healthy and supportive environment. Organizations should provide the employees with healthy food, rest rooms, open areas, gardens or lawns comfortable furniture and spacious area for physical activities. Also, organizational safety should be made a priority and taken care off (Aldana et al., 2015; Gilbreath & Benson, 2004).

### **5.14 OFFERING RESOURCES AND HEALTHCARE PLANS**

Healthcare services like weight management training, health risk assessments, biometric screenings, health screenings, lifestyle management trainings and smoke cessation trainings that can be included in the wellness interventions should be offered at the workplace. The resources assist the employees in transforming their lifestyle and coping with their existing health problems helping the employees in enhancing their productivity. These programs should be well communicated by the management on a regular basis for keeping them updated with the organizational initiatives. These supportive and additional facilities make the employee wellness programs a success in the long run (RAND report, 2013; Williams, 2014).

### **5.15 CONCLUSION: SUCCESSFUL WELLNESS PROGRAMS LOWER COST? INCREASE PRODUCTIVITY:**

Successful wellness programs at the workplace have been shown to lower costs and increase productivity. These programs help employees lead healthier lives and significantly contribute to organizational success, which relies heavily on employee performance. Organizations should view wellness as a philosophy and integrate it into their culture. A well-planned wellness program with management support and employee involvement can achieve holistic well-being and enhance organizational performance. The next chapter will discuss the research methodology, including critical success factors, objectives, hypotheses, and data collection and analysis techniques.

This chapter constitutes of different methods and procedures used in the data collection, analysis and interpretation. The research conducted should fulfill the objectives and answer the research questions developed as hypotheses. After preparing a draft of the research questionnaire the researcher conducted a pilot study and did face validity before finalizing the research questionnaire used in the study. The data thus collected was then coded, decoded and analyzed using various statistical software like SPSS 16. The questionnaire was checked against its validity and reliability before conducting further analysis. Thereafter, the statistical techniques like ANOVA, correlation and regression were used for meeting the objectives and evaluating the hypotheses of the study.

### **5.16 Need of the Study**

Employee health significantly impacts their work performance, attendance, productivity, efficiency, service quality, and overall effectiveness. To address issues like absenteeism, presenteeism, and lifestyle-related diseases, organizations are implementing wellness programs. Employees are

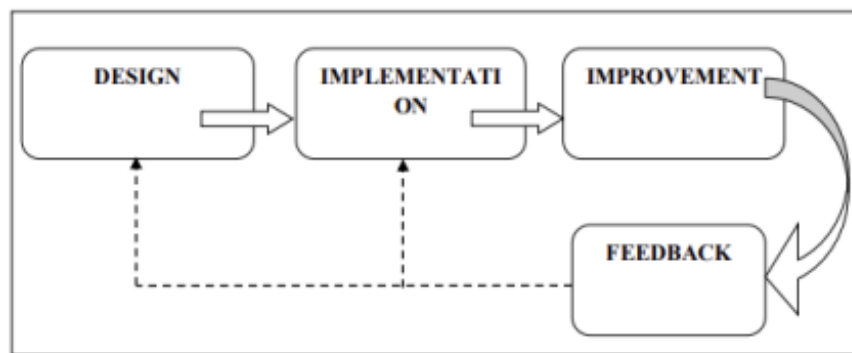
crucial assets, especially in the hotel industry, where maintaining healthy, long-term relationships with guests is vital. In a competitive market, the best service providers succeed, and employees play a key role in this by delivering quality services and fostering customer loyalty. Hotels need to offer wellness programs to ensure employees feel valued and stay healthy, as satisfied employees are more likely to satisfy customers. Wellness programs aim to achieve optimal health by addressing poor health and unhealthy behaviors. Hotel employees often have monotonous routines and work in dynamic environments, which can negatively affect their performance. Their jobs may involve repetitive tasks, uncomfortable postures, long hours of standing, and extended shifts handling computers or guests, leading to stress and discomfort.

## CHAPTER 6 : OBJECTIVES OF THE STUDY

1. To identify the factors influencing the Employee Wellness in the Hotels
2. To analyze the effect of the Employee Wellness Programs on the Organizational Performance in the Hotels.
3. To develop an Index for measuring the Wellness Programs in various Hotels.

## CHAPTER 7 : SUGGESTIONS

The employee wellness interventions are designed with the motive of bringing a change in the lifestyle of the employees. With the help of these programs Worksite policies, Environment and Health Promotion for employees are looked after by the organizations assisting the employees in learning and practicing healthy behavior. The employee wellness programs should offer a complete range of health care benefits so as to attract higher rate of retention of the employees. Financial or other kinds of non-monetary incentives such as gifts, vacations etc. attached with these wellness interventions results into higher involvement and participation by the employees. The suggestions for the study have been divided into two different sections. The section 7.1.1 would offer suggestions for successful implementation of the wellness programs and section 7.1.2 will focus on the additional components and activities which are added with the motive of improving the existing employee wellness programs. The researcher has proposed certain suggestions which may assist in formulation, design, implementation, feedback and improvement in the existing employee wellness programs offered in the hotels



1. **Understand Employee Needs:** When creating wellness programs, employers should understand what employees need and align these needs with the organization's goals.
2. **Promote Wellness Culture:** Build and support a culture of wellness within the organization, rather than forcing it on employees.
3. **Communicate Early:** Inform employees about wellness benefits and plans early on, possibly during their onboarding process.
4. **Create Wellness Committees:** Form wellness committees with 7 to 15 employees from each department. These committees should help manage the wellness programs by providing ideas, support, and ensuring all employees can access these programs.
5. **Healthy Food Options:** Offer discounted organic and diet food in the canteens and cafeterias so employees have healthy choices.
6. **Fresh Produce:** Implement community-supported agriculture and farmers' markets to provide fresh fruits and vegetables in the canteens, promoting healthy eating habits.
7. **Encourage Active Commutes:** Encourage employees to bike or walk to work to stay fit and healthy.
8. **Motivational Posters:** Use posters around the workplace to motivate employees and remind them of the importance of wellness. Place these posters in visible areas like staircases, parks, executive rooms, and cafeterias to encourage a healthy lifestyle.

### 7.1 SUGGESTIONS FOR ADDITIONS IN THE EXISTING EMPLOYEE WELLNESS PROGRAMS

1. **Spiritual Wellness:**
  - o **Meditation and Yoga:** Offer meditation programs and yoga sessions to help employees manage stress.
  - o **Awareness Seminars:** Organize seminars to educate employees on the importance of spiritual wellness.
2. **Physical Wellness:**
  - o **Gym Activities:** Provide more physical activities and have trainers in the gym to help employees with specific issues like backache and migraines.
  - o **Ergonomics:** Ensure workouts consider ergonomic principles to prevent injuries.
3. **Safety:**
  - o **Transport Facilities:** Provide pick and drop services, especially for female employees, to ensure their safety.
4. **Outsourcing:**



o If it's not feasible to offer all wellness components in-house, consider outsourcing some activities to external providers.

#### 5. Policy Development:

o Develop organizational policies that prioritize employee well-being and are based on successful wellness programs from other industries and countries.

### *Managerial Implications*

1. **Value and Health:** Wellness programs make employees and managers feel valued and healthy, boosting productivity and performance.
2. **Adoption and Implementation:** Top management should consider adopting wellness practices based on research insights to motivate all levels of employees.
3. **Holistic Wellness Plan:** A comprehensive wellness plan addressing all aspects of employee well-being is essential, especially in the hospitality industry.
4. **Applicability Across Industries:** Wellness needs are universal and can be adapted to other industries with minor modifications after feasibility analysis.
5. **Employee Involvement:** Employees should be involved in decision-making to suggest practical measures and feel more engaged at work.

### 7.2 POLICY IMPLICATIONS

For better planning, evaluation, implementation and outcomes the government agencies should complement these industries in terms of investment in fulfilling the objective of holistic wellness and encourage more researches in this area. These agencies must model the wellness interventions and techniques pretested in the laboratories especially emphasising on the overall performance and productivity of both the employees as well as the organizations. For encouraging the employee participation in this area, the government employees should plan and design some attractive incentives in the long run helping in reducing the health risks and costs. Various other monetary incentives together with the central and the state tax should be offered to employees in order to make them attracted towards the wellness programs.

## CHAPTER 8: CONCLUSIONS

Employees in the hospitality industry face significant stress and a monotonous lifestyle due to demanding work schedules and environments. Employee wellness programs are crucial as they help reduce healthcare costs, absenteeism, and increase productivity and performance. These programs also promote a healthy lifestyle and disease-free work environment for employees. Additionally, wellness interventions attract new talent and retain existing employees by making them feel valued.

### *Managerial Implications*

1. **Value and Health:** Wellness programs make employees and managers feel valued and healthy, boosting productivity and performance at hotels in .
2. **Adoption and Implementation:** Top management at hotels should consider adopting wellness practices based on research insights to motivate all levels of employees.
3. **Holistic Wellness Plan:** A comprehensive wellness plan addressing all aspects of employee well-being is essential, especially in the hospitality industry in .
4. **Applicability Across Industries:** Wellness needs are universal and can be adapted to other industries with minor modifications after feasibility analysis.
5. **Employee Involvement:** Employees at hotels should be involved in decision-making to suggest practical measures and feel more engaged at work. The study aimed to analyze how employee wellness programs affect organizational performance in hotels. It found a significant positive relationship between wellness programs and performance, using correlation analysis on data collected via a 5-point Likert scale. Additionally, an index was developed to measure wellness levels in hotels, which was validated and used to rank hotels in pcmc area.

The study found a direct positive relationship between employee wellness programs and organizational performance, as well as hotel ratings. Investments in wellness programs help reduce health-related costs and make employees happier, healthier, and more productive. Better wellness programs lead to higher hotel star ratings and improved organizational performance.

The study's findings align with other research, showing benefits like enhanced productivity, reduced healthcare costs, lower absenteeism, higher retention, fewer diseases, fewer work-related injuries, improved behavior, better nutritional choices, increased health awareness, improved work culture, and greater employee involvement.

Employee wellness programs are essential and will likely become more prevalent in the future. Organizations are now focusing on holistic wellness to improve performance amid increasing competition and market developments.

## CHAPTER 9 : FUTURE DIRECTION

This study focuses on the health and well-being of the employees working in the hospitality industry. The influence of wellness on the performance of the organization was evaluated and 46 analysed. Further the study of the wellness programs can be extended to other industries and a comparative perspective can be highlighted. In the long run the other aspects like the financial and technological aspect of the wellness programs can be studied.

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For achieving the desired outcome proper planning and designing of the programs based upon the needs of the employees or industry specific interventions can be developed and implemented. In future studies can focus on the vast range of measures that get influenced by these wellness programs in order to enhance the performance of the organizations. Then, the role of the conceptually modifying factors like leaders support and work culture etc. can also be discussed for better knowledge of the importance of wellness programs