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HRM AND EMPLOYEE WELLNESS PROGRAMMES AT PEPS INDUSTRY PRIVATE LIMITED HOSUR

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ABSTRACT :

This study aims to explore the effectiveness of Human Resource Management (HRM) practices in implementing employee wellness programmes at Peps Industries Pvt Ltd, Hosur. In today's dynamic work environment, employee wellness has emerged as a key factor influencing productivity, engagement, and organizational success. The research examines the existing wellness initiatives at Peps Industries, the level of employee awareness and participation, and their overall impact on job satisfaction and performance. Data was collected through surveys and interviews with employees and HR personnel. The study identifies gaps in implementation, such as low participation and lack of awareness, and suggests practical recommendations to enhance the alignment of wellness programmes with employee needs and HR goals. The findings underscore the importance of integrating wellness into core HRM strategies to build a healthier, more productive workforce.

INTRODUCTION

In the modern business environment, Human Resource Management (HRM) has expanded beyond traditional functions like recruitment and payroll to include employee well-being as a strategic priority. Employee wellness programmes are now recognized as essential tools for promoting physical, mental, and emotional health, ultimately contributing to increased productivity, job satisfaction, and employee retention. These programmes may include health screenings, fitness initiatives, stress management workshops, counselling services, and flexible work policies.

Peps Industries Pvt Ltd, located in Hosur, is a major player in the mattress manufacturing sector. Like many organizations, it has introduced wellness initiatives to support its workforce.

RESEARCH BACKGROUND

Employee wellness has become a vital area of focus in Human Resource Management (HRM), as organizations increasingly recognize the connection between employee health and organizational performance. A well-designed wellness program not only enhances physical and mental health but also leads to improved job satisfaction, lower absenteeism, and higher productivity. As the workplace continues to evolve with growing stressors and work-life balance challenges, wellness initiatives serve as proactive strategies to support employees and promote a positive work culture.

NEED FOR AN EFFICIENT EMPLOYEE WELLNESS

An efficient employee wellness program is essential for fostering a healthy, motivated, and productive workforce. In today's competitive business environment, employees face increasing stress, health issues, and work-life balance challenges. These factors can negatively impact their performance, morale, and engagement. A well-structured wellness program addresses these issues by promoting physical, mental, and emotional well-being.

IDENTIFIED PROBLEM

Employee wellness programs are increasingly being adopted across organizations as part of modern Human Resource Management (HRM). However, their effectiveness often depends on how well they are aligned with employee needs and integrated into the company's overall HR strategy. At Peps Industries Pvt Ltd, Hosur, although wellness initiatives are in place, preliminary observations suggest limited employee engagement and unclear outcomes.

OBJECTIVES OF THE STUDY

The main objective of this study is to examine the Human Resource Management (HRM) practices related to employee wellness at Peps Industries Pvt Ltd, Hosur. It aims to evaluate the structure, implementation, and effectiveness of existing wellness programs while assessing employee awareness, participation, and satisfaction. The study also seeks to identify any challenges or gaps in the current wellness initiatives and their alignment with HR goals. Ultimately, it aims to provide actionable recommendations to enhance the effectiveness of these programs and support employee well-being, engagement, and productivity.

REVIEW OF LITERATURE

Employee wellness programs have gained prominence as organizations recognize the link between employee well-being and business performance. According to Bellet et al. (2022), happier employees show a 12% increase in productivity, highlighting the strong connection between emotional well-being and output. Similarly, Holcomb (2020) found that wellness initiatives lead to reduced absenteeism and higher employee engagement, indicating their strategic value for HRM.

Passey et al. (2018) emphasized that managerial support, effective communication, and alignment with employee needs are critical for the success of wellness programs. Zula (2014) also noted that companies following best practices in wellness—like regular assessments, leadership involvement, and tailored initiatives—see better employee health outcomes. Moreover, Deborah G. Passey et al. (2018) stressed the need for integrated HRM strategies to ensure these programs are sustainable and impactful.

Clement S. Bellet et al (2022) The study found a significant positive relationship between employee happiness and productivity. Specifically, a one-point increase in self-reported happiness (on a scale of 0 to 10) was associated with a 12% increase in productivity. The research, conducted at British Telecom call center's, found that happier employees were significantly more productive, with a 12% increase in productivity for every one-point increase in happiness. The study highlighted that employee happiness, influenced by factors like work environment (e.g., natural light) and weather, directly correlates with enhanced performance, particularly in sales. The findings emphasize the importance of fostering employee well-being to improve organizational outcomes.

Deborah G. Passey et al (2018) "The Role of HRM Practices" that investigates the role of Human Resource Management (HRM) practices in implementing and enhancing workplace health promotion programs. The study explores how HRM policies, including leadership involvement, communication, and employee engagement, affect the success of wellness programs in organizations. The study highlights that effective HRM practices, such as strong leadership support, clear communication, and employee involvement, are critical in ensuring the success of health promotion initiatives. Challenges such as lack of employee engagement, inadequate resources, and insufficient management commitment were identified as barriers to the effectiveness of wellness programs.

Katherine M. Richardson (2017) This aforementioned research has highlighted the necessity for methodical evaluations, considering the expanding corpus of literature within the domain and the widespread adoption of stress management therapies and mental health wellness programs—traditionally perceived as two separate endeavours. Stress management is increasingly being included in workplace wellness initiatives, according to more recent studies. This paper, which is a part of the special series *Journal of Occupational Health Psychology* at 20, aims to evaluate recent social and political changes that present new opportunities and challenges for the field by reviewing what was learned from the 2008 meta-analyses and considering what new studies have added to the body of literature.

Srishti Dikshit et al (2023) In article the revolutionary potential of predictive analytics in fostering a more resilient and healthy workforce in high-pressure work conditions is examined. "Empowering Employee Wellbeing and Developing Resilience in Challenging Work Environments Through Our goal of using data-driven insights to lessen the negative effects of high-pressure work environments and promote an environment where employees flourish is encapsulated in the term "predictive analytics." This study provides a roadmap for organizations to proactively identify stresses, estimate burnout risks, and execute targeted remedies through a thorough assessment of predictive analytics technologies and methodology.

Brittany Holcomb (2020) This research focuses on analysing the effectiveness of wellness programs in improving employee productivity and overall organizational performance. Holcomb's study emphasizes the connection between employee well-being and work outcomes, particularly within the context of workplace wellness programs. The study found that employees who participated in wellness programs exhibited higher productivity levels, reduced absenteeism, and lower healthcare costs. The research supports the idea that wellness programs should be seen as a strategic HR investment that not only improves the well-being of employees but also contributes to better organizational outcomes.

Michelle Mayfield(2011) specifically related to employee wellness programs. However, there is a relevant 2011 study titled "Effectiveness of a Worksite Wellness Program on Health Behaviours and Personal Health," published in the *Journal of Occupational and Environmental Medicine*. This study evaluated the impact of a structured wellness program on employee health behaviours and outcomes. The study concluded that well-structured worksite wellness programs can lead to positive changes in health behaviours and enhance life satisfaction among employees. However, it also highlighted the complexity of factors influencing job satisfaction, suggesting that wellness programs should be part of a broader strategy to improve overall employee well-being.

Wama Jacqueline Mutheu et al (2024) Focused on a selected individual or people' successful fulfillment of tasks to pre-defined acceptable criteria, as set and measured by a supervisor or organization, while effectively and efficiently utilizing available resources in a changing environment, is known as employee performance. Measures aimed at promoting employee wellness boost productivity within the company and foster positive working relationships. The goal of this research is to find out how employee wellness initiatives affect workers' productivity in state parastatals in Nairobi County.

System theory and Behavioural Learning theory served as the study's guiding theories. The study used a descriptive research design since it facilitates the production of quantifiable results. 112 personnel in HR Directorates of State businesses made up the target population. The Taro Yamane sample size technique was used to determine the sample size.

A study by Medina-Garrido et al. (2023) highlighted the importance of work-family balance policies, demonstrating that access to flexible working arrangements and support services positively impacts employee well-being and, indirectly, job performance.

Rebroke et al. (2017) examined the relationship between access to employee wellness programs and the utilization of preventive care services among U.S. adults. The findings indicated that employees with access to wellness programs were more likely to engage in preventive health behaviours, such as regular health screenings, underscoring the programs' role in promoting proactive health management.

A systematic review by Carolan et al. (2017) analyzed 21 randomized controlled trials focusing on web-based psychological interventions in the workplace. The study found that such interventions positively impacted employees' psychological well-being and work effectiveness, highlighting the role of digital platforms in promoting mental health in organizational settings.

RESEARCH GAP

While many studies have highlighted the importance and benefits of employee wellness programs, there remains a lack of focused research on how these initiatives are practically implemented and perceived within specific industrial contexts, particularly in manufacturing sectors like Peps Industries Pvt Ltd, Hosur. Most existing literature emphasizes outcomes such as reduced absenteeism and improved productivity but often overlooks employee participation levels, awareness, and the alignment of wellness programs with HRM strategies. Additionally, much of the existing research is based in Western corporate settings or service sectors, leaving a gap in understanding how such programs function in Indian manufacturing environments. There is also limited research assessing the long-term sustainability and integration of wellness programs within HR policy frameworks in small to mid-sized companies. This study seeks to fill these gaps by providing an in-depth analysis of employee wellness programs at Peps Industries and evaluating their effectiveness from both an employee and HRM perspective.

RESEARCH METHODOLOGY

The research methodology for this study is designed to assess the effectiveness and impact of employee wellness programs at Peps Industries Pvt Ltd, Hosur, from both an employee and HRM perspective. The methodology will adopt a mixed-methods approach, combining qualitative and quantitative research methods to provide comprehensive insights into the research problem.

This study will use a mixed-methods approach to assess the effectiveness and impact of employee wellness programs at Peps Industries Pvt Ltd, Hosur. The research design will be descriptive in nature, aiming to understand the current state of wellness programs, employee engagement, and their alignment with Human Resource Management practices. Primary data will be collected through surveys and interviews. A structured questionnaire will be administered to employees to gather information on their awareness, participation, and satisfaction with the wellness initiatives. In-depth interviews will be conducted with HR personnel to gain insights into the design, challenges, and objectives of these programs. Secondary data will be gathered from internal company reports and relevant HR documents. A random sampling technique will be used to select 100 employees from various departments to ensure a diverse sample. Additionally, 5-7 HR managers involved in wellness initiatives will be interviewed. The data will be analyzed both quantitatively using statistical tools like SPSS to evaluate employee satisfaction and qualitatively through thematic analysis to identify recurring themes and insights. The study is focused solely on Peps Industries Pvt Ltd, and the voluntary nature of participation may introduce bias. Despite these limitations, the research aims to provide valuable insights into the current wellness practices and recommend strategies for improvement.

LIMITATION OF THE STUDY

The study on employee wellness programs at Peps Industries Pvt Ltd, Hosur, has several limitations. First, the research is limited to a single organization, which may not provide a comprehensive representation of wellness programs across different industries or organizations. Therefore, the findings may not be directly generalizable to other companies or sectors. Second, the study relies on voluntary participation from employees, which may lead to potential bias in responses, particularly from those who are more engaged or satisfied with the wellness programs. Third, the research only captures data at a specific point in time and may not account for the long-term impacts or variations in wellness program effectiveness over time. Additionally, the scope of the study is constrained by the availability and accessibility of data within the company, which may limit the depth of the analysis. Finally, while the study uses both quantitative and qualitative methods, the reliance on self-reported data from employees and HR personnel may introduce subjective bias, affecting the accuracy of the findings.

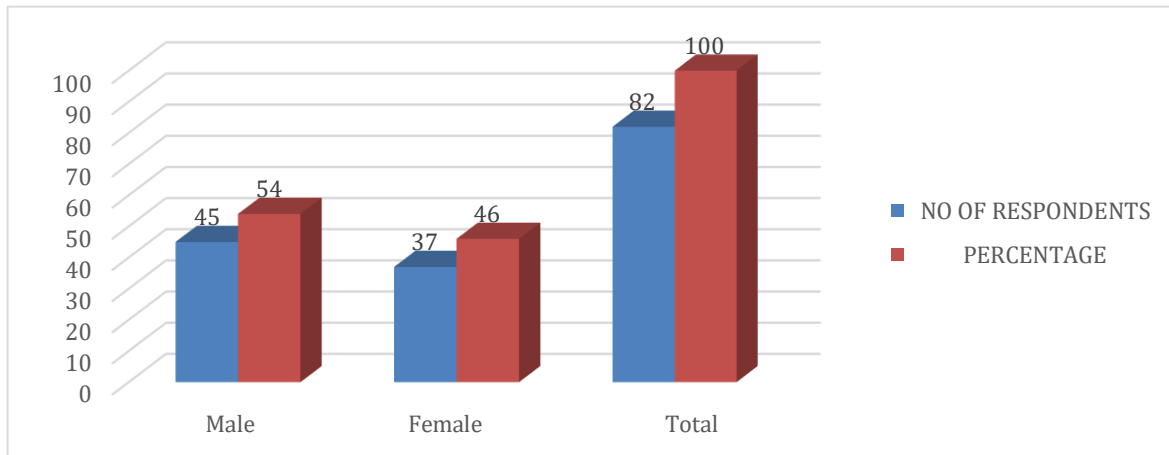
DATA ANALYSIS AND INTERPRETATION

TABLE 4.1: GENDER OF RESPONDENTS

GENDER	NO OF RESPONDENTS	PERCENTAGE
Male	45	54

Female	37	46
Total	82	100

CHART 4.1: GENDER OF RESPONDENTS

**INTERPRETATION:**

From the above table 4.1, out of 81 respondents, 54% respondents are male and 36% of the respondents are female.

TABLE 4.2: AGE GROUP OF RESPONDENTS

AGE	NO OF RESPODENTS	PERCENTAGE
19-25 Year	45	54
26-35 year	27	30
36-50 Year	9	15
More than 50 years	1	1
TOTAL	82	100

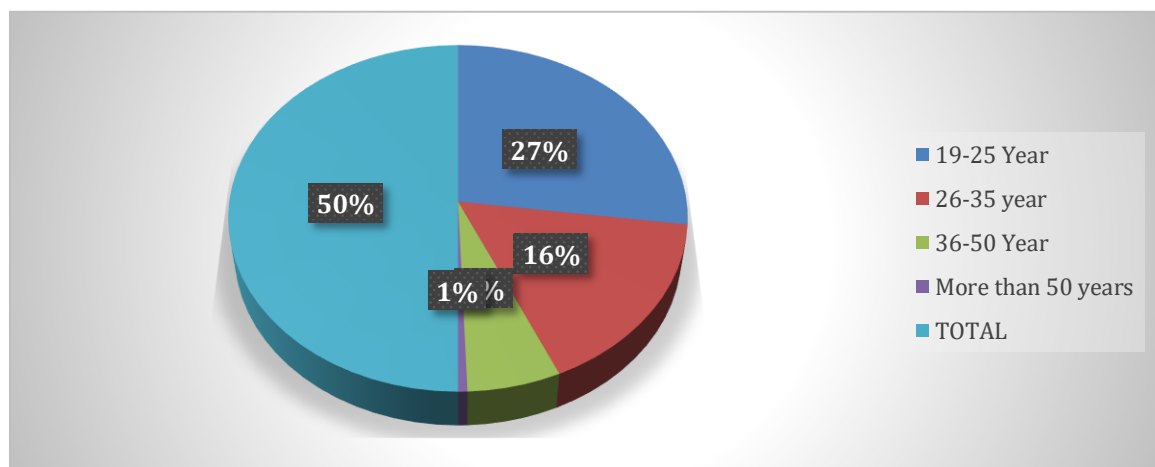


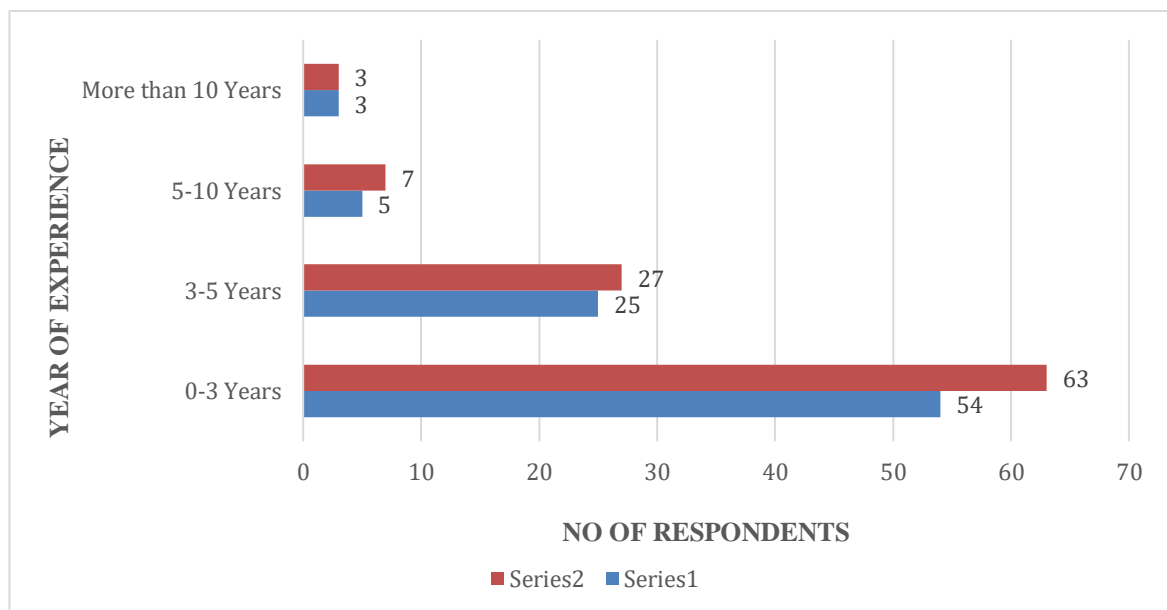
CHART 4.2: AGE GROUP OF RESPONDENTS

INTERPRATION:

From the above table 4.2, out of 83 respondents, 54% of the respondents is falling under the age group of 19-25 years, 30% of the respondents belongs to age group of 26-35 years, 15% of the respondents belongs to 36-50 years, and remaining 1% of the respondents belongs to the age group of 50 and above.

TABLE 4.3: YEARS OF EXPERIENCE IN THE COMPANY

YEARS OF EXPERIENCE	NO OF RESPONDENTS	PERCENTAGE
0-3 Years	54	63
3-5 Years	22	27
5-10 Years	5	7
More than 10 Years	3	3
TOTAL	82	100

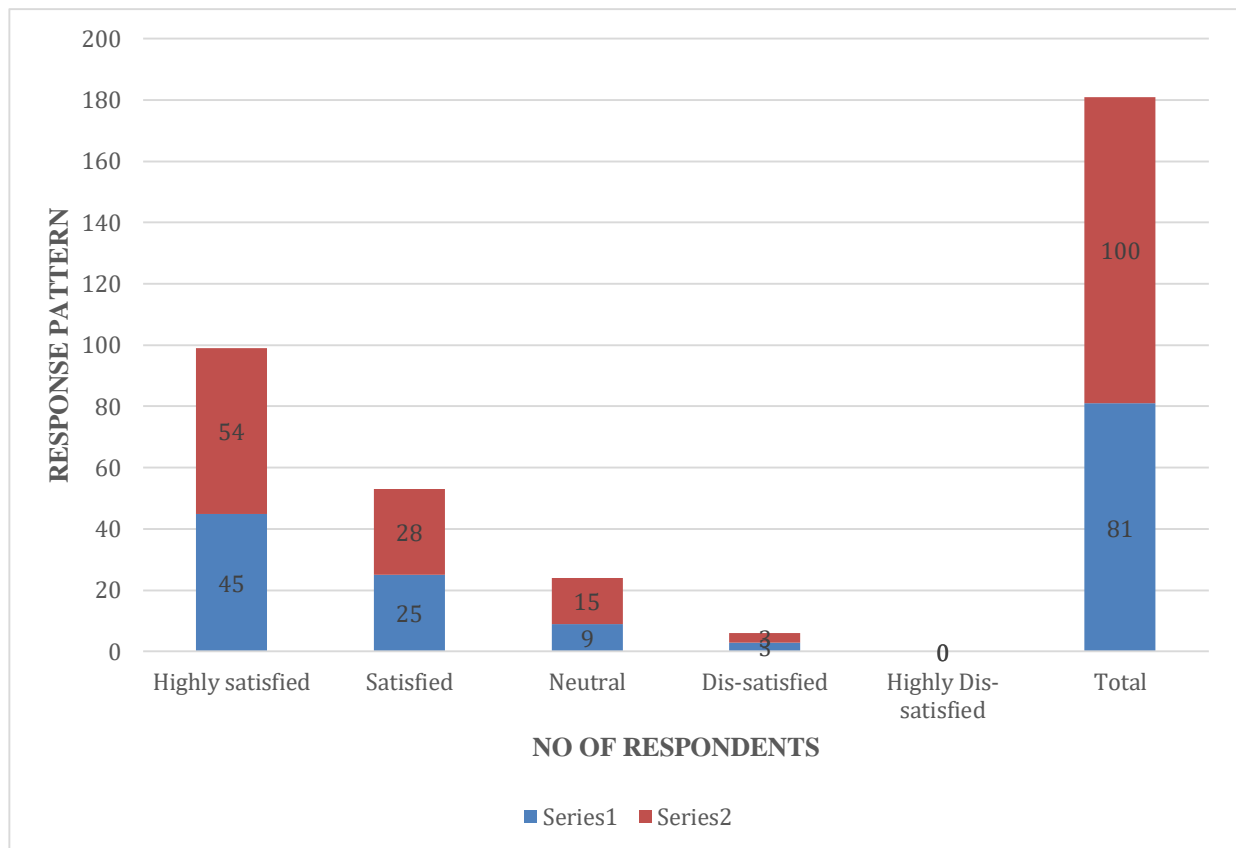
**CHART 4.3 YEARS OF EXPERIENCE IN THE COMPANY****INTERPRETATION**

From the above table 4.3, out of 87 respondents, 63% of the respondents are having 0-3 years of the experience, 27% of the respondents are having 3-5 years of experience, 7% of the respondents are having 5-10 years of experience and the remaining 3% of the respondents are having more than 10 years of experience in PEPS INDUSTRIES PRIVATE LIMITED, HOSUR.

TABLE 4.4: WORKING ENVIRONMENT IN THE COMPANY

RESPONSE PATTERN	NO OF RESPONDENTS	PERCENTAGE
Highly satisfied	45	54
Satisfied	25	28
Neutral	9	15
Dis-satisfied	3	3
Highly Dis-satisfied	0	0
TOTAL	82	100

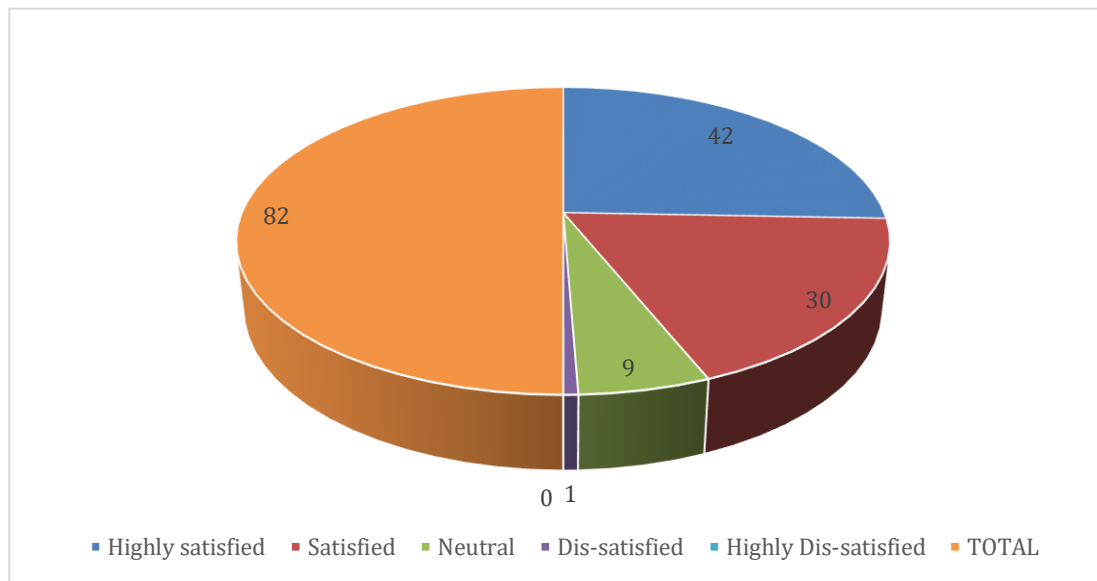
CHART 4.4: WORKING ENVIRONMENT IN THE COMPANY

INTERPRETATION

From the above table 4.4, out of 82 respondents, 54% of the respondents are highly satisfied with the working environment in the company, 28% of the respondents are satisfied with the working environment in the company, 15% of the respondents states neutral for the working environment in the company, 3% of them are response in dis-satisfied with the working environment in the company, none of them are response in highly dis-satisfied for the above mention question.

TABLE 4.5: MEDICAL BENEFITS PROVIDED BY THE ORGANISATION FOR THE EMPLOYEES AND THEIR FAMILIES

RESPONSE PATTERN	NO OF RESPPONDENTS	PERCENTAGE
Highly satisfied	42	53
Satisfied	30	35
Neutral	9	11
Dis-satisfied	1	1
Highly Dis-satisfied	0	0
TOTAL	82	100



CHART

4.5: MEDICAL BENEFITS PROVIDED BY THE ORGANISATION FOR THE EMPLOYEES AND THEIR FAMILIES

INTERPRETATION

From the above table 4.5, out of 82 respondents, 53% of the respondents are highly satisfied with the medical benefits provided by the organisation for the employees and their families, 35% of the respondents are satisfied with the medical benefits provided by the organisation for the employees and their families, 11% of the respondents states with the medical benefits provided by the organisation for the employees and their families, 1% of the respondents are dis-satisfied with the medical benefits provided by the organisation for the employees and their families in PEPS INDUSTRIES PRIVATE LIMITED, Hosur.

SUMMARY OF FINDINGS

The study on hr and employee wellness programs at peps industries pvt ltd, hosur, revealed several key insights. most employees were aware of the wellness programs offered, but participation levels varied due to lack of time, motivation, or awareness of specific benefits. employees who actively engaged in wellness initiatives reported improvements in their physical and mental well-being, along with increased job satisfaction. however, many felt that the programs were not well-communicated or tailored to their specific needs.

HR personnel acknowledged that while wellness programs are in place, challenges such as limited resources, inconsistent follow-up, and low managerial involvement hindered their full potential. the study also found that there is a gap between hr objectives and employee expectations, indicating the need for better alignment and strategic integration. overall, while the wellness programs at peps industries show promise, enhancements in communication, customization, and leadership support are necessary for them to be more impactful.

SUGGESTION

To enhance the effectiveness of employee wellness programs at peps industries pvt ltd, it is suggested that the company improve internal communication about wellness initiatives to raise awareness and boost participation. programs should be tailored to meet the specific needs and preferences of employees, which can be identified through regular feedback and surveys. greater involvement from managers and hr personnel is essential to encourage employee engagement and reinforce the importance of wellness. offering flexible and diverse wellness activities—such as fitness sessions, mental health support, and lifestyle workshops—can help address different aspects of employee well-being. additionally, implementing a structured system to monitor participation and assess program outcomes will enable continuous improvement. adequate resource allocation, including time and budget, will further support the success of these initiatives.

CONCLUSION

The study on HRM and employee wellness programs at Peps Industries Pvt Ltd, Hosur, highlights the growing importance of integrating wellness initiatives into organizational strategies. While the company has taken commendable steps in introducing wellness programs, gaps remain in employee engagement, communication, and alignment with HR objectives. The findings reveal that although employees recognize the value of wellness efforts, low participation and limited personalization reduce their overall impact. Effective wellness programs require strong managerial support, regular feedback, and a culture that prioritizes employee well-being. By aligning wellness strategies more closely with employee needs and organizational goals, Peps Industries can foster a healthier, more motivated, and productive workforce. This integration not only benefits employees but also contributes to long-term organizational success.

DIRECTIONS FOR FUTURE RESEARCH

Future research can explore employee wellness programs across multiple industries to allow broader comparisons and generalizations. Studies could also focus on the long-term impact of wellness initiatives on employee performance, retention, and organizational outcomes. In-depth analysis of digital wellness tools and their effectiveness in both onsite and remote work settings would add further value. Additionally, examining the role of leadership style, organizational culture, and employee demographics in wellness participation can provide more tailored recommendations. Future studies may also benefit from a larger sample size and longitudinal approach to assess changes over time.

Future research can investigate the cost-benefit analysis of wellness programs to help organizations understand the financial return on investing in employee well-being.

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