

Understanding the Impact of Employee Wellness on Employee Engagement

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Abstract:

A positive work environment consists of organizations that empathize with the well-being of their employees. Employee wellness has been found to have a positive effect on employee engagement, and the converse is also true in many cases. In the present competitive world, an employee's level of engagement and quality of work are important for organizational growth. Therefore, managers are always concerned with identifying ways to boost morale, increase productivity, and gain a competitive advantage. The purpose of the present study is to assess the level of satisfaction and the extent of engagement among employees so that further improvements could be made to existing HR activities. To determine the employees level of engagement and wellness, primary data was collected from 54 respondents working in a software company through a structured questionnaire distributed via Google Forms. The correlation analysis showed a high correlation between employee wellness and engagement ($r=0.55$). Critical factors for employee wellness were identified using factor analysis. Task significance and constructive feedback were found to have a major impact on employee engagement. Additionally, vigor, authentic pride, emotional strength, mindfulness, self-worth, and variety were found to be critical factors for employee wellness.

Keywords: Employee Wellness, Employee engagement, Organizational support

Introduction: Human resources form the knowledge asset of an organization, providing a source of competitive advantage. Attracting, motivating, and retaining them has been the constant endeavor of management to create an environment that supports employees' career aspirations. Satisfied employees create satisfied customers. In the long run, such an environment is necessary to enhance satisfaction and engagement. Researchers have reported that engaged employees create value for the organization. Supporting this view, the Towers Watson report on employee engagement and the global workforce found that companies with engaged employees boosted operating income by 19%. It was reported that companies with highly engaged employees experienced 26% higher employee productivity, lower turnover risk, a greater ability to attract top talent, and 13% higher total returns to shareholders over the last five years.

Employee Wellness: Employee wellness has become an increasingly critical area of study within the fields of organizational behavior and human resource management. It encompasses a wide range of programs and initiatives aimed at improving the physical, mental, and emotional health of employees. The primary goal of these wellness programs is to create a healthier, more productive workforce, which in turn can lead to better organizational performance and employee engagement. The significance of employee wellness programs lies in their ability to enhance overall employee engagement, reduce absenteeism, and improve job satisfaction. Studies have shown that employees who participate in wellness programs are more likely to be engaged, productive, and loyal to their employers. Shuck and Reio (2013) opine that employees who reported the combination of a positive psychological workplace climate and high engagement were likely to benefit from a broadened allocation of psychological resources, such as personal accomplishment and psychological well-being. Additionally, these programs can help reduce healthcare costs for organizations by addressing and preventing chronic health issues among employees.

Employee engagement: Employee engagement is defined as the degree to which workers feel job satisfaction and an emotional connection to the success of their business, resulting in improved productivity, innovation and retention. Engaged employees are dedicated to their role, will stay in the organization for a long time, be more productive, give better customer service and in turn create greater profit in private sector organizations (Gallup, 2005). They take pride in their

work and will put in extra time to get a task completed to a good standard, not for financial gain but out of a personal sense of commitment known as discretionary effort (Frank et al, 2004). It's a key strategic initiative that drives employee performance, accomplishment, and continuous improvement all year long. It's the outcome from how your organization interacts with people to drive business results.

Organizational support: Employees are more likely to become truly engaged and involved in their work if their workplace provides a conducive environment to make the right choices for business. Employee Engagement must be a business strategy that focuses on finding engaged employees and then keeping the employee engaged throughout their service. It must focus on business results. Employees are most engaged when they are accountable and can see and measure the outcomes of their performance.

Theoretical Understanding of Key Concepts Related to the Problem

Employee engagement, as defined by Gallup, pertains to an individual's enthusiasm and dedication towards their job and workplace. It serves as a tool to assess and oversee employee perceptions regarding vital aspects of organizational culture. This concept, fundamental in Human Resources, gauges the level of investment, motivation, and passion a worker exhibits towards their role and the company they serve. It holds paramount importance for both executives and HR professionals, as it significantly impacts a company's capability and profitability, along with its ability to retain talent. According to Kalokar, Sahu (2022), to effectively implement an employee engagement program, constant and consistent communication at every stage is essential. Additionally, the program requires full support from management to hold all managers accountable. Organizations can boost engagement by fostering opportunity thinking, enhancing employee decision-making, and building commitment. It's important to cultivate a sense of involvement, positive feelings about work, and a sense of community among employees. Valuing employee opinions and providing opportunities for their voices to be heard is crucial. Transparency from senior leadership will create a more open organizational culture. Trust from top management and company leaders will encourage positive, supportive relationships at all levels, ensuring the program's successful execution. In a study by Niebuhr et.al (2022) to determine how specific characteristics of working from home (WFH) affect health (including work ability and stress-related physical and psychological symptoms) and job satisfaction among German employees, it was found WFH positively impacts employees' health (work ability and stress-related symptoms) and job satisfaction. The proportion of weekly working hours spent WFH is linked to an increase in stress-related symptoms and a decrease in job satisfaction. Additionally, a sense of increased autonomy positively influences job satisfaction.

Employee engagement and wellness refer to the extent to which employees experience job satisfaction and forge an emotional bond with their organization's success, leading to enhanced productivity, innovation, and retention. Engaged employees demonstrate commitment to their responsibilities, exhibit prolonged tenure within the organization, deliver heightened productivity, and offer superior customer service, consequently amplifying profitability in private sector entities. Committed employees demonstrate ambition through proactive behaviour and a keen desire to surpass expectations outlined in their job descriptions. This proactive stance signifies a dedication to personal and organizational success by actively seeking opportunities to add value, support colleagues, and contribute to the overarching objectives of the organization. They willingly contribute to the company's growth, consistently deliver high-quality work, and strive for continuous improvement in performance. These individuals are readily available to assist new hires, extend their work hours to complete projects, and participate in company events outside regular hours.

This engagement materializes when business objectives harmonize with employee aspirations and performance. Engaged employees possess comprehensive information enabling them to grasp the exact nature of their role, contributions, and priorities. Employee engagement and wellness are closely connected, and guaranteeing both demands a comprehensive strategy that considers multiple essential elements. From the existing studies, the following were identified as essential elements to Confirm Employee Engagement and wellness:

1. Leadership Support: Leaders should cultivate a welcoming atmosphere where every employee feels appreciated and assisted, irrespective of their health or physical condition.

2. Personalization of Wellness Programs: Organizations must look towards Wellness programs that are tailored to the needs of employees, considering their levels of fitness and personal preferences.

3. Health awareness campaigns: Employees must be educated on the benefits of following a healthy lifestyle and regular checkups must be organized as a preventive action.

4. Psychological support: Regular counseling sessions will assess any stress-related issues among the employees.

5. Work-Life Balance: Flexible work options will help employees to balance their personal and professional life and help enhance employee job satisfaction and work commitment.

6. Strong connections with colleagues: Engaged employees require collaboration with coworkers who share similar levels of dedication. Colleagues who exhibit integrity, teamwork, and genuine enthusiasm for their work promote employee engagement.

Scope for the Study: The study aims to explore the intricate relationship between employee engagement and wellness. Specifically, it focuses on measuring various dimensions of employee engagement, including role engagement and organizational support. Additionally, the study examines how these dimensions influence employees' perceptions of their job and work environment, ultimately impacting overall employee wellness and job satisfaction.

Statement of the Problem: In today's competitive landscape, an employee's engagement level and work quality are crucial for organizational growth. Consequently, managers continually seek methods to enhance morale, increase productivity, and secure a competitive edge. Numerous studies have linked employee attitudes, behaviors, and performance outcomes to varying degrees of employee engagement. On the other hand, research on employee well-being and work engagement is comparatively lacking. The present research study focusses on answering the following questions:

“Does employee wellness impact engagement at workplace?

What is the role of organizational support in ensuring employee wellness?”

This study aims to assess the satisfaction levels and engagement extent among their employees to identify opportunities for enhancing current HR practices and improving overall employee wellness.

Research Objectives:

- To understand the level of employee engagement
- To understand the level of employee wellness.
- To study the significant relationship between employee wellness and engagement.

The research focused on assessing the relation between employee wellness and employee engagement. So, a set of three objectives were set for the research. Based on these objectives, the following hypotheses were set:

- Ho: Employee wellness has a significant impact on employee engagement.
H1: Employee wellness does not have a significant impact on employee engagement.
- Ho: Employee Wellness does not differ across Employee demographics.
H2: Employee Wellness differs across Employee demographics.

Research Methodology:

Data Collection Method

A proper data collection process is very helpful in identifying problems and implementing the right solutions to resolve them. This research adopts a descriptive study. Descriptive research is a method employed to ascertain the attributes of a population or specific phenomenon. Through descriptive research, one can discern patterns in the characteristics of a group, essentially gathering all necessary information except the causation behind an occurrence. Employee effort in the context

of engagement is connected to heightened individual effort—engagement happens on an individual basis and is uniquely experienced by each employee. In this study, employee perception towards engagement is measured based on factors like, job satisfaction, turnover intension, self-efficacy, proactive personality, job crafting, value congruence, autonomy, energy, task significance and feedback. Employees who are engaged respond positively to questions like “When I work, I really push myself beyond what is expected of me” and “I work harder than is expected to help my organization succeed.” Also, wellness predictors identified for this study are value congruence, authentic pride, vigor, gratitude, emotional exhaustion, variety, growth mindset, self-worth and mindfulness (ex: “I feel enthusiastic about my job”).

Primary Data: When we obtain data directly from individuals, objects or processes, we refer to it as primary data. The primary data for this study is collected using a structured questionnaire sent as Google form using electronic mail and WhatsApp channels.

The questionnaire was constructed based on the critical factors predicting employee wellness and employee engagement identified by existing literature on the topic.

Secondary Data: The secondary for this study was collected from existing literature available on Google scholar, ResearchGate. These sources were helpful for the researchers to gain deeper understanding on the topic as well as form a strong foundation for developing the structured questionnaire used to collect the responses from the employees. The information on organization was collected from the company website and from the employees.

Primary Data Collection Method:

In this study, due to time constraint, personal interaction with the respondents was not possible. So, a Google form was used to collect the responses from the employees. The form was shared with all employees of the Software development division. The population was around 200 employees. About 54 fully completed questionnaires were collected over a period of 5 days showing a yield ratio of 27%.

Questionnaire: The questionnaire used for this survey was a structured questionnaire. It contained 4 parts. The first set of questions were based on respondent demographics. The employee wellness factors, employee engagement factors and the perceived organizational support factors were assessed using disguised questions using a Likert scale of 5.

The following testing tools were used for the analysis:

To understand the level of employee engagement, Regression analysis was used to determine the relationship between two variables, namely, Employee wellness as independent variable and employee engagement as dependent variable.

To study the significant relation relationship between level of employee wellness and engagement, Chi square test is used to compare categorical data (demographic data) and scaled data (different wellness programs & level of engagement).

Analysis:

The structured questionnaire is used as the main source of primary data and the online questionnaire was the instrument to collect the data. The survey used a closed questionnaire to make the participants respond by choosing one out of several options. All questions were compulsory. Likert scale is used as a measurement for this study with a scale of 1-5, starting from strongly disagree (1) to strongly agree (5). The questionnaire was spread via Google Forms. A convenience sampling method was used to collect the responses from 54 employees of a Software company.

Data Analysis:

Descriptive Statistics		N	%
Age	21-25	10	19
	26-30	10	19
	31-35	16	30
	36-40	7	13

	41-45	5	9
	above 46	6	11
Experience	0-5 YRS	18	33
	5-10 YRS	19	35
	10-15 YRS	13	24
	15-20 YRS	0	0
	More than 20 YRS	4	7
Marital Status	Unmarried	22	41
	Married	30	56
	Divorced	2	4
Income	Less than 5LPA	8	15
	5-10 LPA	17	31
	10-15LPA	24	44
	15-20LPA	0	0
	More than 20 LPA	5	9

Questionnaire reliability:

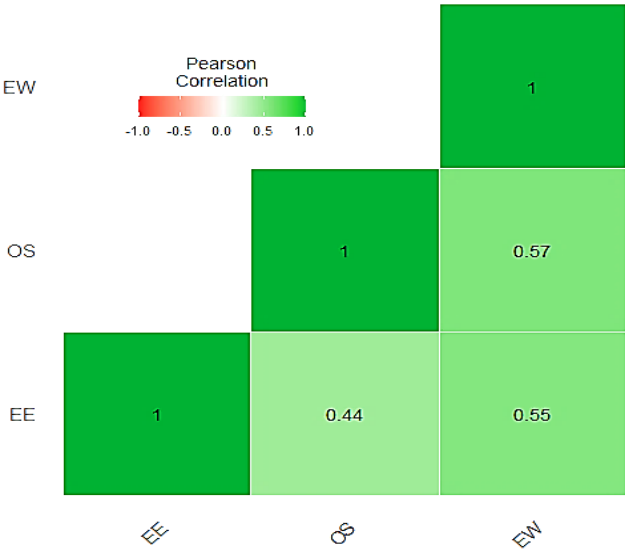
Scale Reliability Statistics	
	Cronbach's α
scale	0.795

The Cronbach score of 0.795 shows that the questionnaire is reliable.

Correlation testing:

To check the relationship between the variables, employee wellness, employee engagement and organizational support, a correlation test was done.

Table 5: Correlation between the variables



Interpretation:

The above correlation matrix shows a high degree of relation between Employee wellness and Organizational support, followed by Employee engagement and employee wellness. This shows that employee wellness depends on organizational support and employee wellness has an influence on employee engagement. The impact of organizational support on employee engagement is seen to be less than that of wellness.

Regression Analysis: Regression analysis was used to determine the relationship between the variables, namely, Organizational support, Employee wellness as independent variables and employee engagement as dependent variable.

Table 6: Linear regression

Linear Regression			
Model Fit Measures			
Model	R	R ²	Adjusted R ²
1	0.57	0.324	0.298

Interpretation: 29.8% variance is explained by Organizational Support and Employee Wellness. The low score on R square value is explained due to low sample size. It can be interpreted that Employee Wellness (X) has a contribution effect of 29.8% on employee engagement (Y), and 70.2% is influenced by other variables.

Table 7: Regression model

Model Coefficients - EE					
Predictor	Estimate	SE	t	p	
Intercept	1.239	0.821	1.51	0.137	not Significant
OS	0.276	0.206	1.34	0.186	not Significant
EW	0.397	0.126	3.16	0.003	Significant

$$EE = 1.239 \text{ alpha} + 0.276 \text{ OS} + 0.397 \text{ EW} + \text{Error}$$

Interpretation: The above table shows that the regression value is significant for the variable employee wellness ($p=0.003$) and not significant for Organization support ($p=0.18$). This shows that employee wellness has a significant impact on employee engagement. It can be interpreted that employee wellness (EW) has a contribution effect of 39.7% on Employee engagement (Y), and Organization support (OS) has a contribution effect of 27.6%. The significance value of EW towards EE is $0.003 < 0.05$. This means there is a significant influence of EW towards EE.

Chi Square test: To study the significant relation relationship between level of employee wellness and engagement, Chi square test is used to compare categorical data (demographic data) and scaled data (different wellness programs & level of engagement).

Exploratory factor analysis:

Exploratory Factor Analysis							
Factor Loadings							
Factor							
	1	2	3	4	5	6	Uniqueness
EW 1			0.41	0.595			0.33921
EW 2			0.803				0.25664
EW 3				0.324	0.338		0.65984
EW 4	0.455	0.605	0.418				0.13631
EW 5			0.624				0.47741
EW 6		0.589					0.57109
EW 7		0.78					0.29398
EE 1		0.469					0.69448
EE 2	0.421				0.852		-0.00802
EE 3	0.429			0.461			0.51885
EE 4	0.512						0.71496
EE 5						-0.341	0.88043
EE 6	0.679						0.45899
EE 7				0.806			0.28487
EE 8	0.57					0.495	0.31651

Recommendations

Based on the analysis, the following recommendations are suggested for the organization. Organizations must focus on Task significance and constructive feedback as they are found to have a major impact on Employee Engagement. Also, organizations must focus on building Vigor, Authentic pride, emotional strength, mindfulness, self-worth and variety in tasks to enhance employee wellness, which has a significant impact on Employee Engagement.

Conclusion and Summary

Employee engagement has become critically important for employers in various industries. Although the concept—aiming to boost employee motivation and dedication to both their job and the organization—is not new, the current focus on engagement brings a fresh perspective.

The present study aimed to investigate the impact of Employee Wellness (EW), and organizational support (OS) on Employee Engagement (EE). The findings indicate that:

- (1) Employee Wellness (EW) has an impact on Employee Engagement (EE)
- (2) Organizational Support does not have an impact on Employee Engagement (EE).
- (3) Demographic factors of does not have an impact on Employee Engagement (EE).

Employee wellness depends on organizational support and employee wellness has an influence on employee engagement. The impact of organizational support on employee engagement is seen to be less than that of wellness. The study's

limitations include a small sample size and cross-sectional data. This study could help bridge the theoretical gap between previous and current research. The findings can transform managerial practices, making institutions and employees more conscious of their well-being in the workplace. For organizations, this study offers insights into enhancing various aspects to increase employee wellness. Additionally, it suggests that investing in employee wellness could be beneficial for both organizations and employees, raising employee engagement and improving work-life balance.

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