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Exploring The Effects Of Workplace Wellness Initiatives On Employee Engagement And Performance In India's IT Sector

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Abstract
Corporate Wellness Programs (CWPs), designed to promote physical, mental, and emotional health among employees, have emerged as essential organizational strategies in the evolving landscape of employee management. Within the high-pressure environment of the Indian IT sector, CWPs serve as a vital tool to counteract burnout, enhance morale, and improve work performance. The present research investigates the multifaceted effect of CWPs on employee engagement, emotional well-being, and workplace productivity through a quantitative approach involving 375 IT professionals from major hubs including Bengaluru, Hyderabad, Pune, and Chennai. The study employed a range of statistical methods including descriptive statistics, Pearson correlation, multiple linear regression, MANOVA, Kruskal–Walli's test with Dunn's post hoc comparisons, and ordinal logistic regression to examine core relationships and draw meaningful inferences. Results showed that wellness strategies strongly and positively influenced employee engagement and emotional well-being, with regression analysis accounting for nearly 48 percent of the variance in engagement scores. Participation frequency in wellness activities also displayed a significant impact on self-reported productivity, with higher involvement linked to better performance outcomes. Additionally, perceived organizational support and access to health-oriented infrastructure were significant predictors of positive employee attitudes toward wellness programs. These findings emphasize that structured and inclusive wellness frameworks can be instrumental in fostering a supportive work culture, reducing stress, and driving organizational effectiveness. The research suggests that companies should strategically embed wellness into their human resource policies.
Keywords: *Corporate Wellness Programs, Employee Engagement, Emotional Well-being, Workplace Productivity, Perceived Organizational Support, IT Sector*

1. INTRODUCTION

In today's corporate environment, employees are recognized as the cornerstone of organizational success [1]. Companies across sectors are increasingly acknowledging that the well-being of their workforce directly impacts productivity, innovation, and overall performance. As a result, many organizations have introduced structured initiatives aimed at enhancing employee health and work satisfaction [2]. These initiatives, known as corporate wellness programs or CWPs, are designed to promote healthier lifestyles, reduce stress, and foster a positive work culture. CWPs are no longer limited to physical health alone but encompass mental wellness, emotional resilience, and social support, recognizing the multifaceted nature of employee well-being [3].

Corporate wellness programs have become a standard practice in various sectors including healthcare, manufacturing, education, and banking. In these domains, wellness programs are integrated into routine organizational practices to reduce burnout, absenteeism, and healthcare costs while improving job satisfaction and retention [4]. For example, hospitals implement mindfulness and stress reduction modules for their clinical staff, educational institutions introduce yoga and mental wellness campaigns for faculty and students, and banks provide health screening, fitness challenges, and ergonomic support to desk-based employees. In each of these settings, CWPs serve as an essential tool for ensuring sustainable performance and institutional harmony.

Despite their widespread implementation across industries, corporate wellness programs hold particular relevance in the information technology sector [5]. The Indian IT industry, known for its rapid growth, long working hours, and high cognitive workload, creates a unique context where employee well-being directly correlates with organizational effectiveness. IT professionals often work under high pressure, managing complex projects, meeting global deadlines, and adapting to rapidly evolving technologies [6]. This environment, while intellectually stimulating, can also lead to chronic stress, mental fatigue, and physical health issues if adequate wellness measures are not in place.

To address these challenges, many Indian IT firms have introduced comprehensive CWPs that include mental health counseling, online fitness sessions, nutrition consultations, ergonomic workspace setups, and stress management workshops. These programs aim not only to improve employee health but also to create an organizational culture that values and supports personal well-being. Employees who feel supported in this way are more likely to stay engaged, collaborate effectively with colleagues, and contribute meaningfully to the organization's goals. Employee engagement plays a key factor in assessing the success of wellness programs [7]. An engaged employee is enthusiastic, committed, and motivated to perform at their best. In the IT sector, where work is often autonomous and project-based, maintaining high levels of engagement is crucial for productivity and innovation. Wellness initiatives serve as a catalyst for engagement by signaling that the organization prioritizes its people [8]. When employees perceive genuine care from leadership, their loyalty, involvement, and job satisfaction tend to increase.

Furthermore, employee performance is closely linked with well-being [9]. Healthy employees are more focused, have higher energy levels, and demonstrate better cognitive function, all of which are essential for the kind of analytical and creative tasks required in IT roles. A wellness program that reduces fatigue and stress also reduces the likelihood of errors, enhances decision-making quality, and supports sustained output. This makes CWPs a vital investment for IT companies seeking to sustain a strategic advantage in a global market.

The role of CWPs extends beyond individual benefits. At the organizational level, wellness programs can enhance teamwork, reduce turnover, improve employer branding, and attract top talent. In a knowledge-driven economy where skilled professionals are in high demand, companies that offer wellness-centric work environments are often seen as employers of choice. This is particularly important in the IT industry where job mobility is high and talent retention poses a constant challenge. A well-implemented CWP can be a differentiating factor in maintaining workforce stability. Moreover, the integration of wellness into organizational strategy reflects a shift in how companies view human resources. Rather than treating employees as operational costs, businesses are increasingly viewing them as strategic assets whose well-being must be nurtured and optimized [10]. This approach aligns with a more holistic and sustainable model of organizational development where business success and employee fulfillment are interdependent. As such, CWPs are gaining importance not just as HR tools but as essential components of corporate governance and leadership.

Across different domains, the impact of CWPs continues to be studied and documented. However, the IT sector in India presents a particularly relevant context given its global prominence, intense work culture, and reliance on high-performing human capital. Understanding how wellness programs influence engagement and performance within this sector offers valuable insights for both theory and practice. It allows for the development of more targeted, impactful wellness strategies that align with industry-specific challenges and workforce dynamics. The proposed research seeks to investigate how corporate wellness initiatives influence employee engagement and performance within Indian IT firms.

2. RELATED WORKS

Kathukya *et al.* [11] conducted a study in Kenya to examine the effect of corporate wellness programs on employee engagement in five-star hotels. Using a positivist philosophy and descriptive research design, data were gathered from 369 employees through structured questionnaires and analyzed with SPSS. The study revealed a strong positive correlation ($r = 0.812$) between wellness initiatives such as health screenings, safety programs, and recreational facilities and employee engagement (EE), with organizational support acting as a significant moderator. The regression analysis confirmed that corporate wellness programs explained 66% of the variation in engagement levels. Despite the robust methodology, the study faced limitations in access to recreational amenities and uneven program implementation across hotels.

Mutio *et al.* [12] conducted a study in Kenya examining the effect of employee wellness programs on the performance of environmental non-governmental organizations. Data were collected from 135 employees across various departments through structured questionnaires. The analysis employed SPSS with descriptive statistics and linear regression. Findings revealed a strong positive impact of wellness programs on job satisfaction, retention, and organizational performance. The regression model showed an R^2 of 0.789, indicating significant explanatory power. While the study emphasized the strategic value of wellness initiatives, it did not account for external variables such as funding limitations or policy changes.

Calixtro *et al.* [13] conducted a study in Tacurong, Sultan Kudarat, Philippines to develop and validate the Audiovisual Ergorobics Exercise (AEE) intervention, aimed at promoting physical activity among

office workers. The research employed both a descriptive design and a pre- and post-experimental approach. Twenty expert validators, including fitness professionals and educators, evaluated the AEE's quality across dimensions such as style, content, and instructional clarity. Additionally, 25 working individuals participated in testing the intervention's effectiveness on physical performance. Findings showed that AEE received an outstanding rating in all quality aspects, with a statistically significant improvement in post-test physical performance. The study concluded that AEE was an effective, accessible tool for enhancing health and wellness in workplace settings, encouraging its integration into employee wellness programs. Rajashekar and Jain [14] conducted a qualitative study in Bangalore to explore how holistic well-being initiatives influence employee engagement in IT firms. Findings revealed strong organizational focus on physical, psychological, and social aspects, while spiritual well-being remained underrepresented. The research highlighted imbalances in wellness strategies and emphasized the importance of aligning engagement initiatives with all dimensions of well-being.

Roselada [15] conducted a study in the Second District of Albay that examined the efficacy of wellness programs among teaching and non-teaching staff in three selected Private Higher Educational Institutions (PHEIs). A multimethod research approach, combining structured interviews and survey questionnaires, was used to collect data from 192 respondents. The findings revealed that while all institutions implemented wellness programs with similar goals and activities, the programs were only moderately efficient in improving employees' physical and mental health. No statistical significance was found in the perceived effectiveness across groups. Challenges identified included lack of engagement, absence of incentives, and no formal wellness policy. The study highlighted the importance of aligning wellness initiatives with employee needs and emphasized the role of supportive policies in driving participation and program success.

Argañosa *et al.* [16] examined the effects of CWPs on various dimensions of employee well-being during the COVID-19 pandemic in the Philippines. The study gathered responses from 403 full-time Filipino workers. The researchers assessed physical, occupational, socio-emotional, intellectual, and spiritual wellness through a self-constructed, validated instrument. The results showed that employees who knew about or took part in CWPs reported higher mean wellness scores across all dimensions, although the correlation strength was weak. The study highlighted the importance of awareness, proactive personal wellness efforts, and recommended CWP activities as critical to improving overall employee wellness in organizational settings.

Peña *et al.* [17] conducted a study in Spain to examine how corporate wellness practices influenced perceived organizational support (POS) and organizational performance. Data were collected through 137 completed questionnaires from employees of 24 small and medium-sized firms partnered with a wellness provider. The findings revealed that wellness programs significantly enhanced organizational performance, with job satisfaction and commitment serving as mediators. The study highlighted POS as a central construct linking employee wellness to performance outcomes. Financial indicators such as ROA and ROE also showed positive correlations with subjective business performance. The research emphasized the relevance of sustainable human resource management aligned with the social dimension of the triple bottom line.

Christodoulou *et al.* [18] conducted a study in Greece and Cyprus using a cross-sectional design with an online survey of 485 employees to explore the integration of mindfulness and the Mediterranean lifestyle into CWP. The study applied validated scales such as MAAS-15 for mindfulness, MEDLIFE for lifestyle adherence, and CD-RISC-10 for resilience. Pearson correlation and ANOVA analyses revealed that mindfulness significantly predicted higher job satisfaction and work ability, while adherence to the Mediterranean lifestyle was positively linked to resilience and healthy BMI. Employees in technology and education reported better wellness scores than those in health and retail sectors. Most participants preferred hybrid wellness formats. The findings suggested that mindfulness and lifestyle practices were strongly associated with improved resilience and work performance across professional sectors.

Hongxuan Yu *et al.* [19] examined the impact of CWP on employee engagement in the hospitality sector in the eastern United States. Using a cross-sectional survey method, data were gathered from 347 hotel employees across 77 four- and five-star hotels. The study employed SPSS for statistical analysis, including ANOVA and mediation-moderation testing. Findings revealed that employee wellness programs positively influenced engagement, with corporate social responsibility acting as a full mediator and employees' health conditions serving as a moderator. Wellness initiatives were perceived as CSR efforts,

enhancing organizational commitment. The results offered both theoretical and managerial implications, highlighting the strategic role of wellness and CSR in improving employee attitudes.

Radheshyam *et al.* [20] conducted a quasi-experimental study in Bengaluru, India, from May to June 2021 to evaluate the effectiveness of meditation on workplace wellness among employees of Star Health and Allied Insurance. Using nonrandom sampling, the study included 146 intervention participants and 74 controls. Two meditation approaches—Buddha CEO and Heartfulness—were implemented over three weeks with daily one-hour online sessions. Data were collected using standardized scales such as the WHO QoL Scale, DASS, and WHO-5 Well-being Index, and analyzed via SPSS V27. The findings revealed significant improvements in quality of life, life satisfaction, and well-being among the intervention group. However, reductions in stress were marginal and not statistically significant. The study highlighted meditation's potential to improve wellness within corporate environments, despite limitations like short duration and nonrandomized controls.

While existing studies have established the positive impact of CWP on EE and performance across various sectors and regions, several methodological and contextual limitations persist that highlight the need for further investigation. Many of these studies [11, 12, 15, 16] relied heavily on descriptive designs with limited inferential depth, often focusing on singular sectors such as hospitality, education, or NGOs, which may not capture the complex dynamics of knowledge-intensive industries like IT. Additionally, several works [13, 18, 20] employed small sample sizes, non-randomized sampling techniques, or short-term interventions, restricting the generalizability and long-term applicability of their findings. Others [14, 17, 19] focused more on the presence of wellness programs than on employee participation patterns, engagement behaviors, or actual performance metrics, often overlooking mediating variables like organizational support, role clarity, or workplace culture. Despite confirming beneficial outcomes, many studies lacked focus on sector-specific occupational challenges and did not explore integrated models linking wellness with both engagement and measurable performance. These limitations collectively point to a research gap in assessing the holistic impact of wellness initiatives on EE and performance within the Indian IT sector, where job pressure, innovation demands, and rapid digital transformation uniquely shape the work environment.

3. RESEARCH QUESTIONS

How do different types of corporate wellness initiatives (e.g., mental health support, fitness programs, flexible work policies) affect employee engagement and emotional well-being in Indian IT companies?

To what extent does the frequency of employee participation in wellness activities correlate with improvements in individual productivity and overall job performance?

How do employees perceive the effectiveness of wellness programs in enhancing their physical and mental well-being within the high-pressure work culture of the Indian IT industry?

What role does perceived organizational support play in motivating employees to actively participate in corporate wellness initiatives?

How does the availability and accessibility of organizational health infrastructure influence employee attitudes and commitment toward wellness programs in IT firms?

4. OBJECTIVES

- To assess the influence of diverse corporate wellness strategies on fostering EE and emotional well-being in India's IT sector.
- To examine the relationship between the frequency of employee participation in wellness initiatives and measurable improvements in workplace productivity and performance outcomes.
- To investigate how perceived organizational support and health infrastructure shape employee attitudes toward wellness programs in Indian information technology firms.

5. PROPOSED HYPOTHESES

H_{01}: There is no statistically significant impact of varied corporate wellness strategies on levels of EE and emotional well-being in Indian IT organizations.

H_1: Diverse corporate wellness strategies have a discernible and positive influence on enhancing employee engagement and emotional well-being within India's IT industry.

H_{02}: The regularity of employee participation in wellness programs does not exhibit any significant correlation with improvements in workplace productivity or individual performance metrics.

H_2: Higher frequency of participation in wellness initiatives is positively associated with tangible enhancements in employee productivity and work performance within Indian IT firms.
H_{03}: Perceived organizational support and access to health-oriented infrastructure have no meaningful effect on shaping employee attitudes or receptiveness to corporate wellness programs.
H_3: Perceptions of robust organizational backing and accessible health infrastructure significantly influence employee attitudes and predispositions toward engaging with wellness initiatives.

6. RESEARCH METHODOLOGY

6.1 Conceptual Framework

The proposed research investigates the dynamic interplay between corporate wellness initiatives and key employee outcomes within the Indian IT sector. Specifically, the study explores how diverse wellness strategies such as mental health support, fitness programs, and flexible work policies serve as independent variables influencing employee engagement, emotional well-being, and workplace performance. Participation frequency in wellness initiatives is also treated as an independent construct, capturing behavioral commitment. The dependent variables in this inquiry include employee engagement, emotional well-being, and productivity-related outcomes such as job performance. In addition, perceived organizational support and access to health infrastructure function as mediating and moderating factors that shape employees' attitudes toward wellness programs. These elements are posited to influence how employees internalize and respond to wellness offerings, thereby affecting the strength of the relationship between wellness initiatives and outcomes. Figure 1 shows the conceptual framework of the proposed research.

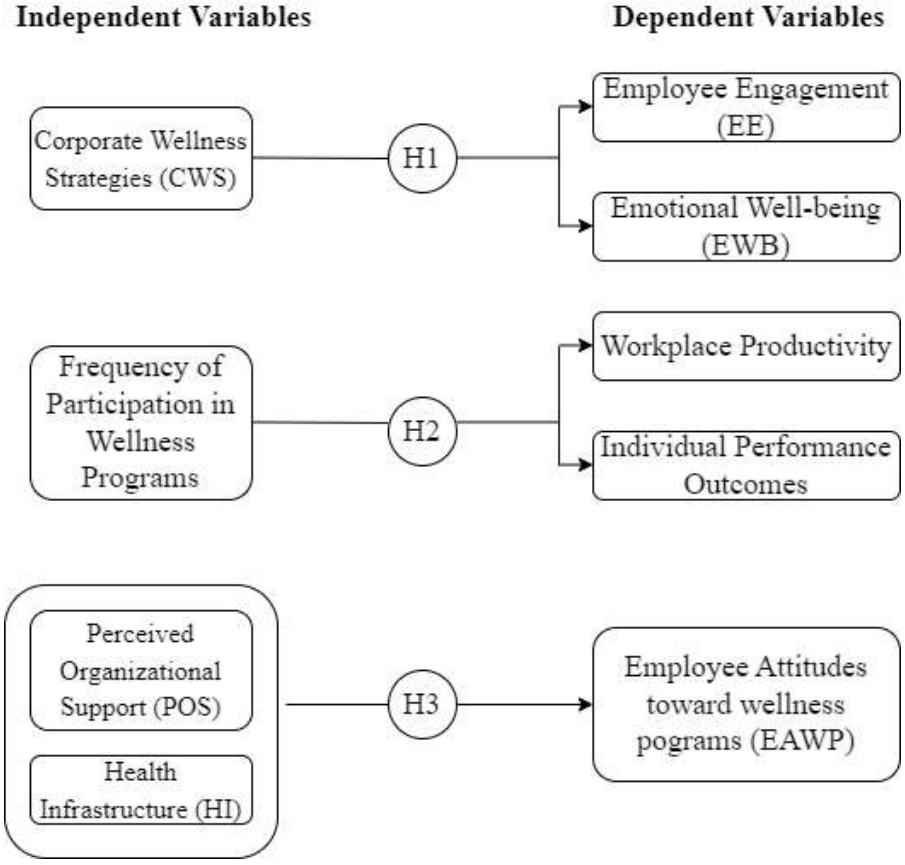

Fig.1. Conceptual framework of the proposed research

6.2 Research Design

The study adopted a descriptive and correlational research design to systematically analyze the relationships among corporate wellness initiatives, employee engagement, emotional well-being, and job performance in Indian IT firms. This design enabled an in-depth examination of the naturally occurring patterns and associations between variables without manipulating the study environment. The research focused on capturing both perceptual and behavioral dimensions of wellness program participation, as well as the structural support provided by organizations. By exploring both independent and dependent

constructs concurrently, the design facilitated robust analysis of how organizational strategies influence employee-centric outcomes in real-world corporate contexts.

6.3 Population and Sample

The target population comprised employees working in mid-sized to large Indian IT firms across metropolitan hubs such as Bengaluru, Hyderabad, Pune, and Chennai. These organizations were selected due to their well-established human resource practices and visible investment in corporate wellness programs. The study aimed to include employees at various hierarchical levels (entry-level, middle management, and senior management) to capture diverse perspectives on wellness engagement and organizational support. Cochran's method for large populations was used to calculate the necessary sample size, as indicated in Eq. (1).

$$n_0 = \frac{Z^2.p.(1-p)}{e^2} \quad (1)$$

Assuming a 95% confidence level (Z = 1.96), an estimated proportion (p) of 0.5 for maximum variability, and a margin of error (e) of 5%, the initial sample size calculated is n_0 = 384. However, to mitigate issues related to non-responses, sampling bias, or partial completions, the finalized usable sample consisted of 375 fully completed and valid responses. This adjustment ensures that the analysis maintains both reliability and practical feasibility while minimizing distortion caused by outliers or incomplete data sets. The selected sample was stratified based on job level and department (e.g., software development, HR, support, operations) to enhance representativeness. This diverse stratification supported a balanced understanding of how wellness initiatives are perceived and experienced across organizational roles.

6.4 Data Collection

The study utilized both primary and secondary data sources to ensure a comprehensive understanding of the relationship between corporate wellness initiatives and employee outcomes in Indian IT firms. Primary data formed the core of the analysis and was collected using a structured questionnaire administered to employees across various departments and job levels. The questionnaire captured key variables such as participation in wellness programs, perceived organizational support, employee engagement, emotional well-being, and job performance. Responses were collected anonymously to encourage honesty and reduce response bias, with distribution carried out electronically through email and internal communication platforms to enhance accessibility and reach.

Secondary data supported the contextual and theoretical grounding of the study. Sources included academic journal articles, industry whitepapers, corporate reports, and government publications related to employee wellness, engagement, and performance metrics in the Indian IT industry. These sources were reviewed to understand existing frameworks, validate research constructs, and situate the study within a broader empirical and theoretical landscape. The combination of primary and secondary data enabled triangulation, thereby enhancing the study's reliability and depth.

6.5 Data Analysis

Data analysis was conducted using Statistical Package for the Social Sciences (SPSS) version 27, ensuring systematic, rigorous evaluation of the collected responses. The analysis began with descriptive statistics to summarize central tendencies and variability across variables such as corporate wellness strategies, employee engagement, emotional well-being, and productivity. Reliability of the constructs was assessed using Cronbach's Alpha to confirm internal consistency of the survey scales. Bivariate relationships were examined using Pearson correlation to understand associations between key variables. Multiple Linear Regression (MLR) was utilized to test the predictive power of corporate wellness strategies on engagement and well-being. Non-parametric techniques, including the Kruskal–Wallis H test and Dunn's post hoc analysis, were used to assess productivity variations based on participation frequency. Furthermore, a MANOVA (Multivariate Analysis of Variance) was applied to measure the combined influence of wellness strategies on engagement and emotional well-being. To examine the influence of perceived organizational support and health infrastructure on employee attitudes toward wellness programs, ordinal logistic regression was performed, validating proportional odds assumptions before model estimation.

7. ANALYSIS AND FINDINGS

7.1 Analysis of demographic profile

A demographic analysis is conducted to comprehend the composition and diversity of the sample population and to ensure that the findings are indicative of the larger employee base within the Indian IT industry, as shown in Table 1 and Figure 2. This analysis also aids in identifying any patterns or associations between demographic traits and engagement with wellness initiatives.

Table.1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	226	60.3
	Female	145	38.7
	Prefer not to say	4	1.1
Age Group	21–30 years	158	42.1
	31–40 years	142	37.9
	41–50 years	60	16.0
	Above 50 years	15	4.0
Job Role	Software/Technical Staff	192	51.2
	HR/Admin	55	14.7
	Project/Operations Manager	78	20.8
	Others	50	13.3
Years of Experience	Less than 3 years	104	27.7
	3–6 years	131	34.9
	7–10 years	89	23.7
	More than 10 years	51	13.6
Location	Bengaluru	120	32.0
	Hyderabad	90	24.0
	Pune	85	22.7
	Chennai	80	21.3

The results reflect a well-distributed sample across key variables. A significant proportion of respondents were male (60.3%), while females constituted 38.7%, allowing for gender-based insights into wellness program participation. The dominant age group of 21–40 years (80%) suggests a workforce primarily in its early to mid-career stages, which aligns with the life stage when wellness concerns and engagement levels may be most pronounced.

In terms of professional roles, over half of the respondents were from software or technical domains, while others represented managerial, administrative, and support functions. This variety enriches the understanding of how job responsibilities may influence perceptions of wellness and performance. Work experience data showed that nearly 63% had between 3 and 10 years of industry exposure—an ideal window to assess wellness impacts on productivity and engagement without extremes of novelty or burnout.

Geographically, the sample covered major IT corridors, particularly Bengaluru and Hyderabad, known for hosting large corporate campuses with structured HR practices. Lastly, participation data revealed that over half of the employees actively engaged in wellness programs, while a third participated occasionally. This variation sets a strong basis to analyze how different levels of involvement correlate with outcomes like engagement, emotional well-being, and productivity.

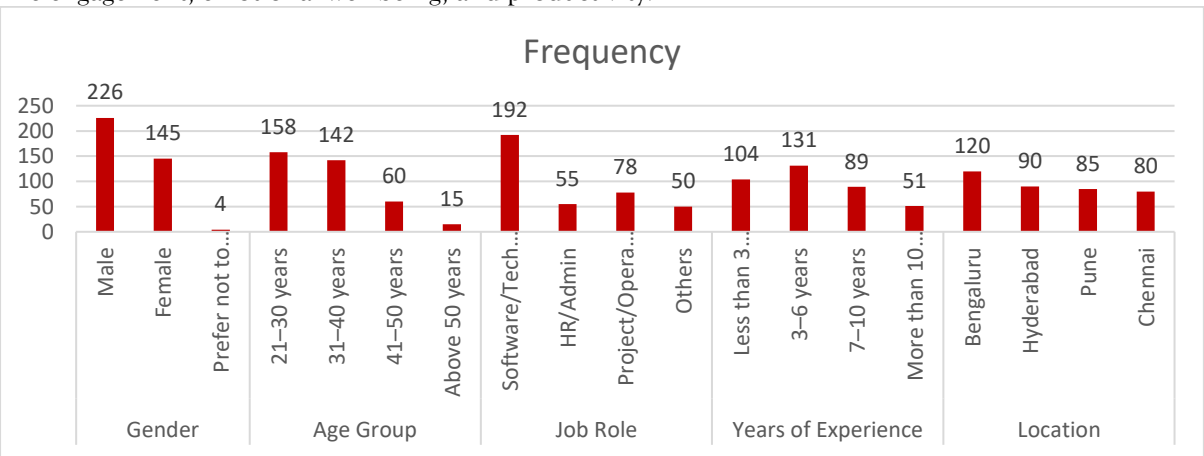

Fig.2. Graphical illustration of the demographic profile of the respondents

7.2 Influence of Diverse Corporate Wellness Strategies on Fostering Employee Engagement and Emotional Well-being in India's IT Sector

To assess the influence of corporate wellness strategies on EE and emotional well-being in India's IT sector, various statistical tests were performed. These analyses aimed to identify the strength and significance of relationships between the independent variable (corporate wellness strategies) and the dependent variables (employee engagement and emotional well-being).

A descriptive statistics analysis was carried out to understand the central tendencies and dispersion of the variables involved. As shown in Table 2, the mean score for corporate wellness strategies was 3.84 with a standard deviation of 0.69, indicating a moderate to high perception of wellness support in the workplace. Employee engagement reported a mean of 4.02 and emotional well-being a mean of 3.76, both suggesting generally positive employee experiences. The relatively narrow standard deviations suggest consistency in responses across the sample of 375 participants.

Table.2. Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Corporate Wellness Strategies (CWS)	3.84	0.69	2.10	4.90
Employee Engagement (EE)	4.02	0.64	2.25	4.95
Emotional Well-being (EWB)	3.76	0.72	1.80	4.80

Figure 3 illustrates the frequency distribution of scores for CWS, EE, and EWB. The graph reveals that the majority of responses are clustered between mid to high values, suggesting positive perceptions across all three variables.

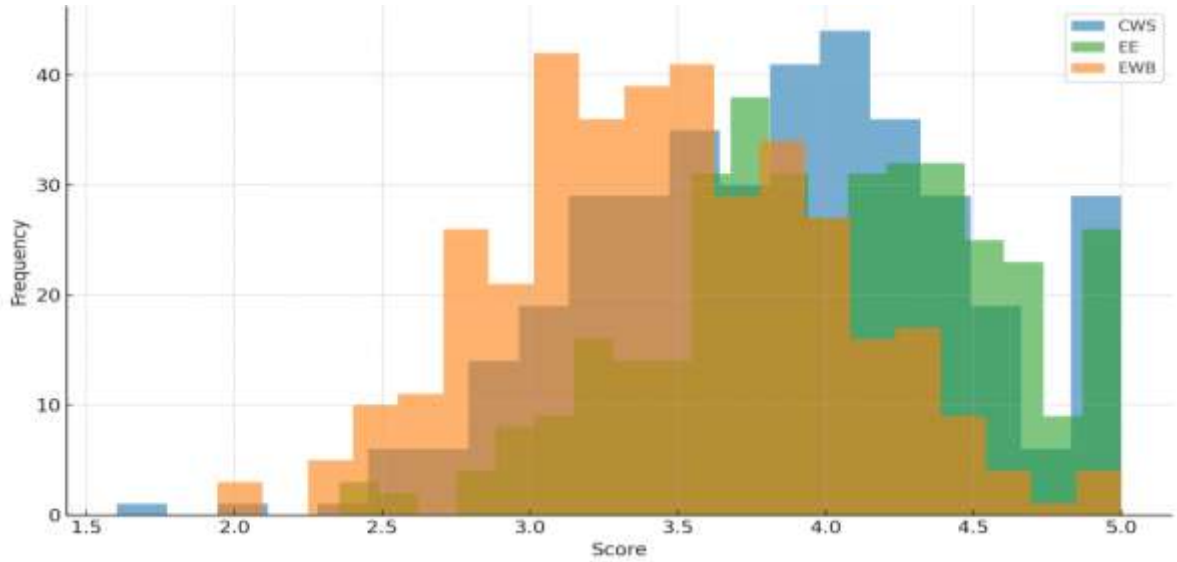

Fig.3. Histogram showing the distribution of CWS, EE, And EWB

To ensure the internal consistency of the measurement instruments, reliability analysis was performed using Cronbach's Alpha. As presented in Table 3, all three constructs exceeded the recommended threshold of 0.70, confirming the reliability of the scale items used. Corporate wellness strategies yielded a Cronbach's Alpha of 0.871, employee engagement 0.889, and emotional well-being 0.853 each indicating high internal consistency.

Table.3. Reliability Analysis

Construct	Number of Items	Cronbach's Alpha
Corporate Wellness Strategies	8	0.871
Employee Engagement	6	0.889
Emotional Well-being	5	0.853

Following this, Pearson correlation analysis was used to examine the strength and direction of association between variables. As shown in Figure 4, corporate wellness strategies had a strong and positive correlation with both employee engagement (r = 0.692) and emotional well-being (r = 0.648), with both correlations statistically significant at the 0.01 level. Furthermore, a strong positive correlation (r = 0.731) was found between employee engagement and emotional well-being, suggesting interconnected outcomes.

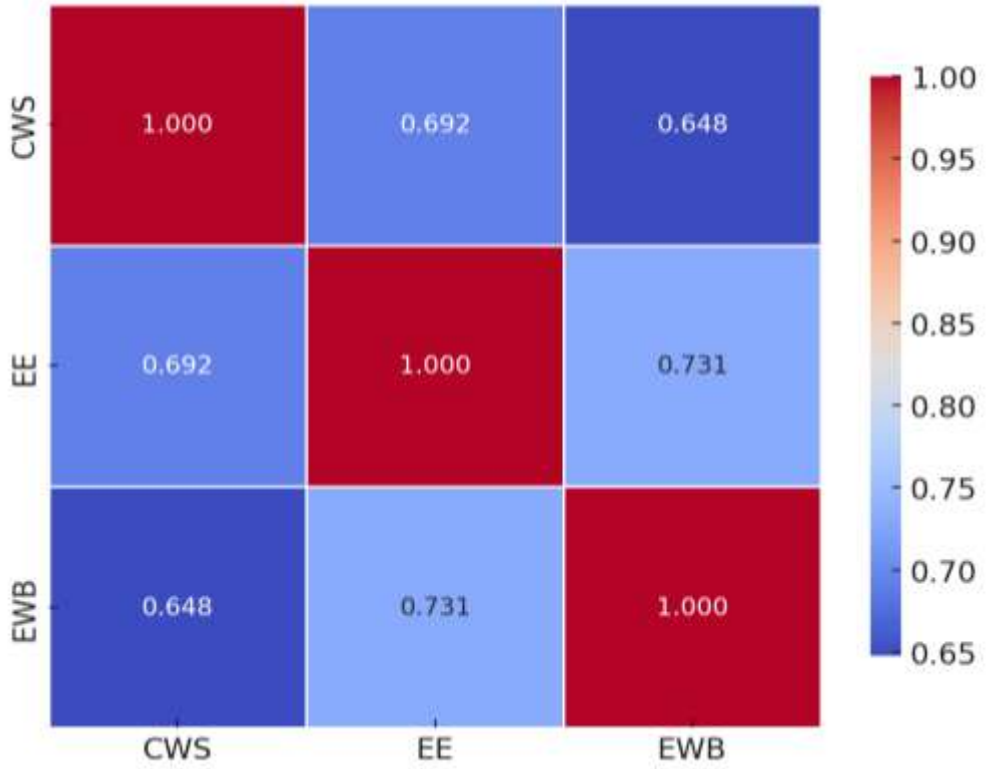

Fig.4. Correlation Matrix

To test the main hypothesis, MLR analysis was conducted with EE as the dependent variable and CWS as the independent variable. As shown in Table 4, the regression model was statistically significant ($F = 168.1$, $p < 0.001$) with an R^2 value of 0.479. This indicates that nearly 48% of the variance in employee engagement can be explained by the implemented corporate wellness strategies. The unstandardized regression coefficient for wellness strategies was 0.752, with a highly significant p-value ($p < 0.001$), confirming that an increase in wellness strategies is associated with higher levels of engagement.

Table.4. Multiple Linear Regression

Predictor	Unstandardized B	Std. Error	Beta	t	Sig. (p)
(Constant)	1.145	0.212	–	5.401	0.000
CWS	0.752	0.058	0.692	12.966	0.000
$R^2 = 0.479$					
Adjusted $R^2 = 0.476$					
$F = 168.1$					
$p < 0.000$					

Figure 5 presents the scatter plot with a regression line illustrating the relationship between CWS and EE. The upward-sloping trend line confirms a positive linear association, where higher CWS scores correspond to increased levels of employee engagement.

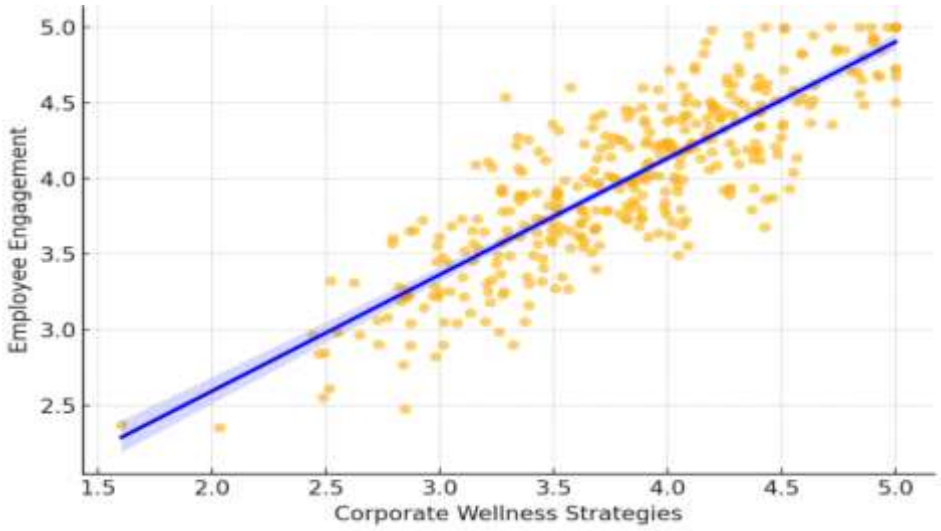

Fig.5. Scatter Plot with Regression Line showing the impact of CWS on EE

Finally, a MANOVA test was conducted to evaluate the joint effect of corporate wellness strategies on both dependent variables: employee engagement and emotional well-being. As displayed in Table 5, the MANOVA result was significant (Wilks' Lambda = 0.743, F = 62.78, $p < 0.001$), indicating that wellness strategies significantly affect both outcomes when considered simultaneously.

Table.5. MANOVA Summary

Effect	Wilks' Lambda	F	df	Sig. (p)
CWS	0.743	62.78	2	0.000

The series of statistical tests provide comprehensive evidence supporting the positive impact of CWS on EE and emotional well-being. The results confirm the rejection of the H_{01} and validate H_1 that corporate wellness initiatives play a critical and measurable role in shaping employee experiences in the Indian IT sector.

7.3 Participation Frequency and Its Impact on Workplace Productivity

To examine the relationship between the frequency of employee participation in wellness initiatives and improvements in workplace productivity and performance outcomes, a non-parametric Kruskal–Wallis H test was conducted. This method was appropriate because the dependent variable (productivity) did not follow a normal distribution and the independent variable (participation frequency) involved three independent groups: Low, Moderate, and High participation. Before performing the test, the median productivity scores and mean ranks for each participation group were calculated to provide descriptive context. As shown in Table 6, productivity scores increased with higher levels of participation. The High participation group had the highest median productivity (4.3) and the highest mean rank (235.3), while the Low participation group reported the lowest median (3.2) and mean rank (143.1). These figures suggest a consistent upward trend in productivity with increasing participation frequency.

Table.6. Group-wise Median and Mean Rank Summary

Participation Frequency	Sample Size (n)	Median Productivity	Mean Rank
Low	125	3.2	143.1
Moderate	125	3.8	188.5
High	125	4.3	235.3

To statistically validate these differences, the Kruskal–Walli's test was applied. The results, presented in Table 7, indicate a statistically significant difference in productivity scores across the three participation groups ($H = 85.34$, $df = 2$, $p < 0.001$). This confirms that the frequency of wellness participation has a measurable effect on perceived productivity.

Table.7. Kruskal–Wallis Test Result

Test Statistic (H)	Degrees of Freedom	p-value	Interpretation

85.34	2	< 0.001	Significant difference in productivity across groups

To evaluate which specific groups differed significantly, Dunn's post hoc test was conducted with Bonferroni correction to control for multiple comparisons. As shown in Table 8, all pairwise group comparisons revealed statistically significant differences. Notably, the difference between the Low and High participation groups was the largest (Mean Rank Difference = 92.40), underscoring the considerable productivity benefits of frequent participation in wellness programs.

Table.8. Dunn's Post Hoc Test with Bonferroni Correction

Group Comparison	Mean Rank Difference	Adjusted p-value	Significance
Low vs Moderate	46.18	< 0.001	Significant
Low vs High	92.40	< 0.001	Significant
Moderate vs High	46.22	< 0.001	Significant

The findings provide robust statistical evidence that higher frequency of employee participation in wellness initiatives is associated with significantly improved productivity and performance. All three levels of participation (Low, Moderate, and High) showed clear and significant differences in outcomes, thereby supporting the rejection of H_{02} and validating H_2. These results reinforce the strategic importance of actively promoting consistent employee engagement in wellness programs within the Indian IT sector. Frequent participation in such initiatives not only contributes to individual well-being but also translates into measurable improvements in workplace output, goal achievement, and performance consistency.

7.4 Influence of Perceived Organizational Support and Health Infrastructure on Employee Attitudes toward Wellness Programs

To explore how perceived organizational support (POS) and access to health infrastructure (HI) influence employee attitudes toward corporate wellness programs (CWP), an ordinal logistic regression analysis was conducted. Prior to estimating the model, the proportional odds assumption was tested using the test of parallel lines. The result was non-significant ($p = 0.184$), indicating that the assumption was satisfied. This outcome validated the use of a cumulative logit model, making the ordinal logistic regression an appropriate analytical approach for the data.

With the assumption confirmed, the model was estimated using employee attitude toward wellness programs (EAWP) as the dependent variable, while POS and HI were entered as independent predictors. As shown in Table 9, the final model demonstrated significantly improved fit over the null model. The likelihood ratio chi-square value of 82.167 ($df = 2$, $p < 0.001$) confirmed that POS and HI significantly contribute to predicting employee attitudes. The Nagelkerke pseudo-R^2 value of 0.244 indicated that the predictors explained approximately 24.4% of the variance in employee attitudes.

Table.9. Ordinal Logistic Regression Model Fitting

Model	-2 Log Likelihood	Chi-Square	df	Sig. (p)
Intercept Only	892.612	—	—	—
Final Model	810.445	82.167	2	< 0.001

As shown in Table 10, both POS and HI were significant. A one-unit increase in POS increased the odds of a more positive attitude by 2.512 times, while for HI, the odds increased by 1.904 times. These results confirm the rejection of H_{03} in favor of H_3.

Table.10. Parameter Estimates and Odds Ratios

Predictor	B	Std. Error	Wald χ^2	Sig. (p)	Exp(B) (Odds Ratio)
Perceived Organizational Support	0.921	0.167	30.478	< 0.001	2.512
Health Infrastructure	0.644	0.158	16.553	< 0.001	1.904

To further validate the regression results, a set of Likert-scale items assessed perceptions of POS, HI, and Employee Attitude toward Wellness Programs (EAWP). As presented in Table 11, respondents largely reported agreement with positive statements, reinforcing the strength of association.

Table.11. Statement-Based Summary of Key Constructs

Construct	**Sample Statement**	**Mean (M)**	**SD**	**Interpretation**
POS	My organization genuinely cares about my well-being.	3.91	0.72	Employees perceive genuine wellness concern.
	Supervisors support employee participation in wellness initiatives.	3.85	0.75	Reflects support from middle management.
	The company recognizes and appreciates efforts to stay healthy.	3.97	0.71	Strong perception of wellness recognition.
HI	The organization provides accessible fitness or wellness facilities.	3.79	0.76	Mixed responses on facility access.
	Health check-ups, counselling, and ergonomic arrangements are well-supported.	3.73	0.77	Moderate satisfaction with services.
	I can easily access wellness programs at my workplace or through the company's online platforms.	3.81	0.75	Suggests good overall access.
EAWP	I am open to participating in wellness programs offered by my company.	3.89	0.71	Strong openness to participate.
	I believe that wellness programs can positively impact my work performance.	3.94	0.69	Direct link to perceived benefit.
	I feel motivated when wellness initiatives are made available.	3.85	0.74	Emotional impact of wellness offerings.

The statistical evidence provides compelling support for H_3, affirming that both organizational backing and infrastructure accessibility play a significant role in shaping employee attitudes and openness toward wellness programs in the Indian IT sector. Organizations that invest in visible support systems, foster a culture of care, and ensure accessibility are more likely to achieve greater engagement and sustained

participation in wellness initiatives. These insights carry critical implications for HR strategists and corporate policymakers aiming to integrate wellness as a core component of employee experience and performance enhancement.

8. DISCUSSIONS

The findings of this study provide robust evidence that CWS significantly influence EE and EWB in India's IT sector. Descriptive statistics revealed generally positive perceptions, with mean scores of 3.84 for CWS, 4.02 for EE, and 3.76 for EWB. Pearson correlation analysis further demonstrated strong positive associations between CWS and EE ($r = 0.692$), CWS and EWB ($r = 0.648$), and EE and EWB ($r = 0.731$). The regression analysis showed that corporate wellness strategies explain 47.9% of the variance in employee engagement ($R^2 = 0.479$, $p < 0.001$), validating H_1. The positive direction and strength of these relationships highlight that structured wellness programs not only uplift emotional well-being but also boost engagement—a crucial determinant of productivity and organizational loyalty.

The relationship between participation frequency and employee productivity was equally compelling. The Kruskal–Wallis H test yielded a statistically significant result ($H = 85.34$, $p < 0.001$), confirming that the level of wellness program participation affects productivity outcomes. Post hoc Dunn's analysis further revealed that employees with high participation reported significantly higher productivity than both low and moderate participants, with the largest rank difference observed between the high and low participation groups (Mean Rank Difference = 92.40, $p < 0.001$). These findings support H_2 and suggest that consistent engagement in wellness programs is not just beneficial but potentially transformative in improving tangible work performance metrics. It also implies that encouraging regular participation may be a strategic lever for HR leaders seeking to enhance workforce effectiveness in IT-driven organizations.

Lastly, the study examined how POS and access to HI shape employee attitudes toward wellness programs. Ordinal logistic regression results revealed that both POS (Exp(B) = 2.512, $p < 0.001$) and HI (Exp(B) = 1.904, $p < 0.001$) significantly predict employee attitude toward wellness engagement, with a Nagelkerke R^2 of 0.244. The cumulative logit model was validated through a non-significant parallel lines test ($p = 0.184$). The supportive perceptions expressed in the Likert-scale items reinforced the quantitative findings that employees who felt cared for and had access to wellness infrastructure were far more likely to engage meaningfully. This confirms H_3 and highlights the role of organizational culture and resource allocation in fostering positive wellness behaviors. Together, these insights reinforce that wellness is not an isolated initiative but a multidimensional strategy that connects infrastructure, management practices, and employee perceptions to measurable workforce outcomes.

9. CONCLUSION

The proposed research has successfully demonstrated that CWS play a significant and multifaceted role in shaping employee engagement, emotional well-being, and productivity within the Indian IT sector. By integrating descriptive analysis, multiple regression, MANOVA, and ordinal logistic regression, the study offered strong empirical evidence supporting the influence of wellness initiatives on key workforce outcomes. The results revealed that well-structured wellness programs positively correlate with both engagement and emotional well-being ($r = 0.692$ and $r = 0.648$, respectively), and significantly predict employee productivity as confirmed by the Kruskal–Walli's test and Dunn's post hoc comparisons. Moreover, perceived organizational support and access to health infrastructure were found to significantly enhance employee attitudes toward wellness programs (Exp(B) = 2.512 and 1.904, respectively), indicating that the environment and support systems are critical enablers of participation. The findings validate all three alternative hypotheses, emphasizing that corporate wellness is not merely a supplementary benefit but a strategic HR practice capable of enhancing both individual and organizational performance. Despite its comprehensive approach, the study is not without limitations. It focused exclusively on IT firms within selected urban hubs and relied primarily on self-reported measures, which may carry subjectivity. Future research should explore longitudinal data to assess sustained effects of wellness participation over time. Additionally, comparative studies across industries, tier-2 cities, or remote work settings could offer broader insights. Incorporating biometric and productivity analytics alongside survey responses may also enrich the data quality. Overall, this research lays the basis for more inclusive and data-driven wellness policy formulation across India's evolving corporate landscape.

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