



Archives available at [journals.mriindia.com](http://journals.mriindia.com)

**International Journal on Research and Development - A  
Management Review**

ISSN: 2319 - 5479

Volume 15 Issue 01, 2026

## The Impact of Corporate Wellness on Employee Productivity in the ITES Sector

<sup>1</sup>Dr. M. John Britto, <sup>2</sup>Dr. B. Sasikala, <sup>3</sup>Dr. A. Raja, <sup>4</sup>Mr. Daniel Felix Joseph Chalke

<sup>1</sup>Assistant Professor, Department of Management, Patrician College of Arts and Science, Chennai

<sup>2</sup>Head and Assistant Professor, Department of Management, Patrician College of Arts and Science, Chennai

<sup>3</sup>Assistant Professor, Department of Management, Patrician College of Arts and Science, Chennai

<sup>4</sup>Assistant Professor, Department of Management, Patrician College of Arts and Science, Chennai

Peer Review Information	Abstract
Submission: 25 Jan 2026	Corporate wellness programs are becoming increasingly popular in IT industries as the employees have prolonged working hours and minimal physical work. In addition to it, high stress levels are the major factor which drives the IT companies to introduce wellness programs for their employees. A lot of IT companies engage their employees in such wellness programs to keep their employees in best of their health and thereby increasing the overall productivity. In this research, we have tried to find out how much impactful are these programs on the lifestyle of the employees and examined the reasons to introduce wellness programs in their companies.
Revision: 12 Feb 2026	
Acceptance: 26 Feb 2026	
<b>Keywords</b>	
Wellness Programs, IT, Stress, Mental Health	

### Introduction

Wellness is an essential state of body and mind or a condition which helps a person to obtain optimum health, inner peace, to lead a stress free life; enables to give his/her full potential at work or elsewhere. Wellness not only corresponds to physical wellness, but it also includes mental, financial, occupational and social wellness. *Physical wellness* allows us to stay in best of our health through physical exercises and nutritious food intake; this includes prevention of illness and getting adequate sleep. (Hirshkowitz M, 2015) Teenagers require 8-10 hours of sleep, younger adults (age group: 18-25) require 7 - 9 hours, Adults (26-64) require 7 to 9 hours, Older adults (65 and above): Sleep range is 7-8 hours. Adults should exercise at least 2.5 hours per week.

*Mental wellness* involves coping with stress, anxiety, depression in every walk of life. If a person is mentally well he is able to give

productive results professionally as well as personally. Stress management and tackling depression is essential when it comes to mental illness. (Manderscheid, R. W 2010) *Mental illness* refers to conditions that affect cognition, emotion, and behaviour (eg, schizophrenia, depression, autism). *Social wellness* let's a person interact with other people positively. Respecting others is utmost important when it comes to social wellness as it helps building stronger relationships. Good communication is necessary for a social well-being. The *occupational wellness* gives a person a sense of satisfaction in the work he does. The occupational wellness involves being realistic, organising the workspace, and setting mini goals in order to further excel in his career.

### Significance of the study

The IT workforce makes a significant contribution in fostering the Indian economy.

According to NASSCOM total revenue generated by the IT sector in India is \$160 billion in year 2017. IT professionals face a lot of occupational health problems like wrist related problems due to working with the mouse for long hours, eye fatigue, Backache, slip disc etc. In the emotional front also the stress is high and the work pressure is intense. Stricter deadlines are given to achieve the targets in the project to satisfy the clients. Due to very less physical activity and prolonged working hours the professionals tend to become overweight and are prone to obesity. There is a lot of health risks involved with being overweight and obese such as heart disease, stroke, type 2 diabetes, osteoarthritis, sleep apnea, gall bladder disease, gallstones, gout etc. In lieu of the problems faced by IT professionals the wellness programs in IT industry are gaining more attention. Any program that helps an employee to relieve stress, relaxes him and helps him to work in his fullest potential can be called as a wellness program.

There are lot of big IT companies offering wellness programs. Tata consultancy services offers free counselling sessions wherein they provide a toll-free number and the employees are free to attend the telephonic counselling sessions. They can share their problems, anxiety, frustration they face in their workplace to the counsellors who are the qualified persons to help them out. They offer other programs where the amount of walking or running or peddling an employee does, the proportionate money will be donated by the company to the needy and destitute. Apart from these programs, TCS also offer guitar classes, zumba classes, yoga sessions to the employees for their welfare. They also offer weekly doctor visits from the specialised hospitals and also conduct master health check-ups. Others like Cognizant, L&T also offer free health check-ups for their employees. They offer dance and aerobics sessions to engage their employees in the wellness programs.

### **Benefits of Employee wellness programs**

One important benefit of wellness programs is reduced health risk. According to (Ray M. Merrill, 2014), The employee wellness programs promote the healthy behaviours and hence effectively lowered the health risk among the employees. The wellness programs reduced the healthcare costs involved in a company, (Katherine Baicker, 2010) For every dollar a company spends on its wellness programs, it saves \$3.27 because of the decreased costs in the healthcare. (Berry.L, 2010) The morale of the employee is held high through the wellness programs and the employees feel highly appreciated and valued. These programs help

employees to achieve physical, social and emotional wellbeing. The wellness programs have large impact on absenteeism. (Seth Serxner, 2010) The reduced absenteeism leads to significant cost savings.

The wellness programs help people to engage with others, builds community, and connect with the fellow employees hence one's social health can thrive. Employees start to focus on eating nutritious food, physical activities helps in weight loss.

### **Review of Literature**

**Vishnu & Chandrasekaran (2025)** studied the influence of corporate wellness initiatives in the IT sector and found that programs focusing on mental health, fitness, and flexible working conditions significantly improved employee morale and productivity. The study also showed that wellness initiatives reduce absenteeism and increase employee engagement, which leads to better organizational performance.

**Upadhyay (2024)** examined employee wellness programs and concluded that wellness initiatives improve physical and mental health, job satisfaction, and employee engagement. Organizations that invest in wellness programs create a positive work environment, which ultimately enhances employee productivity.

**Herlina et al. (2025)** conducted a literature review on employee wellness programs and found that physical health support, psychological well-being, and work-life balance initiatives significantly increase employee motivation and productivity. The study also emphasized that wellness programs reduce burnout and improve employee retention.

**Gaur & Motwani (2025)** analyzed work-life balance programs in the ITES sector and found that flexible work schedules and wellness initiatives improve employee focus, morale, and output. The study highlighted that wellness programs are particularly important in ITES organizations because of high stress and long working hours.

**Yadav (2021)** reported that corporate wellness programs such as stress management, fitness activities, and health education improve employee satisfaction and performance. The study concluded that healthier and happier employees tend to work more efficiently and productively.

### **Methodology**

Convenient sampling technique was used to collect the data. A detailed questionnaire containing a series of questions about the employees' health status, their health behaviours and type of wellness programs

offered was prepared and the hardcopy of the questionnaire was given to each individual and the manual responses were obtained. The total of 70 employees were analysed and they belonged to various IT companies based in Chennai. It is focussed on the following two research questions.

**Q.1. Is there a relationship with the employee's willingness to participate in the wellness program and the degree of effectiveness of these programs?**

**Null hypothesis (H<sub>0</sub>):**

There is no significant relationship with the employee's willingness to participate in the wellness program and the degree of effectiveness of these programs.

**Alternate hypothesis (H<sub>1</sub>):**

There is a significant relationship with the employee's willingness to participate in the wellness program and the degree of effectiveness of these programs

**Statistical tests**

Factorial ANOVA tests were performed on two variables. Two categorical variable namely Willingness and effectiveness. The variable "Willingness" has two levels - (1=Yes, 2=No). The variable effectiveness was measured on a scale of 5, It has five levels- (1=Very good, 2=Good, 3=Satisfactory, 4=Not good, 5= Poor). The relationship between both the categorical variables was established using factorial anova test in SPSS and results were obtained.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Scale of effectiveness * Willingness to participate	70	100.0%	0	.0%	70	100.0%

**Frequency Table**

Willingness to participate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	68.6	68.6	68.6
	No	22	31.4	31.4	100.0
	Total	70	100.0	100.0	

Scale of effectiveness					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very good	9	12.9	12.9	12.9
	Good	30	42.9	42.9	55.7
	Satisfactory	14	20.0	20.0	75.7
	Not good	12	17.1	17.1	92.9
	Poor	5	7.1	7.1	100.0
	Total	70	100.0	100.0	

<b>Univariate Analysis of Variance Between-Subjects Factors</b>					
		Value Label	N		
Scale of effectiveness	1.00	Very good	9		
	2.00	Good	30		
	3.00	Satisfactory	14		
	4.00	Not good	12		
	5.00	Poor	5		
<b>Tests of Between-Subjects Effects (Dependent Variable:Willingness to participate)</b>					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	9.988 <sup>a</sup>	4	2.497	31.840	.000
Intercept	106.958	1	106.958	1363.833	.000
Effectiveness	9.988	4	2.497	31.840	.000
Error	5.098	65	.078		
Total	136.000	70			
Corrected Total	15.086	69			

The p value (denoted by “**Sig.**”) is 0.000 .The null hypothesis is rejected as  $p < 0.05$ .

### **Findings**

With the above results of anova test we conclude that the employee’s willingness to participate depends on the effectiveness of the wellness programs conducted.

### **Interpretation**

These findings support the notion that the employees will be participating in the wellness programs if they found them more effective. It is obvious that when an employee participates in the wellness program and feels that the program that he is participating in is yielding effective results then, he tends to continue his participation in such programs and even encourage his peer group to take up the wellness programs. In this manner the wellness programs fosters the overall health status of the employees.

**Q.2. Are the employees willing to participate in the wellness programs regardless of the constraints that they face in the work place or any other reason?**

### **Null hypothesis (H0)**

The employees are willing to participate in the wellness programs regardless of the constraints that they face in the work place or any other reason.

### **Alternate hypothesis (H1)**

Employee’s willingness to participate is significantly dependant on the constraints that resist them to participate in the wellness program.

### **Methodology**

Chi squared tests were performed on two variables. Two categorical variables namely Willingness and Factors. The variable “Willingness” has two levels - (1=Yes, 2=No). The variable “Factors” has five levels- (1=Lack of awareness, 2=Lack of interest, 3=Lack of time, 4=Lack of trust on the impact of these programs, 5=Already participated in many such programs). The relationship between both the categorical variables was established using Chi squared tests in SPSS and results were obtained.

<b>Willingness to participate * Factors which resist employees in participating in wellness programs Crosstabulation</b>								
			Factors which resist employees in participating in wellness programs					Total
			Lack of awareness	Lack of interest	Lack of time	Lack of trust on the impact of these programs	Already participated in many such programs	
Willingness to participate	Yes	Count	5	5	24	0	12	46
		% within Willingness to participate	10.9%	10.9%	52.2%	.0%	26.1%	100.0%
	No	Count	5	11	6	1	1	24
		% within Willingness to participate	20.8%	45.8%	25.0%	4.2%	4.2%	100.0%
Total		Count	10	16	30	1	13	70
		% within Willingness to participate	14.3%	22.9%	42.9%	1.4%	18.6%	100.0%

<b>Chi-Square Tests</b>			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.246 <sup>a</sup>	4	.001
Likelihood Ratio	19.195	4	.001
Linear-by-Linear Association	9.024	1	.003
N of Valid Cases	70		
a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .34.			

### Findings

Since the value Asymo.sig = 0.001 is less than 0.05. Hence, we can reject the null hypothesis and conclude that willingness to participate is significantly dependent on the factors that resist them to participate in the wellness program.

### Interpretation of the results

As per the results obtained using chi square tests we can conclude that The people who are willing to participate have "Lack of time" as one of the major constraints that doesn't allow them to participate in the wellness programs. Whereas the employees who are not willing to participate list "Lack of interest" as a major reason in not participating in the wellness programs.

### Conclusion

Hence, The IT companies should emphasis the promotion of the interest generation programs so that more employees participate in the wellness programs. The companies should reach out to the employees not only through the emails or through the notice boards (Because many of them get unnoticed or the employees tend to neglect them due to work load, time constraints or any other reason) but also should stress upon providing incentives and conducting seminars which emphasize the importance of the wellness programs and how taking them up can have a positive impact on their work life as well as on their personal life. Also, organising the wellness programs should become a part of the culture of any organisation instead of forecasting it as a strategy to earn profits. The

companies should analyse the needs of the employees with regard to the kind of the wellness programs to be organised. For example, As there is less physical activity and high stress levels in IT industry the wellness programs conducted should be more IT centric. And the IT companies also should consider incorporating minimum fixed amount of time in an employee's working hours to spend on wellness programs. The IT companies should lay stress on how they can make the wellness programs more effective and align the wellness programs according to the needs and the wants of the IT professionals.

## References

- Hirshkowitz, M., Whiton, K., Albert, S. M., Alessi, C., Bruni, O., DonCarlos, L. Ware, J. C. (2015). National Sleep Foundation's updated sleep duration recommendations: Final report. *Sleep Health*, 1(4), 233-243. <http://doi.org/10.1016/j.sleh.2015.10.004>
- Merrill, R. M., & Sloan, A. (2014). Effectiveness of a health promotion program among employees in a western United States school district. *Journal of Occupational and Environmental Medicine*, 56(6), 639-644. <http://doi.org/10.1097/JOM.0000000000000153>
- Kirkland, A. (2014). What Is Wellness Now? *Journal of Health Politics, Policy and Law*, 39(5), 957-970. <http://doi.org/10.1215/03616878-2813647>
- Goetzel, R. Z., Henke, R. M., Tabrizi, M., Pelletier, K. R., Loeppke, R., Ballard, D. W. Metz, R. D. (2014). Do workplace health promotion (wellness) programs work? *Journal of Occupational and Environmental Medicine / American College of Occupational and Environmental Medicine*, 56(9), 927-34. <http://doi.org/10.1097/JOM.0000000000000276>
- Engagement, D. E. (2013). The 6 Guiding Principles Of A Top-Performing Wellness Program The critical elements needed to Increase Participation and Drive Employee Engagement
- Mattke, S., Liu, H., Caloyeras, J. P., Huang, C. Y., Busum, K. R. Van, Khodyakov, D., & Shier, V. (2013). Workplace Wellness Programs Study. *RAND Health, a Division of the RAND Corporation*, 1-165. <http://doi.org/10.1214/07-EJS057>
- Berry, L. L., Mirabito, A. M., & Baun, W. B. (2012). Texas A & M University What's the Hard Return on Employee Wellness What ' s the Hard Return on Employee Wellness Programs ?
- Baicker, K., Cutler, D., & Song, Z. (2010). Workplace wellness programs can generate savings. *Health Affairs*, 29(2). <http://doi.org/10.1377/hlthaff.2009.0626>
- Barkin, S. L., Heerman, W. J., Warren, M. D., & Rennhoff, C. (2010). Millennials and the world of work: The impact of obesity on health and productivity. *Journal of Business and Psychology*, 25(2), 239-245. <http://doi.org/10.1007/s10869-010-9166-5>
- Manderscheid, R. W., Ryff, C. D., Freeman, E. J., McKnight-Eily, L. R., Dhingra, S., & Strine, T. W. (2010). Evolving definitions of mental illness and wellness. *Preventing Chronic Disease*, 7(1), A19. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/20040234%5Cn> <http://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=PMC281151>
- Arena, R., Guazzi, M., Briggs, P. D., Cahalin, L. P., Myers, J., Kaminsky, L. A., ...Lavie, C. J. (2013). Promoting health and wellness in the workplace: A unique opportunity to establish primary and extended secondary cardiovascular risk reduction programs. *Mayo Clinic Proceedings*. <http://doi.org/10.1016/j.mayocp.2013.03.002>
- Carnethon, M., Whitsel, L. P., Franklin, B. A., Kris-Etherton, P., Milani, R., Pratt, C. A., & Wagner, G. R. (2009). Worksite wellness programs for cardiovascular disease prevention: A policy statement from the american heart association. *Circulation*, 120(17), 1725-1741. <http://doi.org/10.1161/CIRCULATIONAHA.109.192653>
- Milani, R. V., & Lavie, C. J. (2009). Impact of Worksite Wellness Intervention on Cardiac Risk Factors and One-Year Health Care Costs. *American Journal of Cardiology*, 104(10), 1389-1392. <http://doi.org/10.1016/j.amjcard.2009.07.007>
- Serxner, S., Gold, D., Anderson, D., & Williams, D. (2001). The impact of a worksite health promotion program on short-term disability usage. *Journal of Occupational and Environmental Medicine*, 43(1), 25-29. <http://doi.org/10.1097/00043764-200101000-00006>