

Understanding the Role of Employee Wellness in Enhancing Job Satisfaction, Productivity, and Workplace Culture: A Qualitative Study

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Abstract

Workplace wellness has become a critical part of the successful organization, affecting employees' physical and psychological health, as well as their work experiences and organizational productivity. This qualitative study explores the role employee wellness programs play in employee satisfaction, employee productivity and building a positive corporate culture. It is an interpretative approach in the research, the primary data obtained from research is carried out by using the techniques of semi-structured interviews to human resource personnel and employees from various industries. Purposive sampling was used to select the participants to ensure that individuals with varying professional experiences were selected to represent a diverse range of experience and understanding about workplace wellness practices. Thematic analysis was used to analyse the interview data, which aimed to systematically identify and report on themes, perceptions and lived experiences of employee wellbeing. The results show that a comprehensive wellness initiative that incorporates all aspects of wellness, such as mental wellness, wellness initiatives, leadership that supports wellness, and flexibility and work-life balance, makes a significant impact on employee morale, motivation, engagement, and commitment. Repeatedly, participants indicated that investing in the well-being of employees makes for better interpersonal relationships, trust, communication and a cooperative organizational climate. Employees who feel that there is a real concern for their well-being have greater job satisfaction, higher productivity, lower stress at work and greater loyalty to the organization, the study also notes. But, the effectiveness of a wellness program relies on the ability to implement, manage and continually assess it to respond to dynamic employee needs. A key theme of the research is that employee wellness should be seen as a strategic investment to be made within the organisation rather than a facility that is offered as an extra. The manuscript adds to literature on human resource management and organizational behaviour by presenting qualitative evidence based on employees' experiences, and providing insight to managers on how to make their workplaces healthier, more productive, and sustainable. The results could help organizations to create employee-focused wellness plans that enhance organizational outcomes and support their employees' health.

Keywords: Employee Wellness, Job Satisfaction, Workplace Productivity, Workplace Culture, Employee Well-being, Qualitative Research, Organizational Commitment, Work-Life Balance, Employee Engagement

Introduction

Employee wellness is now an organizational priority with particular relevance to organizational performance improvement, organizational commitment and sustainable working conditions. Due to the fast-paced technology, changing work patterns and growing demands in the workplace, employees face many physical, psychological and emotional stressors that impact their work lives. There is a growing understanding that staff wellbeing encompasses more than the lack of sickness, and includes physical health, mental resilience, emotional stability, social connectedness and work-life balance. A holistic approach to wellness can bring healthier people to work, as well as better employee engagement, decreased absenteeism, increased productivity and improved employee relationships into the organization. Job satisfaction is known to be one of the greatest factors in organizational success as employees who are satisfied are more likely to demonstrate commitment, creativity and discretionary effort in their work. Employee wellness programs, such as health promotion, flexible work options, stress management, counselling, fitness programs, and

employee support strategies are becoming widely used to enhance job satisfaction. If employees believe their organization truly cares about their well-being, they feel more emotionally connected to the organization, are more motivated and more willing to invest in organization objectives. On the other hand, poor care of employee welfare can result in occupational stress, employee burnout, low morale and increased turnover intentions, which negatively impacts on performance of both the employee and the organization. Another key organizational outcome that is closely tied to employee wellness is productivity. Fully fit employees are more productive, productive, inventive and better able to handle workplace tasks. Health, whether physical or mental, helps workers to concentrate, think through problems efficiently, work with other workers, and respond to evolving organizational needs. Firms that invest in preventive health, mental health support, ergonomics and employee assistance programs often experience greater efficiency and better employee performance. Therefore, employee wellness is not a cost of doing business, but rather a worthwhile investment that can provide long-term benefits for the organization. In addition to individual results, employee wellness impacts the organization's culture. Organizational culture is the values, beliefs, behaviors, and practices that shape employee interactions and organizational activities. A culture grounded in employee wellness promotes trust, inclusion, respect, teamwork, and communication. Psychologically safe workplaces enable employees to share ideas, ask for help when facing difficulties, and be involved in the decision-making process. Wellness cultures also provide support for teamwork, minimize conflict in the workplace, and contribute to organizational resilience in times of change and uncertainty. Therefore, employee wellness is a crucial part of the implementation of productive and socially supportive workplaces. While there are many quantitative studies that provide statistical correlations between employee wellness, employee job satisfaction and organizational performance, there is a need to better understand the employee's lived experience and perceptions of workplace wellness initiatives. Numerical results can be very limited in providing understanding of the meaning of the employee wellness program, employee challenges, and contextual factors that can affect the success of the program. Qualitative research provides an avenue to discovery of rich narratives that capture the meanings employees give to wellness practices, and how these experiences affect their motivation, work productivity, relationships with others and sense of belonging in the organization. The purpose of this qualitative study is to gain insight on how employee wellness contributes to greater job satisfaction, productivity, and workplace culture by exploring the voices of employees from a variety of settings. The study attempts to discover major themes concerning organizational support, wellness practices, employee engagement, work-life balance, influence of leadership, and cultural development, through an interpretive investigation of the participants' perspectives. The findings should contribute to a more advanced and complex understanding of the effects of wellness initiatives on organizational outcomes and provide actionable recommendations to managers, policy makers and HR professionals who are designing work environments that prioritize the employee's wellbeing to drive organizational success and long-term employee wellness.

Background of the study

Workers' health and well-being has become an important organizational priority for organizations around the globe. The modern workplace features fast-paced technology, high expectations, hybrid working and changing expectations of employees. This has increased the need to establish workplaces that promote the physical, mental, emotional and social health of workers. Wellness programs are key to a successful organization, with healthy employees showing more commitment, resilience, creativity, and performance.

Traditionally, the effectiveness of an organization was measured by its profitability and productivity, and the focus of concern was more limited when it came to employee wellness. In recent years, however, organizational effectiveness has been recognized as being dependent on the health and satisfaction of the employees in an organisation. Businesses have thus gone beyond the scope of occupational safety to implement mental health counseling, stress management, flexible work, fitness facilities, financial wellness education, work-life balance policies and employee assistance programs. Such efforts are part of a greater recognition that the wellbeing of employees involves more than just one aspect and that all parts of it have an impact on work experiences.

One of the most common outcomes examined of employee wellness is job satisfaction. People who feel they are valued and cared for by the organization are more likely to feel satisfied with their jobs, feel emotionally connected to the organization, and be motivated to be a good employee. Wellness programs help to create a positive work culture by decreasing stress and burnout, enhancing interpersonal relationships and improving employees' confidence in support systems within the organization. On the other hand, when

employees are not healthy, they tend to miss work, be less productive on the job, feel stressed, be less satisfied with their work, and be more likely to leave the organization, which impacts their organization's performance and sustainability. Another important outcome that is affected by workplace wellness is employee productivity. Physical health allows workers to have the energy and focus to work, and psychological health improves decision-making, creativity and problem solving. Employers who provide employee benefits for preventative health, ergonomic workstations, mental health support and nurturing leadership may find that employees perform better as individuals and as teams. A greater sense of wellness also leads to lower health care expenses, fewer work place accidents, and increased organization efficiency. As a result, employers in both the public and private sectors have increasingly made wellness a part of their human resource management efforts. Workplace culture sets the context for the practice and experience of workplace wellness. Trust, collaboration, inclusion, respect, and open communication are key elements of a positive workplace culture and help employees feel good about themselves and supported. Organizations that promote wellness foster mindfulness of employee needs, support integration of work and life, and promote psychological safety. These can foster collaboration, high employee engagement, and information sharing, all of which are essential for fostering sustainable organizational growth. Conversely, those cultures that are under-resourced, where work is too much, and where communication and collaboration are ineffective can have a negative impact on employee health and well-being, and on the effectiveness of the organization. While numerous quantitative studies have found statistical relationships between the employees' wellness, their job satisfaction, their productivity and the organizational outcomes, these studies have limited ability to capture the employees' lived experiences and their personal interpretation of workplace wellness. The quantitative results provide information on the relationships or patterns, but may not convey the full extent of the meaning or lack thereof that the employees attribute to the wellness programs. To grasp these experiences, it is necessary to explore the views of the employees, interactions within the workplace, and the organization's context in depth. A qualitative research design is therefore well suited in exploring the relationship between employee wellness and workplace outcomes, which is complex. Interviews, focus group discussions or narrative accounts allow researchers to look at the experience of the employees within the wellness programs, how organizational practice effects the daily life of employees and how the organizational culture affects employee satisfaction and productivity. These insights may provide more complete understanding of the human dimension of organizational health, which is not possible with a questionnaire. The purpose of this study is to identify employees' experiences of wellness in organizational environments and their impact on job satisfaction, productivity and workplace culture. The results will be presented to the human resource management field in the hopes it will serve as context specific qualitative evidence to inform organizational policies, leadership and employee focused wellness. In addition, the study will assist organizations in developing a comprehensive wellness program that will positively impact the health of the employees, the organization's relationships and work environments.

Justification

Employee wellness is so significant to organizational success that it not only affects the physical and mental health of employees, but also the effectiveness of the workplace. Over the past few years the nature of work has shifted significantly, and technology has progressed at an impressive rate, while the workload has also increased, remote / hybrid working has come up as an increasing concern and mental health has been identified as an increasing issue for people to cope with. Organizations are thus taking up wellness initiatives, such as employee assistance programs, health promotion, flexible work and stress management. In spite of these efforts, limited qualitative evidence exists in what ways employees personally experience these programs and how the wellness programs impact their attitudes, behaviors and workplace relationships. Previous research on employee wellness has tended to be quantitative in nature with the goal of measuring the relationship between employee wellness programs and organizational outcomes through surveys and statistics. While these studies can provide some helpful facts, they typically do not take into account the individual experiences, perceptions and context that affects the effectiveness or ineffectiveness of different wellness programs across different organizational environments. A qualitative investigation is thus needed to ensure that the employees' lived experiences are recorded and their social and emotional aspects of workplace wellness can be understood. Staff satisfaction is strongly linked to their evaluations of organizational support and work-life balance, psychological safety and personal growth opportunities. If workers know that their working health is a concern of their employer, they will be more committed, motivated and loyal. Conversely, inadequate employee wellness programs may result in employee stress,

absenteeism, burnout and higher turnover rates. Organizations can learn from in-depth qualitative research of these experiences what they can do more than compensate for to build engagement and satisfaction.



Source: <https://hrone.cloud/blog/job-satisfaction/>

Employee wellness also has an impact on productivity. Healthy workers have more energy, concentration, creativity, and resilience, and are able to carry out their duties more effectively. But emotional health, relationship with people, organizational atmosphere, management support, etc. are also important factors that affect productivity. Uncovering the stories of employees offers many perspectives on how wellness practices impact day-to-day employee functioning and organizational productivity as experienced by the employee. Workplace culture is the shared values, norms and behaviours that characterise an organisation. An unhealthy culture can lead to a lack of trust and respect, conflict, disengagement, and lowered morale, while a positive culture can promote collaboration, trust, inclusion, and mutual respect. While there is some indication that employee wellness programs help to create a supportive organizational climate, the impact of these programs on workplace culture is not clearly understood in the existing empirical literature. Qualitative evidence can uncover the meaning made by employees of the organization's wellness initiatives and the impact of the wellness program on the organizational communication, teamwork and overall organizational atmosphere. This research will make a valuable addition to the academic literature as well as to organizational practice by offering a holistic perspective of how employee well-being, job satisfaction, productivity, and workplace culture relate to the employees' perception of these relationships. The study will help leaders, HR professionals, policy makers and researchers to create employee-centred wellness strategies that are tailored to the actual workplace, and not based on a one-size-fits all approach to wellness. The research will also contribute to qualitative research literature in HRM by providing specific understanding of employee experiences, which will help to create healthier, more productive, and more inclusive workplaces.

Objectives of the Study

1. To analyze participants' attitude towards the wellness programs within their workplace.
2. To examine employees' and managers' perceptions of how employee wellness is related to job satisfaction.
3. To explore the impact of physical, mental and emotional health on job productivity and performance.
4. To determine the impact of workplace wellness initiatives on building a positive, supportive and inclusive workplace culture.
5. To gain insight into the problems filed by the employees in maintaining work – life balance and individual well-being in various work settings.

Literature Review

Employee wellness has become an important aspect of organizational development as it affects the physical, psychological and social health of employees, and in turn, the effectiveness of the organization. Wellness programs are now more widely understood to involve more than just the prevention and control of injuries and diseases. Wellness programs are now known to address mental health, work-life balance, stress management, and organizational culture. Evidence from existing literature has been consistent that companies that invest in employee wellness also witness increases in the engagement of employees, greater productivity, and better workplace relationships. However, the qualitative explorations of employees' lived experiences are comparatively limited and require further exploration.

Parks and Steelman (2008) studied comprehensive workplace health promotion programs and found that the companies that had structured wellness programs saw positive organizational results such as improved employee morale, decreased absenteeism, and an overall increase in employee performance. They noted that wellness initiatives are more successful when integrated into a workplace rather than being viewed as stand-alone programs, and are backed by organizational support.

The idea of the healthy workplace was put forward by Grawitch, Gottschalk, and Munz (2006) who state that employee wellness is multidimensional, consisting of work-life balance, employee involvement, health and safety, employee development, and recognition. They found that organisations using holistic approaches to wellness had higher levels of organizational commitment and employee satisfaction as employees saw genuine interest in their well-being.

There are many discussions about the relationship between employee's wellness and job satisfaction in organizational behavior research. Judge, Thoresen, Bono, and Patton (2001) performed a meta-analysis showing that satisfied employees were likely to perform better in a variety of occupational environments. They found that wellness-themed characteristics like supportive supervision, lower job stress, and physical well-being are important predictors of job satisfaction, which in turn is linked to employees' work productivity.

Likewise, Warr (2007) suggested that employee well-being is a result and a factor of workplace experiences. Warr's model states that psychological well being is enhanced when employees have autonomy, supportive leadership, utilization of skills, meaningful work, and positive interpersonal relationships. These factors, taken together, increase employee satisfaction and inspire them to work hard and be a positive asset to an organisation's goals.

There has been a significant focus on mental health as a part of employee wellness. Cooper and Cartwright (1994) had highlighted that stress is certainly one of the most important obstacles to employee wellness. Their study showed that the organizations that had stress management programs, counselling, and supportive leadership noticed increased employee morale, decreased employee burnout, and increased organizational commitment.

According to this view, Schaufeli and Bakker (2004) proposed the Job Demands–Resources model, which states a positive relationship between organizational resources (such as supervisor support, professional development opportunities, and psychological safety) and employee engagement, and a negative relationship between job-related stress and employee engagement. Their results showed that wellness-enhancing organizational behaviors have a beneficial impact on employee motivation and productivity by helping to balance work demands and available resources.

Another key part of employee wellness has become work-life balance. According to Greenhaus and Allen (2011), the employees who are in a state of equilibrium between professional life and personal will have more job satisfaction, lower emotional exhaustion, and greater organizational loyalty. Flexibility of working hours, the support of family-friendly policies, and family-friendly cultures were singled out as significant factors that contribute to employee health.

Likewise, Kossek, Pichler, Bodner and Hammer (2011) determined that family supportive organizational practices have a strong impact on decreasing work-family conflict and increasing employee well-being and work place performance. They found that having a culture that encourages flexibility and empathy helps to create healthier workplaces and better retention rates.

This has been linked to employee productivity as well. Goetzel and Ozminkowski (2008) did a study of workplace health management programs and found that workplace investments in employee health can yield benefits to the organization in many ways, such as through better productivity, lower health care costs, and lower absenteeism. They concluded that wellness programs must be considered an investment in an organization and not a cost.

Similarly, Baicker, Cutler, and Song (2010) examined workplace wellness programs and found that the programs reduced medical costs and absenteeism among the participating organizations. They concluded that companies that provide preventive health services, fitness programs and health education courses tend to deliver better workforce performance and financial viability.

Another pathway by which wellness impacts organizational outcomes is by the extent to which employees are engaged. Harter, Schmidt and Hayes (2002) have shown that employee engagement is positively related to customer satisfaction, productivity, profitability, and employee retention. They found that companies where employees' wellbeing is encouraged, are those where people are emotionally engaged in their company's success.

Building on this, Kahn (1990) added the notion of psychological engagement, which implies that employees give their all to work when they feel psychologically safe, purposeful, and supported in their jobs. Wellness programs play a major role in these psychological states and allow workers to be at their best and stay healthy.

It has been established that employee wellness is related to organizational culture, both as a cause and consequence. For Schein (2017), organizational culture is a set of assumptions, beliefs, and values that affects the ways employees act. A workplace that fosters trust, respect, teamwork, and employee health, boosts employee engagement and promotes stronger relationships between team members.

Likewise, a positive and cooperative culture in organizations is typically linked with increased employee satisfaction, improved teamwork, and increased innovation (Cameron & Quinn, 2011). Their Competing Values Framework also showed that employee development, employee respect and employee wellness are at its peak in clan cultures.

An important consideration for employee wellness is leadership. In their paper, Arnold (2017) noted that certain leadership behaviours, such as supportive relationships, acknowledgement, communication, and empowering employees, have a positive impact on psychological well-being and overall satisfaction at work. Leaders who actively engage in wellness activities also promote increased use of the organization's support services without stigma.

Similarly, Skakon, Nielsen, Borg, and Guzman (2010) discovered that transformational leadership encourages mental well-being, motivation, and job satisfaction of employees. They found that the behaviours of leaders have a significant impact on employee experiences of caring for one another and their culture.

Employee welfare is further enhanced through social support within organizations. House (1981) described three types of support from supervisors and associates as emotional, informational and instrumental, which can aid employees in dealing with problems at work and in maintaining their psychological health. Resilient organisations have strong interpersonal support networks, which helps to minimise stress and stress resistance in times of organisational change.

Moreover, Bakker and Demerouti (2017) highlighted that positive relationships between people in the workplace are considered as valuable resources for the organization that can improve engagement, creativity, and productivity. Staff in supportive settings are more resilient and are more likely to be committed to organizational goals.

It's not only quantitative measures of performance that have become more important in recent qualitative research; it's also the experience of employees. Guest (2017) called for employee well-being to be considered as a multifaceted phenomenon that encompasses emotional wellbeing, purposeful work, supportive relationships, and workplace fairness. The study emphasized the need to use qualitative approaches to explore employees' personal experiences, perceptions, and stories of workplace wellness.

Likewise, Daniels, Watson and Gedikli (2017) highlighted that even the most straightforward organizational measures of wellbeing is not enough to explain wellbeing at work. Subjective experiences of employees around fairness, recognition, interpersonal relationships, and psychological safety offer deeper understandings of how to impact wellness and organizational culture and productivity.

In general, the literature shows that employee wellness and job satisfaction, employee productivity, and positive workplace cultures are statistically significantly related. Previous research findings are consistent that wellness programs can result in increased employee engagement, organizational commitment, decrease in employee stress and improved employee performance. Most available evidence at the present time, however, comes from quantitative research that is targeted at measurable organizational outcomes. Fewer studies use qualitative methods to investigate employee personal experiences, perceptions and interpretations of employees' experiences with wellness programs in the workplace. To fill this void, this qualitative research aims to examine the employee's perceptions of wellness programs, as well as the impact of these programs on job satisfaction, productivity and workplace culture. This will give them context rich insights to help guide organizations to create more employee-focused wellness strategies.

Material and Methodology

This study adopted a qualitative research design to examine how employee wellness initiatives contribute to job satisfaction, productivity, and the development of a positive workplace culture. The qualitative approach was seen as a suitable choice as it would allow for an exploration of the employees' experiences, perceptions, attitudes and interpretations of the workplace wellness. The study did not measure predetermined variables but rather aimed to discover the meaning of the employee's experience of the wellness program and the impact on their work and relationships with others.

The research was done in a variety of companies from various industry segments such as information technology, health care, education, banking, manufacturing, and service. The subjects were chosen by purposive sampling in order to have adequate experience with wellness programs in the organization. The study included employees who had at least one year of work experience and who had first-hand contact with wellness initiatives like flexible working, fitness program, employee assistance, counselling services, stress management workshops, or mental health support. Also interviewed were managers and human resource professionals who are responsible for implementing employee wellness policies to gain organizational perspectives.

Semi-structured in-depth interviews were used to gather primary data, giving participants the opportunity to voice their opinions and providing consistency across interviews. The interview was done face-to-face or via secure online communication tools, averaging about 45-60 minutes, depending on the convenience of the participants. An interview guide comprising of open-ended questions aimed at exploring employees' perceptions of workplace wellness, the impact of workplace wellness on their motivation and job satisfaction, impact on their productivity, work-life balance, interpersonal relationships, organisational commitment and recommendations for improvement of workplace wellness initiatives. Interviews were tape-recorded and transcribed word-for-word with the participant's consent, to ensure that the information captured was accurate.

Document analysis was also used as a method to enrich the findings to further increase the credibility of the data, and to review organizational wellness policies, internal communications materials, employee handbooks, and publicly available sustainability or human resource reports where available. These secondary sources were used to give contextual understanding of strategies to improve wellness and were used to supplement the interview findings.

Thematic analysis was employed in data analysis. Interviews were read several times to familiarize oneself with the data before beginning the coding process. Recurring ideas and important statements were used to create initial codes. These similar codes were then combined into larger categories and major themes and subthemes were determined. The themes were consistently revisited, further developed and elaborated to clarify the linkage between employee well-being, job satisfaction, productivity, and organizational climate. A focus on the lived experience of the participants highlighted, but organizational patterns were identified.

Several steps to improve the trustworthiness of the research were taken. Member checking involved summarising the interpretations and communicating them to selected participants to ensure that their

responses were accurate. The consistency of coding and the thematic interpretation of transcripts was enhanced by peer debriefing and repeated examination of transcripts. Chosen in accordance with the country's recommended research process, a detailed audit trail was kept which documented decisions in research, coding, and analytical reflections to ensure transparency and dependability.

Ethical aspects were thoroughly monitored during the study. The study took a voluntary approach with informed consent prior to data collection. It was ensured that participants were treated with confidentiality and anonymity and no Personal information or Organizationally sensitive information was shared in the results of the research. The recordings and transcripts of interviews were kept securely and only for academic purposes. Participants had the option to withdraw from the study at any time without repercussions.

The study was not concerned with the statistical generalisation but was aimed at obtaining rich qualitative insights. The methodology captured the voices of employees and organizational leaders in various sectors, offering a comprehensive overview of the impact of workplace wellness programs on employee satisfaction, productivity, and the creation of a positive organizational culture.

Results and Discussion

The purpose of this qualitative study was to ascertain employee attitudes about the wellness in the workplace and its effect on employee satisfaction, productivity and culture. The data were gathered using semi-structured interviews of 30 employees at various levels of organizational hierarchy and in various industries. Thematic analysis was employed to find patterns that emerged across the study, which constituted the "experiences" of the participants with employee wellness across the four domains of wellness (physical, psychological, social and organizational). The results of the analysis revealed four main themes: (1) employee perception of wellness initiatives, (2) wellness and job satisfaction, (3) wellness as an enabler of productivity, and (4) wellness and workplace culture. Responses from the representatives showed support for all themes, recognizing the interrelatedness of wellness and organizational effectiveness.

Table 1. Demographic Profile of Participants (n = 30)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	14	46.7
	Female	16	53.3
Age	21–30 Years	9	30.0
	31–40 Years	12	40.0
	41–50 Years	6	20.0
	Above 50 Years	3	10.0
Work Experience	Less than 5 Years	8	26.7
	5–10 Years	13	43.3
	Above 10 Years	9	30.0
Organization Type	Private	18	60.0
	Public	12	40.0

Discussion

The diversity in terms of age, gender, experience and organizational background of the participants provided a diversity of perspectives. The long-term employees shared their experiences of wellness programs as they had evolved over time, whereas the newer employees had ideas regarding flexibility, mental health and work-life balance. Both public and private participants noted that wellness programs were no longer considered a "bonus," but a component of employee engagement programs. This diversity helped to provide an authenticity to the findings as they reflected experiences in a range of workplaces.

Table 2. Major Themes Identified from Employee Interviews

Theme	Key Codes	Number of Participants Mentioning Theme
Physical and Mental Wellness	Health programs, counselling, stress reduction, fitness	27
Job Satisfaction	Motivation, recognition, work-life balance, commitment	25
Productivity Enhancement	Energy, concentration, efficiency, reduced absenteeism	24
Positive Workplace Culture	Teamwork, trust, communication, belongingness	26

Discussion

Wellness as a concept began to take on a multi-faceted approach, including the physical factor. Almost everyone spoke about the need for mental health, stress reduction and emotional support. The organizations that invested in their wellness programs reported that they helped create a sense of appreciation and respect, which positively impacted employee motivation to be successful.

Job satisfaction was frequently associated with flexibility in working arrangements, with employee assistance programmes and recognition for individual efforts. According to participants, the wellness programs were seen as positively influencing commitment to the organization's goals and negatively influencing workplace stress and morale.

Often the association was good physical health and resilience of the psychological type with productivity. Staff noted that wellness programs helped them have a better focus, reduced fatigue and prevented burnout. Some reported that they made fewer employees available for sick leave and improved the quality of their work after participating in the organizational wellness efforts.

Employee wellness also had a positive impact on the workplace culture. Participants stated that they experienced improved communication, collaboration, respect and interpersonal relationships. The various wellness activities, such as team building and health awareness talks, contributed to fostering trust and a positive work culture.

Table 3. Representative Participant Responses

Theme	Illustrative Participant Statement
Employee Wellness	"When my organization genuinely cares about my health, I feel valued and motivated to contribute more."
Job Satisfaction	"Flexible working hours and mental health support have made my work experience much more satisfying."
Productivity	"After participating in wellness activities, I noticed better concentration and fewer stressful workdays."
Workplace Culture	"Health-focused programs encouraged teamwork and helped employees communicate more openly."

Discussion

The participant stories illustrated that well-being programs have an impact on individual and organizational results. Consistent correlation between employee's feeling that the organization cares for them and loyalty & engagement. The participants did not view wellness programs as a singular program; but rather, they viewed wellness programs as an indicator of an organization's commitment to its employees.

The interviews also showed that psychological safety was also a key factor that enables innovation and collaboration. Staff members in supportive settings reported their increase in confidence in sharing ideas, problem solving at work, and in their organization's decision making. The results yielded that wellness programs have an indirect effect on organizational learning through trust and openness.

In addition, workers saw wellness programs as a preventive, not corrective, approach. Periodic health checks, counselling and stress management seminars were deemed a cost-effective prevention of burnout and for sustained performance.

Conclusion

Building a sustainable organisation is one of the most significant components of an employee's wellbeing, going beyond employee physical health to encompass employee psychological, emotional and social wellbeing. The results of this qualitative study are illustrative and show that employees believe that wellness programs are real when they are integrated into the organization's daily processes and not isolated, stand-alone programs. Supportive leadership, healthy work environments, work-life balance, recognition, and opportunities for personal growth were reported by the participants to be related to job satisfaction and organizational commitment consistently. The findings from this study reveal that wellness is not a program offered as a benefit to employees, but is instead a strategic asset of the organization that could potentially impact the work environment and individual and organizational performance. The study also shows that companies with a focus on employee wellness foster higher employee motivation, teamwork, and productivity. A sense of appreciation and support among employees can lead to the generation of innovative ideas, effective mentoring relationships, and a more resilient workforce when it comes to addressing workplace issues. On the organizational level, the findings contribute to reducing absenteeism, improving retention, and creating a positive organizational culture that is based on trust, inclusion, and respect. The qualitative data further shows that wellness programs work best when they meet the needs of all employees and are backed by the use of clear communication and participative management techniques. In summary, the study highlights the importance of employee well-being for an organization's success and sustainability. Promoting a culture of employee wellbeing can enhance employee satisfaction and engagement, individual productivity and the organizational reputation and adaptiveness in an evolving work environment. Organizations in the future should focus more on employee wellbeing, not only complying but also on offering comprehensive employee wellbeing solutions that boost employee health and wellbeing as well as maximize organizational growth. With a focus on the human factors that affect workers' health and wellbeing,

employers can make their workplace environments healthy and productive for workers and organizations alike.

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