



The Indian Journal for Research in Law and Management

Open Access Law Journal – Copyright © 2026

Editor-in-Chief – Dr. Muktai Deb Chavan; Publisher – Alden Vas; ISSN: 2583-9896

This is an Open Access article distributed under the terms of the Creative Commons Attribution-Non-Commercial-Share Alike 4.0 International (CC-BY-NC-SA 4.0) License, which permits unrestricted non-commercial use, distribution, and reproduction in any medium provided the original work is properly cited.

WORKPLACE WELLNESS PROGRAM AND THEIR INFLUENCE ON EMPLOYEE MENTAL HEALTH AND WORK

-Krisika Chhetri

INTRODUCTION

This paper investigates the impact of a wellness program on the employees' mental health and how positively and negatively it affects their work-life. Employee wellness programs are programs undertaken by an employer in order to improve employee health and also to help individual employees overcome particular health-related problems. The employer can offer compulsory employee training, staff seminars, or even work with a third-party provider offering a variety of wellness programs. By 2026, global corporate spending on wellness programs is set to top \$94.6 billion, yet anticipated improvements in well-being are not being realised, and, in fact, mental health needs are continuing to rise around the world. With the passing years, the company has focused on working with a healthy work environment, which includes an ailment-free life leading to human efficiency at the workplace. Aligning with recommendations from the World Health Organisation and ISO 45003, the first global standard for managing psychological health and safety at work, we point out the challenges of I-frame-only interventions and offer companies research-backed solutions designed to improve employee mental health while increasing corporate return on investment in wellbeing. The contemporary professional landscape is characterised by rapid technological evolution, escalating performance expectations, and the blurring of the divide between work and personal life, presenting significant psychological challenges for the global workforce, which eventually leads to elevated levels of work pressure, anxiety and depression. It has likely been noticed that the employees who eat healthy and exercise regularly are more productive than those who don't

maintain a healthy lifestyle. The people with poor health behaviours eventually undergo serious illness, which eventually affects their work in the company.¹

Background and history of the Wellness program

From 1980 to 2000, the wellness program gained momentum across the corporate, medical, and academic fields. More and more wellness programs were introduced in U.S. Cities, as well as Europe and Germany. The First wellness centre was established in California, and then other wellness centres began operating worldwide. Out of concern about the impact of chronic disease on employee health and well-being, the cost of health care coverage, and competitiveness, employers are adopting health promotion and disease prevention strategies, commonly referred to as workplace wellness programs. A broad range of benefits is offered under the label workplace wellness, from multi-component programs to single interventions, and benefits can be offered by employers directly, through a vendor, group health plans, or a combination of both. Workplace wellness works magic on employees' health while working under the employer.²

Need for study

The most significant benefit of introducing a wellness program in a workplace is improving both the physical health and mental health of employees by helping them adopt good health behaviours and reduce health risks. A corporate wellness program is an employer's approach towards achieving a healthy workplace by incorporating various health activities within the daily work schedule to promote its employees' wellbeing.

The main focus of the Wellness program lies on: -

- To increase engagement, improve employee morale, and reduce health risks by such initiatives
- To help establish a wellness program in every office
- The employer is offering compulsory guidelines for the programs, conducting seminars, employee training, and combining with a third party offering a variety of wellness programs.

¹ Ms. Dalia Jose, Ms. Dhruvi S Prasad, *The Impact of Corporate Wellness Programs on Employee Mental Well-Being: A Quasi-Experimental Study in Corporate Bangalore, India*, International Journal for Multi Discipline Research, 1

² Sakshi Pawar, *The Impact of Workplace Wellness Program on Employee Health and Productivity*, SCRIBD, 7

- To ensure the employees' health is kept as a top priority along with the work pressure so that their work as well as health is not compromised.

Scope of study

Good health promotes good productivity at workplace so its really important to introduce wellness programs initiative to every employee at the office as well as resulting in no or less absenteeism. When you promote good health among employees, you make them more aware of their bodies and minds. They are more likely to stay away from bad health habits like smoking and drinking. This results lead to fewer or less rate where the employees suffer from long-term health issues and save health insurance costs. There may be a case where the employees in offices suffer from chronic illnesses like diabetes, high blood pressure and high cholesterol levels. This wellness program provides many perks, which include more productivity, less absenteeism, reduced health problems, and happier employees.

Wellness programs can help to reduce stress among employees. Wellness programs demonstrate goodwill from an employer towards employees and therefore tend to have a positive effect on employee morale

Research Questions

The Research questions for this study include: -

- (i) What is the relationship between a wellness program and employee productivity?
- (ii) How is an employee's productivity measured in a corporate organisation?
- (iii) What is the relationship between the wellness program and work engagement?
- (iv) How wellness program are effective in tackling major chronic illness which are rapidly increasing?³

Research Hypotheses

The research hypotheses of this study include:-

- (i) There is a significant relationship between wellness programs and employee productivity
- (ii) There is a significant relationship between wellness and work engagement

³ *IMPACT OF EMPLOYEE WELLNESS PROGRAMS ON WORK ENGAGEMENT AND PRODUCTIVITY (A CASE STUDY OF GTCO)*, Researchclue.com., (June 27, 2026, 10:05 AM), <https://nairaproject.com/projects/5692-impact-of-employee-wellness-programs-on-work-engagement-and-productivity-a-case-study-of-gtco.html>

Significance of the Study

The present study sought to examine wellness and its effects on productivity in a sample of bank staff members. Future studies should examine other occupations or use other measures of wellness to test the stability of the findings. While this study examined economic and financial states in addition to wellness to represent personal resources, future studies may incorporate psychological traits to more fully understand the total effect of wellness programme variables on employee productivity. The findings are that the employees encourage themselves to participate in wellness programs offered by their organisation and prioritise their wellness as well as balancing work. Similarly, national and international agencies and organizations that focus on workforce and labor markets may be interested in the findings of the study to strengthen their recommendations for implementing healthy workplace initiatives and research agendas.

MATERIALS AND METHODS

Research Design

This study adopted a quantitative, descriptive, and cross-sectional research design to examine the influence of workplace wellness programs on employees' mental health and work performance.⁴

Study Population

The study population consisted of employees working in public and private organizations that have implemented workplace wellness programs. Participants were selected from various departments and job levels to ensure diverse representation.

Sample Size and Sampling Technique

A sample of 150 employees was selected using a simple random sampling or convenience sampling technique, depending on accessibility. Participation was voluntary.

Data Collection Tool

Primary data were collected using a structured questionnaire comprising:

Demographic information (age, gender, job position, years of experience)

⁴ Aafreen Fathima N, *A STUDY ON EFFECTIVENESS OF CORPORATE WELLNESS PROGRAM WITH REFERENCE TO SOFTONE HR SOLUTIONS PVT LTD*, 11(2023)

Questions on participation in workplace wellness programs

Employee mental health indicators (stress, anxiety, job satisfaction, and well-being)

Work performance indicators (productivity, absenteeism, engagement, and job performance)

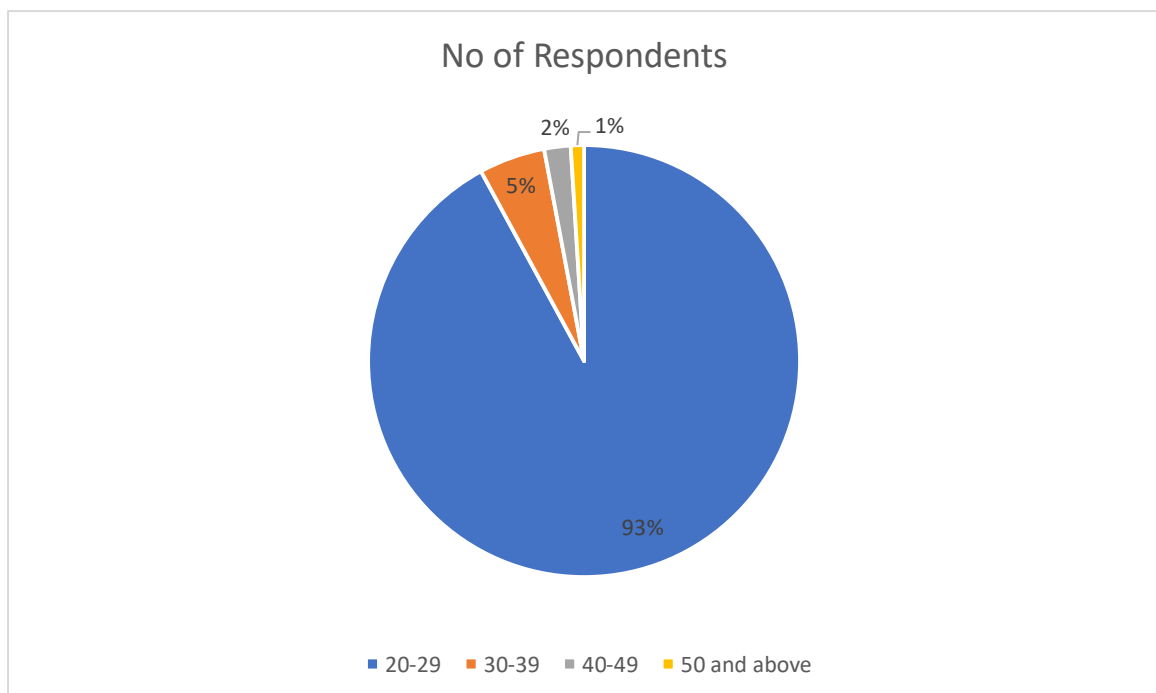
Responses were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

(1) Demographic Analysis has been made in the following manner

Table I Data showing age-wise classification of respondents

S no.	Particulars	No of Respondents	Percentage
1	20-29	130	92.3
2	30-39	10	4.8
3	40-49	9	2.4
4	50 and above	1	0.5
	Total	150	100%

Chart Table(1) Age of Respondents



Interpretation

From the above table it is interpreted that the number of respondents between 20-29 age of respondents are 92.3%, between 30-39 age of respondents are 4.8% between 40-49 age of respondents 2.4%. above 50 age of respondents are 0.5%.

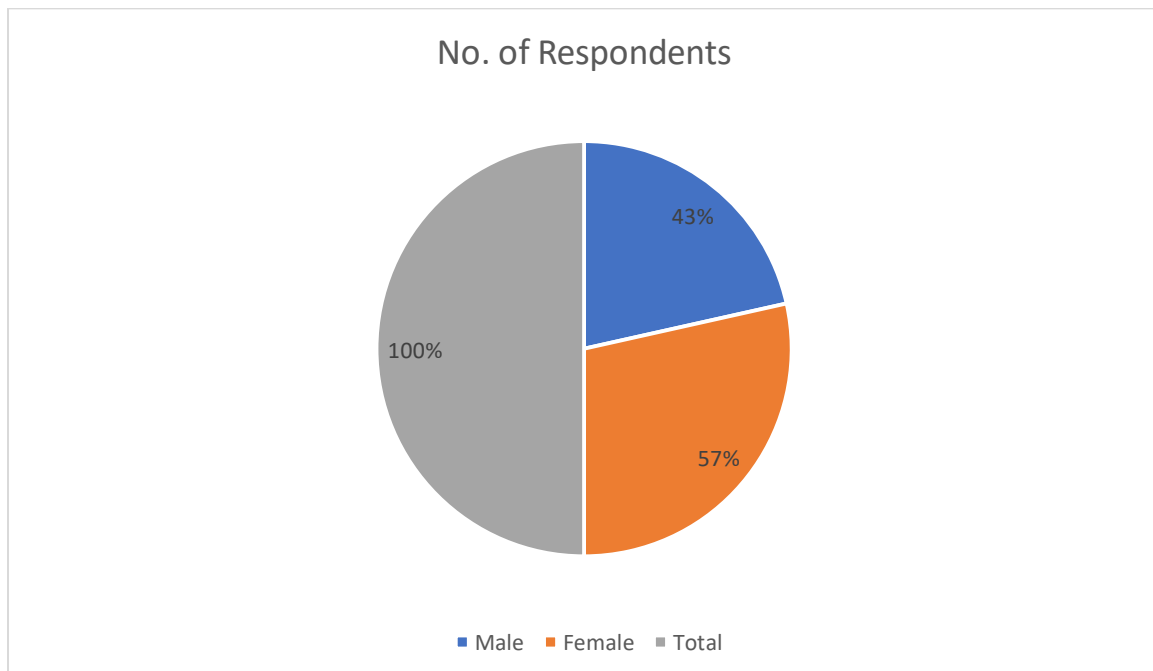
Inference

Majority (92.3%) of the respondents are age between 20-29 years.

Table II Data showing Gender wise classification

S no.	Particulars	No of Respondents	Percentage
1	Male	53	42.6
2	Female	97	56.6
	Total	150	100%

Chart Table (2) Gender of Respondents



Interpretation

From the table above, the number of female respondents is 56.6%, and the number of male respondents is 42.6%.

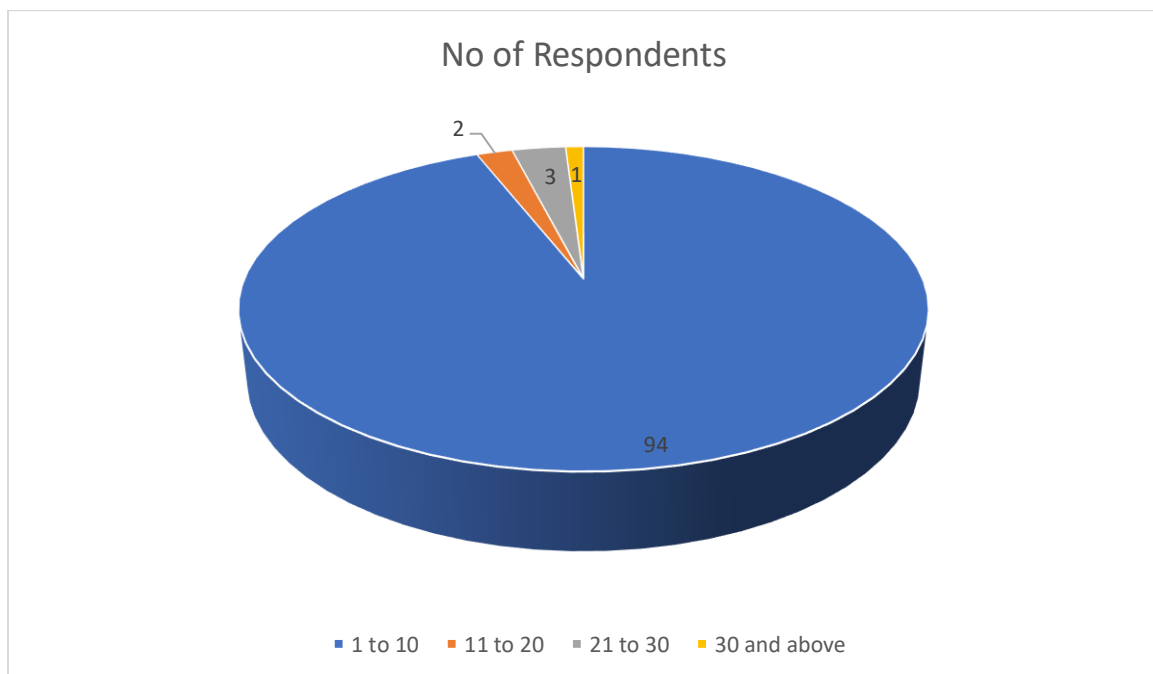
Inference

The majority (56.6%) of the respondents are Female.

Table III Data showing the years of experience of respondents

S no.	Particulars	No of Respondents	Percentage
1	1 to 10	135	93.8%
2	11 to 20	5	1.7%
3	21 to 30	7	2.9%
4	30 and above	3	1.4%
	Total	150	100%

Chart Table (3) Years of Experience



Interpretation

From the above table it is interpreted that the number of of experience 1-10 respondents is 93.8%,11-20 respondents is 1.7%, 20-30 respondents is 2.9%, 30 and above is 1.4%

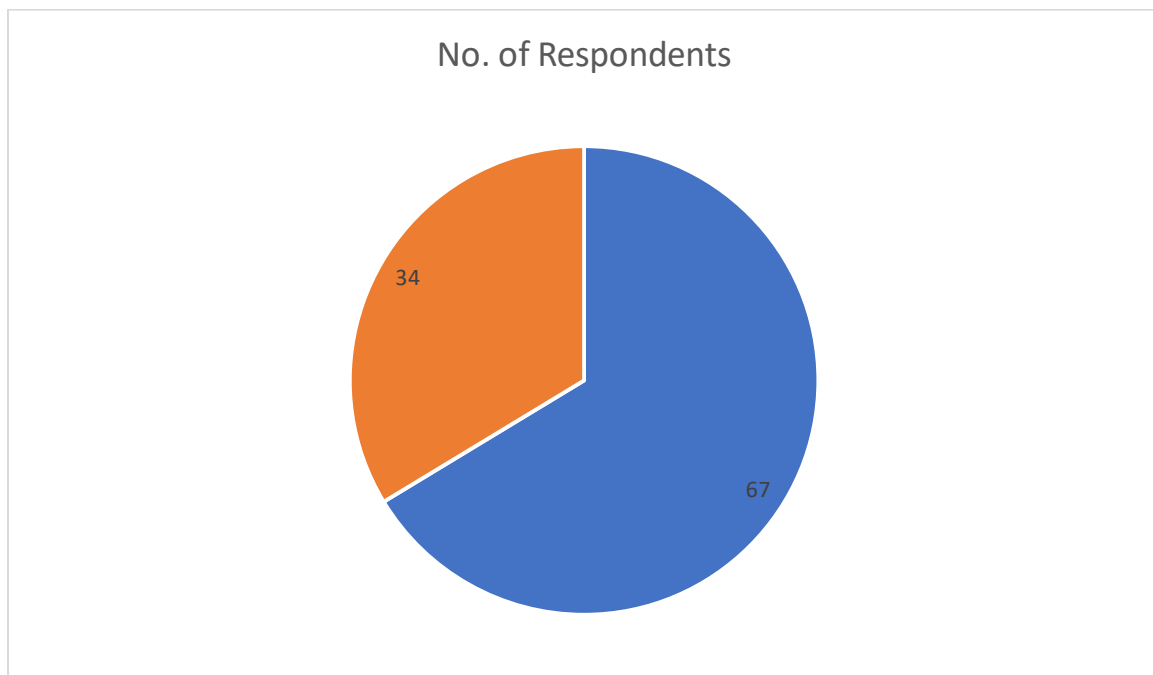
Inference

The majority (93.8%) of the respondents are 1-10 years' experience

(II) Table IV Data showing participation of respondents in wellness program

S no.	Particulars	No of Respondents	Percentage
1	Yes	120	66.3%
2	No	30	33.7%
	Total	150	100%

Chart Table (3) Participation of respondents in wellness program



Interpretation

From the above table it is interpreted does your organization conduct wellness program Yes (66.3%), No (33.7%).

Inference

The majority (66.3%) of the respondents are Yes.

(III) Table V Mental Health Indicators

INDICATORS	LOW	MODERATE	HIGH
Stress	20%	45%	35%
Anxiety	28%	47%	25%
Job Satisfaction	15%	35%	50%
Overall Well- Being	18%	42%	40%

(IV) Table VI Work Performance Indicators

INDICATORS	POOR	AVERAGE	GOOD
Productivity	12%	38%	50%
Abseentism	18%	52%	30%
Employee Engagement	15%	40%	45%
Job Performance	10%	42%	48%

(V) 5 point Likert Scale on how wellness program works

Agreement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Satisfaction	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely Satisfied
Quality	Poor	Below Average	Average	Above Average	Excellent
Importance	Not at all important	Of little importance	Of Average Importance	Very Important	Essential
Frequency	Never	Rarely	Sometimes	Often	Very often

Rating	1	2	3	4	5
--------	---	---	---	---	---

Majority of the Employees Strongly agreed with the wellness program being introduced (98%) and rest(2%) were still on the Strongly Disagree not sure because of lack of awareness

Data Collection Procedure

The questionnaire was distributed electronically or in printed form after obtaining informed consent from participants. Confidentiality and anonymity of respondents were maintained throughout the study.

RESULTS AND DISCUSSIONS

Results

The present study examined the influence of workplace wellness programs on employee mental health and work performance. Data collected from employees across different organizations revealed that workplace wellness initiatives have a positive impact on employees' psychological well-being, job satisfaction, and overall productivity. The findings indicate that employees who actively participate in wellness programs experience lower levels of stress, improved emotional health, and enhanced workplace performance compared to those who do not participate.

The demographic analysis showed that respondents represented different age groups, genders, educational backgrounds, and job positions. This diversity allowed for a comprehensive understanding of employee perceptions regarding workplace wellness initiatives. Most respondents reported that their organizations offered at least one wellness program, including health check-ups, mental health counseling, stress management workshops, fitness activities, flexible work arrangements, employee assistance programs, and recreational activities.

A significant proportion of respondents indicated that workplace wellness programs helped them manage occupational stress more effectively. Many employees reported feeling more relaxed, emotionally balanced, and motivated after participating in wellness initiatives. The majority agreed that counseling services, mindfulness sessions, and stress management workshops improved their ability to cope with work-related pressure. Employees also reported experiencing fewer symptoms of anxiety and burnout, contributing to better mental health.

The study further revealed that wellness programs positively influenced employees' job satisfaction. Participants expressed appreciation for organizations that demonstrated concern for their physical and mental well-being. Employees believed that organizational support through wellness initiatives increased their commitment, motivation, and sense of belonging within the workplace. Many respondents stated that they were more likely to remain with organizations that invested in employee well-being.

Regarding work performance, the findings showed that employees participating in wellness programs demonstrated higher productivity and better work quality. Respondents reported improved concentration, greater efficiency in completing tasks, enhanced creativity, and better decision-making abilities. Employees experiencing improved mental health were able to maintain higher levels of engagement throughout the workday and were more willing to collaborate with colleagues.

The data also suggested a reduction in absenteeism and presenteeism among employees who regularly participated in wellness activities. Employees reported taking fewer sick leaves due to stress-related illnesses and demonstrated improved attendance. Furthermore, they indicated greater enthusiasm for their work responsibilities and stronger organizational commitment.

Statistical analysis indicated a positive relationship between workplace wellness programs and employee mental health. Similarly, a positive association was found between employee mental health and work performance. These findings suggest that improvements in mental well-being contribute directly to enhanced employee productivity, engagement, and organizational performance.

Although the majority of respondents viewed workplace wellness programs positively, some participants identified areas requiring improvement. A small percentage indicated that wellness programs were not easily accessible due to workload, scheduling conflicts, or limited organizational resources. Others suggested increasing awareness about available wellness services and encouraging greater participation through management support and regular communication.

Discussion

The findings of this study demonstrate that workplace wellness programs play an essential role in promoting employee mental health and improving work performance. Modern workplaces expose employees to increasing levels of stress arising from heavy workloads, tight deadlines,

technological changes, and work-life imbalance. Wellness programs provide practical interventions that help employees manage these challenges while maintaining both psychological and physical well-being.

One of the most significant findings of the study is the reduction in workplace stress among employees participating in wellness initiatives. Occupational stress is widely recognized as a major contributor to anxiety, depression, burnout, and reduced job performance. The results suggest that wellness programs offering counseling, stress management training, relaxation techniques, and mindfulness activities effectively reduce these negative outcomes. Employees who experience lower stress levels are better able to focus on their tasks, communicate effectively with colleagues, and maintain positive workplace relationships.

The positive relationship between wellness programs and employee mental health observed in this study supports existing research in organizational psychology and human resource management. Organizations that prioritize employee well-being create healthier work environments characterized by trust, support, and psychological safety. Employees who feel valued by their employers are generally more satisfied with their jobs and demonstrate stronger organizational commitment.

The study also confirms that improved mental health contributes significantly to enhanced work performance. Employees with good psychological well-being are more productive, innovative, and resilient when facing workplace challenges. Better mental health enables employees to manage time efficiently, make sound decisions, solve problems effectively, and maintain consistent work quality. Consequently, organizations benefit through improved operational efficiency and overall performance.

Another important observation is the positive effect of wellness programs on employee engagement. Engaged employees demonstrate greater enthusiasm, commitment, and willingness to contribute beyond their assigned responsibilities. Wellness initiatives strengthen employees' emotional connection with the organization by demonstrating that management values their well-being. This increased engagement often translates into improved teamwork, stronger organizational culture, and higher customer satisfaction.

The reduction in absenteeism identified in this study has important implications for organizational productivity. Mental health challenges frequently contribute to employee absences and reduced work efficiency. By supporting employee health through preventive wellness initiatives, organizations can reduce healthcare costs, minimize productivity losses,

and improve workforce stability. Employees who maintain better physical and mental health are less likely to require extended leave due to stress-related illnesses.

Despite these positive findings, the study also identified several challenges affecting the effectiveness of workplace wellness programs. Limited participation remains a concern in some organizations due to heavy workloads, insufficient managerial support, inadequate communication, or lack of awareness regarding available services. Organizations should therefore ensure that wellness activities are easily accessible, inclusive, and integrated into normal working schedules. Leadership commitment is equally important in encouraging employee participation and reducing any stigma associated with seeking mental health support.

The findings also suggest that wellness programs should not adopt a one-size-fits-all approach. Employees have diverse needs depending on their age, job role, personal circumstances, and work environment. Organizations should regularly assess employee needs and customize wellness initiatives accordingly. Combining physical health promotion with mental health support, financial wellness education, career development opportunities, and flexible work arrangements can maximize the overall effectiveness of workplace wellness strategies.

Overall, the results demonstrate that workplace wellness programs provide substantial benefits for both employees and organizations. Employees experience improved mental health, greater job satisfaction, enhanced motivation, and stronger work performance. Organizations, in turn, benefit from increased productivity, reduced absenteeism, improved employee retention, and a healthier organizational culture. These findings emphasize that investing in employee wellness is not merely a welfare initiative but a strategic business decision that contributes to sustainable organizational success and long-term workforce development.

CONCLUSION

The present study examined the influence of workplace wellness programs on employee mental health and work performance. The findings demonstrate that workplace wellness initiatives are an essential component of modern organizational management, as they contribute significantly to the physical, psychological, and emotional well-being of employees while simultaneously improving organizational performance. As workplaces continue to evolve in response to technological advancements, changing work patterns, and increasing job demands, organizations must recognize that employee well-being is a key determinant of long-term productivity, innovation, and sustainability.

The study found that employees who participate in workplace wellness programs generally experience lower levels of stress, anxiety, and burnout. Wellness initiatives such as mental health counseling, stress management workshops, fitness activities, health screenings, flexible work arrangements, mindfulness sessions, and employee assistance programs provide employees with valuable resources to cope with workplace challenges. These programs not only improve employees' mental health but also strengthen their confidence, resilience, and ability to adapt to changing work environments. Employees who feel physically and emotionally healthy are more capable of maintaining focus, making sound decisions, solving problems effectively, and contributing positively to their organizations.

Another important finding of this study is the positive relationship between workplace wellness programs and job satisfaction. Employees are more likely to remain committed and motivated when they perceive that their organization genuinely cares about their well-being. Organizational support through wellness initiatives creates an environment of trust, respect, and psychological safety, encouraging employees to perform at their best. A healthy workplace culture promotes stronger teamwork, better communication, improved interpersonal relationships, and greater collaboration among employees. These factors ultimately contribute to higher employee engagement and organizational effectiveness.

The findings also indicate that improved mental health has a direct influence on work performance. Employees who experience reduced stress and better emotional well-being demonstrate higher levels of productivity, creativity, concentration, and work quality. They are better equipped to meet deadlines, handle complex tasks, and maintain consistent performance even during periods of increased workload. Furthermore, healthier employees are less likely to take stress-related leave or experience presenteeism, where individuals attend work despite poor mental or physical health but perform below their full potential. Consequently, organizations benefit through increased operational efficiency, reduced absenteeism, lower healthcare costs, and improved employee retention.

The study further highlights that workplace wellness programs should not be viewed merely as optional employee benefits but as strategic investments in organizational success. Organizations that prioritize employee well-being are more likely to develop a motivated, resilient, and loyal workforce. Investing in preventive health measures often proves more cost-effective than addressing the consequences of poor employee health, such as high turnover, reduced productivity, workplace conflicts, and increased medical expenses. Therefore,

implementing comprehensive wellness programs represents both an ethical responsibility and a sound business strategy.

Despite the overall positive findings, the study also identifies certain challenges that may reduce the effectiveness of workplace wellness initiatives. Some employees reported limited participation due to demanding workloads, lack of awareness, scheduling conflicts, or insufficient managerial support. Others expressed concerns regarding the accessibility and inclusiveness of available wellness services. These findings suggest that organizations must ensure wellness programs are accessible to all employees regardless of job role, work schedule, or location. Regular communication, leadership involvement, and employee feedback are essential for increasing participation and ensuring that wellness initiatives remain relevant and effective.

The study also emphasizes the importance of adopting a holistic approach to employee wellness. Effective workplace wellness programs should address multiple dimensions of well-being, including physical health, mental health, emotional resilience, financial well-being, social support, and professional development. Organizations should regularly assess employee needs and adapt wellness initiatives to reflect changing workplace conditions and workforce expectations. Personalized and inclusive wellness strategies are more likely to achieve sustained participation and long-term positive outcomes.

The findings have important implications for organizational leaders, human resource professionals, and policymakers. Employers should integrate wellness initiatives into their overall organizational strategy rather than treating them as isolated activities. Leadership commitment is critical in fostering a culture where employees feel comfortable seeking support without fear of stigma or discrimination. Human resource departments should continuously evaluate the effectiveness of wellness programs through employee feedback, participation rates, and performance indicators to ensure continuous improvement.

From a policy perspective, governments and regulatory authorities can encourage organizations to adopt workplace wellness practices by developing guidelines, promoting occupational mental health awareness, and supporting initiatives that improve employee well-being. Collaboration between employers, healthcare professionals, and policymakers can contribute to healthier workplaces and stronger economic productivity at both organizational and national levels.

Although the study provides valuable insights, certain limitations should be acknowledged. The findings are based on responses from a limited sample and may not fully represent all industries or organizational settings. Employee perceptions may also vary depending on organizational culture, leadership style, job responsibilities, and individual differences. Future research should include larger and more diverse samples, compare different industries, and examine the long-term effectiveness of specific wellness interventions. Longitudinal studies and qualitative research may provide deeper understanding of how workplace wellness programs influence employee behavior and organizational performance over time.

In conclusion, the study establishes that workplace wellness programs have a substantial positive influence on employee mental health and work performance. By reducing stress, improving psychological well-being, enhancing job satisfaction, and increasing productivity, wellness initiatives contribute to healthier employees and more successful organizations. As organizations continue to face evolving workplace challenges, investing in employee well-being will remain essential for achieving sustainable growth, maintaining competitive advantage, and creating positive work environments. Workplace wellness is therefore not simply a human resource initiative but a strategic organizational priority that benefits employees, employers, and society as a whole. Organizations that consistently support employee health and well-being are better positioned to build resilient workforces capable of meeting future challenges while promoting long-term organizational excellence.⁵

⁵ Soeren Mattke, Hangsheng Liu, John Caloyeras, Christina Y Huang, Kristin R Van Busum, Dmitry Khodyakov, Victoria Shier, *Workplace Wellness Programs Study*, National Library of Medicine, 2013