A strategic approach to employees’ well-being: study assessing the relationship between holistic wellness, job satisfaction emotions, and productivity

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Abstract
Employee holistic well-being is attracting more interest and consideration from businesses as the employers started realizing the gains and impact this implementation of holistic wellness policies for workers in the workplace can have on the business. This study aims to analyze the impact of the holistic wellness of employees on their job satisfaction and work productivity. This paper aims to assess the approaches adopted by organizations towards employees’ holistic wellness and how it contributes to their job satisfaction and quality of work. The study aims to identify current employee well-being in organizations, employee wellness dimensions being covered through workplace wellness programs, and analyze the relationship between employees' holistic well-being and work productivity, job satisfaction, and organization performance. The approach of the study includes a quantitative survey, qualitative interviews, and empirical evidence. Primary research is done at the organizational level using structured interviews with HR leads and employees. Secondary research is done by reviewing existing literature to explore industry best practices in holistic well-being. The deductive approach has been used to explain explanations and arguments backed by empirical observations in organizations and relevant theoretical concepts. The findings from the study will help the organizations who are in the process of streamlining and structuring the employee wellness programs to understand the link between employees’ holistic wellness and their productivity and job satisfaction and use these findings to increase job satisfaction and productivity of the employees. The data gathered not only from quantitative surveys and qualitative interviews but also through empirical observations. These findings can provide valuable pointers for human resource managers in other organizations.

Keywords
Emotions, Employees’ holistic wellness, Wellness dimensions, Job satisfaction, Productivity, Organization.

1 Introduction
Well-being has drawn interest from researchers and organizations to build a workforce where employees can succeed and reach their highest potential for their own and the organization's profitability and overall success. However, there is a dilemma that whether this employee well-being concept is something new or is it just a re-labeling of conventional management practices related to the occupational safety of employees, administrative management, and other practices related to workforce management?

Employee welfare attracts more interest and consideration from businesses as employers started realizing the benefits this implementation of holistic wellness policies can have on the business. Today, calls have been made to focus on employee-centered outcomes instead of just focusing on the organizational success results of human resources management practices and strategies [1]. Well-being can be linked to fostering an atmosphere that is fun, fulfilling, relaxing, pleasant to a make-work, and boosts an organization's financial profitability [2]. Several pieces of evidence show that by impacting an employee's health and sickness expenses, Employee well-being has had a huge influence on employee success and an organization's sustainability [3]. Therefore, for understanding the different domains of quality of work, understanding well-being at work is important. However, in recent years the organizations started practicing a holistic approach towards employees’ well-being. Indeed, for many companies, the very idea of wellness has grown to include all facets of workers' health, from their investments to their social lives.

The research evidence supporting the link between employees’ well-being and job satisfaction and productivity gains ground. There is still a great deal that we do not understand about the essence of the relationship between these three factors, Partly due to the variety of conceptualizations of the word well-be-
ing, the complexities of evaluating, and the variabili-
ty of variables in and out of work that influence our
job satisfaction and the ability to perform at our best
in the workplace, and the nature of the relationships
between these variables. What is clear is that further
work in this field is necessary if we are to address the
apparent difference between understanding the value
of well-being and promoting employer-level action in
concrete implementation.

This research paper aims to encourage more em-
ployers to concentrate on the connection between em-
ployees’ holistic well-being and their job satisfaction
and productivity by understanding the gap in our cur-
rent knowledge about the topic. Theories also support
the findings. The goal is not to provide the pointed
answers, instead of offering resources for more study
to affect business processes, HRM functions, building
environments where employees can operate produc-
tively at their best.

2. Literature review

2.1 Employee well-being

The well-being of an employee is more than just
about prevention those from getting physically sick.
It reflects a wider concept of biology, psychology, and
society, including the physical aspect of the individual,
mental aspect, and social health. The Chartered Insti-
tute of Personnel Development (CIPD) states that em-
ployees’ holistic well-being at the workplace requires
matching the employee’s interests with those of the
organization. They describe the well-being of employ-
ees as creating a working atmosphere that encourages
a state of satisfaction, comfort, and equanimity that
enables employees to develop and reach their highest
potential for their good and their organization.

However, holistic wellness is a broader well-being
concept. It is not limited to health management but
involves dimensions around body, heart, mind, and
soul or spirit. All dimensions are interconnected, and
addressing the issues for all rather than just the health
management part can increase employee performance,
job satisfaction, and productivity. Many authors have
explained that there is a direct correlation between
employees’ holistic wellness and organizational per-
formance. Moreover, it can be achieved through stra-
tegic human resource management practices.

To achieve personal holistic well-being, one has
to make several positive choices about their habits
and overall lifestyle. Each individual has his/her per-
ception of well-being. The point is how these diverse
personal well-being goals can be linked to the organi-
zation’s goal. Therefore, well-being at work is not just
about handling an organization’s cultural and physi-
cal environment, which has the minimal goal of not
harming employees. It requires the active involvement
of organizations to promote well-being in an easy and
accessible manner. Employee well-being needs to be
part of a daily business conversation and profoundly
ingrained in the company’s culture to be effective and
result-oriented.

2.2 Dimensions of employee wellbeing

There are six dimensions of holistic wellness or op-
timal wellness – Physical, Mental, Emotional, Finan-
cial, Social, and Occupational.

2.2.1 Physical wellness

[4] States that the physical aspect of wellness re-
quires cardiovascular endurance, strength, regular ex-
ercise and physical activity, awareness about nutritional
characteristics of food, and medical treatment for dis-
eases and averts the consumption of alcohol and drugs.
It involves maintaining a healthy body with healthy
choices. A condition such as obesity is associated with
physical inactivity. Being overweight can become a risk
factor for cardiovascular disorders and hypertension.
Medical self-care involves regular medical examina-
tions, tests, and improving the immune system.

2.2.2 Mental and emotional wellness

[5] Explains mental and emotional wellness as
the level to which a person feels satisfied and happy
towards himself and his life. It also means managing
one’s emotions, feelings, and other interconnected be-
aviors, which includes the aptness to evaluate one’s
limits, and the ability to deal with stress productively.
Stress can result in various psychological consequenc-
es. Emotional well-being is divided into emotional
perception and control of emotions. Managing stress,
anxiety, depression, and other related behavior is part
of emotions management.

2.2.3 Financial wellness

Financial wellness is the feeling and sense of secu-
ritv that you have enough financial resources to meet
your needs. Also, you have enough financial freedom
to make informed decisions and investments that al-
low you to enjoy your life. Financial wellness is a feature of individual attributes, financial habits, and incidents that trigger financial stress. Financial wellness is often a product of behavioral behaviors [6].

2.2.4 Social wellness
[7] Explains social wellness as the nature of relationships or connections between individuals. It involves having a network of loving, caring, and nurturing relationships and connections. Relationships deal primarily with the contact element of the individuals and the relation between the organization's employees and employers.

2.2.5 Occupational wellness
[5] Describes the occupational well-being in which an employee can achieve personal job satisfaction and a sense of development. It is finding an equal balance between work and personal life. It includes freedom to do the work that one is best at and getting full autonomy. It means doing the job you find rewarding and fulfilling. The components of occupational well-being are job autonomy, social support interdependence, career growth opportunities, and an adequate balance between work and personal life.

2.3 Human resource management practices and employees' holistic well-being

Human Resource Management is a framework that seeks to inspire employee participation and involvement in the organization's objectives and purposes. Its driven strategies, principles, and techniques influence the management of the entire organization [8]. This approach of aligning the individual goals and the organization's objective contradicts the old perception that workers were used just like every other capital asset to gain the financial performance of an organization [9]. Now employees in an organization are viewed as human capital, contributing highly to the organization's performance. Not only has this, but now the response of an employee to HRM practices in an organization is at the center focus for all human resource management-performance frameworks because the connection between employee responses to management practices and their subsequent actions is crucial to driving the success of the organization.

Researches done in the past suggests that human resources practices used in tandem with each other had a greater effect on efficiency relative to that used standalone [10]. To put it another way, it may happen that if organizations try to introduce human resource practices, it will result in negligible changes in the performance level as compared to those organizations, which are successfully implementing a set of practices altogether may encounter a drastic improvement in performance quality of the workforce.

2.4 Social exchange theory
The social interaction motivational mechanisms describe the connection between HRM activities and the well-being of workers at work [11]. The social exchange process relies on line managers and employees considered to be mainly involved actors in this process are oriented towards a general standard of reciprocity [12]. Explains the social exchange theory as when a supervisor provides high and timely support to their employees [13]. There is high trust in managers from an employee's side. Employees tend to show positive work behavior due to increased motivation and increased commitment towards the organization, enhancing their performance.

The process of social exchange commences when an organization starts valuing the general contribution of employees and cares for their holistic well-being [15]. Once employees know that their employer truly respects and values them and deals equally with them, they will probably reciprocate those good actions of organizations with a better positive involvement and attitude and increased productivity [16]. The establishment of a healthy and social relationship by managers is tightly linked to employee work attitude and belief towards their organization.

2.5 Employee productivity

Productivity can be explained as the amount of work produced in a given period. Productivity is the ability of an individual to produce the standard amount output or several products, services as described in a job description. It explains how efficient an employee is to perform his work concerning his time and the compensation he gets. It is not considered a standalone factor. However, productivity is based on the interrelationship between employee performance and the profitable benefit of his hard work.

2.6 Job satisfaction
Job satisfaction can be defined as happiness and satisfaction with the job and the wider organization-
al surroundings under which work occurs [16]. It involves the optimistic emotions associated with the satisfying, rewarding, and praising facets of a work that may contribute to better results at work [17]. Explains job satisfaction as a level to which an individual is satisfied with his or her workplace physical conditions, employment terms and conditions, and different management practices.

2.7 A link between employees’ holistic well-being and employee productivity

Holistic wellness programs in companies can maximize efficiency by helping employees boost their overall health and enhance their ability to function. The participants who receive the wellness benefits from the organization may recognize organization support, and they might experience increased motivation and increased productivity through job satisfaction. Both the organization’s continuous support and job satisfaction have been positively linked to job performance that employees show [14]. The theory of social exchange explains the principle that benefits the employer when providing the employee’s information about current but unrecognized health problems, without considering whether the program will help them cure that illness [18]. Employees consider this information intrinsically important, and so whomever employees receive it will be likely inclined to respond in kind. So, improving work productivity can be the natural way employees could reciprocate. While all employees may feel some appreciation, the importance of the program’s knowledge is highest for those workers who are coping with pre-existing health issues, which can make these workers more likely to feel appreciated and, therefore, reciprocate towards it [19].

There is evidence that poor health decreases workability throughout the occupational health literature and significantly affects salaries, hours worked, labor engagement, employment choice, turnover, career preferences, and retirement decisions [20]. There is insufficient evidence to prove a direct correlation between improving health and efficiency on the job. However, holistic wellness programs like physical fitness sessions, health talks, financial assistance programs, EAP, and other healthy lifestyle choices have been related to on-the-job employee efficiency through endurance, energy, and mood-based capabilities. Even if positive health status changes are not directly related to the ability to perform the critical job functions, improvement in mental health and reduction in pain and discomfort caused due to ill health it may increase worker task productivity.

2.8 A link between employees’ holistic well-being and job satisfaction

It has been found that satisfaction with one’s job is linked to many demographic or situational variables, physical, psychological, and occupational variables. For instance, people who reported being happy with their job experienced fewer symptoms physical and psychosomatic. Anxiety, depression, and poor physical and psychological well-being correlate with a level of satisfaction one can have [21]. Employees in companies implementing wellness programs reported higher work satisfaction rates than those in companies without wellness programs, thereby suggesting that these wellness programs may positively affect job satisfaction for employees. This result is backed by case studies from organizations, including General Electric and Johnson & Johnson, which demonstrated wellness activities on work satisfaction for workers.

In 1987, General Electric Company in Cincinnati, Ohio, the USA, with the researcher conducted a study to examine the differences between the benefits occurring from employees’ participation in recreation activities versus participation in fitness activities. The total number of the population selected was 900 employees. Employees were randomly selected from the computerized file to compare the work satisfaction and absenteeism rate between different employees. Moreover, the findings revealed that workers at either stage reported greater work satisfaction and less absenteeism than workers who were not involved [22]. One reason for this is that daily physical exercise enhances the mood, improves memory, helps sleep better, and boosts the self-confidence of the workers, which further contributes to an increase in satisfaction with the job they do [23].

Other empirical evidence is the study conducted at Johnson & Johnson; it revealed the positive business-unit-wide costs of employee well-being promotion programs. Such studies have found beneficial effects of health services on the routine participation of patients in exercise, activity levels, medical expenses, overall employee satisfaction, quit rates for smokers, and a direct productivity metric [24].
2.9 A link between employees’ holistic well-being and organization performance

Organizational performance is a term that has several facets [3]. Describe four dimensions in the HRM literature to define the success measures of an organization: a result of human resource practices, operational outcomes, performance indicators for the stock market [25], and financial or accounting outcomes. The managers started to realize that the employees who are healthy, happy, confident, and safe contribute more effectively to the organization’s profitability than other employees [26], representing the fact that employee wellness directly affects organizations’ success and resilience in numerous ways [27]. Studies have shown that the flexibility and autonomy of the managers not only has led to greater fulfillment of the skills required, communication and autonomy but also to greater satisfaction at work, higher performance ratings, greater engagement, greater recognition, and motivation for stronger management and better psychological adaptation [28].

Open communication and cooperation, mobility, motivation, and work-life balance are significant contributing factors to personal and organizational well-being [29]. For companies to remain viable, they must recognize that supporting their employees’ well-being is a crucial step to improve the organization’s performance and, therefore, sustainability and future growth [30].

3 Research methodologies

The approach of the study included a quantitative survey, qualitative interviews, and empirical evidence from organizations. The rationale behind using these three methods for collecting data was. First, the quantitative survey was the most convenient medium to collect many respondents’ opinions about well-being and its impact within a short period. Qualitative interviews helped get more subjective data from employees and HR managers about their behavior, opinion, and experiences; also, qualitative interviews consist of open-ended questions that helped get more in-depth information needed to understand the link between variables. Moreover, the third methodology was to study empirical evidence, which will help understand how organizations gain practical impacts on employees’ holistic well-being. So, Primary research was done at the organizational level by circulating employee wellness questionnaires to the employees, HR managers and structured interviews with HR leads. There were five different industries like IT, Banking and Finance, Manufacturing, Healthcare, and professional services included in the study. Secondary research was done using a literature review to explore industry best practices in holistic well-being and its impact on employees’ job satisfaction, productivity, and overall organizational performance. A deductive approach will be used along with a primary and secondary research deductive approach, in which explanations and arguments will be supported by empirical observations in organizations and relevant theoretical concepts.

3.1 Data collection and sample

In this study, the methods used for data collection were a self-administered questionnaire and interviews. The questionnaire was sent to 200 employees from different companies from the above five industries working at entry, middle, and senior management levels in an organization, including Analysts, Associates, consultants, engineers, executives, managers, and Sr. analysts, senior engineers, and senior managers using convenience sampling. Out of which, 156 responses were returned, and 140 were useful. The questionnaire consists of 28 questions, divided into five sections of demographics, health status, questions related to existing holistic wellness practices in organizations, questions on employees’ holistic well-being, employees’ productivity, and job satisfaction. Participants’ anonymity and confidentiality were assured by clearly mentioning the agreement in a survey that the researcher will use the data only for academic research purposes. The data gathered were analyzed and tabulated using SPSS. Out of these 140 respondents, 15 were selected from different organizations working at different job levels for interviews to gain more qualitative insights.

3.2 Variables

This study has four variables: HRM employee holistic well-being practices, employees’ holistic well-being, productivity, and job satisfaction. A five-point Likert scale was used to get agreement and disagreement responses about the statements asking different wellness dimensions. The programs come under these dimensions as a part of HRM practices and few statements regarding their participation in those activities.
3.3 Hypotheses

The main purpose of the research is to understand the relationship between holistic well-being, productivity, and job satisfaction. In order to do that, we also need to analyze if there are any other factors like age, gender, and work experience of employees in a particular company that has any relation with or impact on these variables. For that, we have developed six sub hypotheses –

H1: There is no correlation between Gender and Employees’ Holistic Well-being.
H2: There is no correlation between Gender and Organization’s Wellness Practices.
H3: There is no correlation between Age and Employees’ Holistic Well-being.
H4: There is no correlation between Age and Organization’s Wellness Practices.
H5: There is no correlation between Work Experience and Employees’ Holistic Well-being.
H6: There is no correlation between Work experience and Organization’s Wellness Practices.

4 Result and data analysis

4.1 Demographic characteristics

The demographic characteristics analyzed from the sample of employees shown that 63.57% of respondents are male and 36.42% are female. The age groups ranged from under 25 to above 50 years, with 18.57% of the sample being under the age of 25, with a maximum sample is from age group 25-30 holding 77.85%. 3.57% in the age ranges of 31-50 years. A total of 31.42% of respondents’ work experience was between 0-2 years, the highest 59.28% for 2-5 years, 8.57% for tenure of 6-10 years, and 0.72% for more than 10 years. The occupational range is Analyst (15.71%), Associate (7.85%), Consultant (5.71%), Engineer (30%), Executive (5.71%), HR (10%), Manager (13.57%), sr. Analyst (1.42%), sr. Engineer (5.71%), and sr. Manager (4.28%). As we have included the six most common dimensions of holistic well-being, the respondent organizations were rated based on the number of dimensions included in their wellness programs and HRM practices. Comparing male and female, the holistic well-being is high in male respondents compared to the female respondents.

When asked about the barriers these respondents are facing to participate in workplace wellness programs, 40% gave a response on not having enough time to participate, 40% responded not enough flexible time during working hours, 16.42% responded for lack of facilities in an organization, 15% responded on lack of management support, 17.85% respondents gave job duties do not allow them to participate as a barrier, 2.85% respondent gave health issues as a barrier, and 34.28% respondent claimed that they are enough physically active.

4.2 Findings

Table 1 shows the reliability test for the questionnaire. Here, Cronbach’s alpha=0.865, Cronbach’s alpha value of .70 and above is good, of .80 and above and better, and value of .90 and above up to 1 is best, which indicates that our data is reliable enough to proceed further with research.

Table 1

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>0.857</td>
</tr>
</tbody>
</table>

Reliability and validity checks were carried out to ensure that the survey questions were clearly articulated and easily answered by sample participants without vague, incorrect, or misleading questions.

Table 2 shows KMO and Bartlett’s test. Here, KMO value = 0.848. The KMO value, which is closer to 1, indicates the high sampling adequacy, which means that the factor analysis results of this analysis will be useful for our data.

Table 2

<table>
<thead>
<tr>
<th>KMO and Bartlett’s Test</th>
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<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</td>
</tr>
<tr>
<td>Bartlett’s Test of Sphericity</td>
</tr>
<tr>
<td>df</td>
</tr>
<tr>
<td>Sig</td>
</tr>
</tbody>
</table>

Bartlett’s Test of Sphericity examines the hypothesis. Sig value (P) <0.05 indicates that this factor analysis is useful for the given data. Here we have a p-value = .000, indicating that data is significant.

Tables 3 and Table 4 explain that sixteen items are divided into four components along with their eigenvalue. Eigenvalues represent the total variance explained by these four components. From the total variance explained, we chose those components which have Eigenvalue 1 or above.
Table 3
Components and factor loading ranges, eigenvalue and cronbach Alpha

<table>
<thead>
<tr>
<th>Measure</th>
<th>Items</th>
<th>Factor Range</th>
<th>Loading Range</th>
<th>Eigenvalue</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM Employee Wellness Practices</td>
<td>5</td>
<td>0.694-0.843</td>
<td>1.980</td>
<td>0.817</td>
<td></td>
</tr>
<tr>
<td>Employee Holistic Wellbeing</td>
<td>7</td>
<td>0.642-0.883</td>
<td>1.350</td>
<td>0.824</td>
<td></td>
</tr>
<tr>
<td>Productivity</td>
<td>2</td>
<td>0.619-0.768</td>
<td>1.302</td>
<td>0.811</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>2</td>
<td>0.615-0.675</td>
<td>1.010</td>
<td>0.832</td>
<td></td>
</tr>
</tbody>
</table>

Table 4
Component matrix with factor loading values

Table 5 explains that gender, age, does not correlate with the organization’s holistic wellness practices and Employee holistic well-being.

Table 5 Correlation between selected profiles, their holistic well-being, and HRM Wellness practices

Table 6 shows the correlation between holistic wellness practices (Org_Hol_Wellbeing), Employees’ holistic well-being, Work productivity, and Job satisfaction.

Table 6 Correlation between HRM wellness practices and employees’ holistic well-being, employee productivity and Job satisfaction

4.2.1 Organization’s holistic wellness practices
The correlation between an organization’s wellness practices (Org_Hol_Wellbeing) shows a high correlation with employee job satisfaction with a value of 0.707 and moderate correlation with other variables such as employee holistic well-being and employee productivity 0.685, 0.623 respectively.

4.2.2 Employee holistic wellbeing
The employee’s holistic well-being is moderately correlated with organizations’ holistic well-being practices at the level of 0.685 and highly correlated with employee productivity and job satisfaction at 0.747 and 0.743.

4.2.3 Employee productivity
Employee productivity is highly correlated with employee’s holistic well-being and job satisfaction at the positive significance level of 0.747 and 0.758, respectively, and moderately correlated with the organization’s wellness practices at the level of 0.623.

4.2.4 Overall job satisfaction
There is a high positive correlation between the overall job satisfaction of an employee and employee’s...
work productivity, Employee holistic well-being, and organization's wellness practices at the significance level of 0.758, 0.743, and 0.707.

4.3 Qualitative interview findings

As the questionnaire already covered the information like the dimensions of holistic wellness covered in organization's wellness programs, rate of employee participation, their work productivity level, and their overall job satisfaction with the company, interview questions included more about understanding the trend in wellness practices in different industries, the strategies companies following to meet their employees' holistic well-being goals, barrier these respondent were facing to reach their personal well-being goal, and their needs.

Many respondents thought that physical wellness programs impacted their productivity when workers participated in physical activity implemented to give positive health results suggesting that physical wellness programs had a significant effect on workers' performance. The claim of [31] can strengthen this finding; he explained that physical wellness practices like health fairs, disease management programs impact employee's health positively, resulting in the increased performance at the workplace [32], also clarified that the benefits of feeling confident, looking good most frequently result in the physic-psychological benefits of improved self-confidence, self-image, self-control, motivation, and positive direction. Moreover, this statement supports employees who said that when they actively participate in yoga sessions, gym activities, and marathons, they feel more confident.

Out of the 15 respondents interviewed, 13 respondents had participated in mental and emotional wellness programs like employee assistance programs (EAP) and counseling sessions organized by the HR department. These respondents explained that these programs helped them reduce their stress and depression by providing services like job stress counseling, family issues, and divorce issues. Considering the financial wellness programs that provide financial guidance to employees from different age groups with different investment requirements, the majority of respondents claimed that these programs helped them to take decisions in terms of financial investments, which helped them focus on work and enhance performance as companies were able to design effective strategies to encourage and enable their employees to prepare for their future financial investments.

This conclusion is reinforced by the work done by [33], which found that workers' financial well-being is the missing dimension of holistic wellness to focus on to improve the efficacy of current wellness initiatives and cover the cost of healthcare in full. The majority of respondents said that social skills are required to improve teamwork among employees, boost performance, and social wellness programs like diversity and inclusion programs, CSR activities, team building initiatives help them gain these skills and experience a sense of inclusion in the company. This finding is supported by the view presented in the research of [34] that the capability to create and maintain healthy relationships with colleagues helps improve our social well-being, which can influence the success of our teamwork. Most of the respondents working in the HR functions explained that when they included paid vacation leaves as benefits, they recorded higher work productivity in their internal organization survey. Few of the respondents told that the regular team-building activities at the workplace like catch-up informal meets, water cooler chats affected the performance of employees, and the activities held outside the office had helped build a team. The respondents working in the HR domain told that their paid time off policies helped employees spend time with their families and friends, which impacted their performance as taking time off and spending it with family helped them relieve some stress. This finding is backed by the research from [35] that a leave of absence is when a person must be away from his/her job, which helps him/her improve performance.

Occupational wellness was found to impact the employees' productivity and job satisfaction when the working environment determined how employees performed. Most of the respondents said that they are very satisfied with their organization because their company makes them feel their job is important and valued. Out of these respondents, few who have greater than seven years of work experience in the same company said that their company provides them enough career development opportunities to climb up the career ladder? Few respondents in the manufacturing industry indicated that when management lacks a clear strategy for employees' safety, it impacts their overall performance and job satisfaction. Environmental or workplace wellness programs like ergonomics workshops, fire safety drills, and training lead to increased employee productivity, job satisfaction,
and low turnover. Implementing the wellness strategies aligned with employee's personal goals and encouraging employees to participate in healthy habits and behaviors will help the organization improve the overall holistic well-being and productivity of employees (Robert, 2012).

5 Discussion and conclusion

This study was conducted to understand which different dimensions of holistic well-being companies include in their wellness programs and HRM practices and to assess the impact of employees’ holistic well-being on their job satisfaction and productivity and, in turn, on overall organization performance. These variables are affected by factors within the person and outside environmental factors; this study attempts to offer an important and useful insight into the effects of employee well-being at the workplace and outside the workplace. The findings from the quantitative survey and qualitative interviews provide strong support to the relationship between human resource management practices, employees’ holistic well-being, productivity, and job satisfaction. This claim can also be backed by social exchange theory. When employees realize that their managers care for them, they tend to reciprocate by improving their performance. Most of the organizations include four dimensions like physical, Mental, Social, and Occupational. From the data, it has been observed that employees from organizations that do not focus on all of the six dimensions of well-being that we described showed a low level of well-being in terms of health status and high inclination towards unhealthy habits like smoking and drinking and inadequate sleep.

The result showed a moderate to high correlation between employees’ holistic well-being and their work productivity and job satisfaction, strengthening the argument that if HRM practices are in place to promote employee well-being, it leads to higher employee job satisfaction, which may improve the organizational performance. Managers can influence employee commitment and engagement, work satisfaction, work efficiency, confidence, and support received by establishing and maintaining the relevant practices, performance management, training and development, transparency. So this clearly explains that in order to promote well-being at the workplace, the company needs to take a strategic, holistic well-being approach where it will focus on most of the dimensions of wellness.

5.1 Employee well-being: future

There is a thin line between understanding the factors related to employee well-being and the direct factors of employee well-being. Stress is considered a factor related to measuring well-being, but it may disregard other positive factors of work experience. Similarly, job satisfaction can indicate the happiness of an employee with his work. However, it may not necessarily include personal development, which is also a factor of holistic well-being. So, organizations need to focus on managing employees’ overall experience in terms of well-being at the workplace, which is important, especially during the global crises that impact economically and psychologically, considering it demands agility and adaptation towards the unprecedented changes. So, organizations need to take a strategic approach to employee well-being. Internet of things will make offices smarter places to work, and smart devices like wristbands, smartwatches, and other tracking devices will make to track health easily. An AI will help to give a more personalized well-being experience to employees. AI applications can measure the effectiveness of wellness initiatives, which will help improve employee engagement and retention.

5.2 Theoretical or managerial contribution

Theoretically, the findings and discussions from the current research contribute to the existing literature on well-being, work productivity, and job satisfaction by examining their causal relationship among themselves and with HRM practices. The study aims to contribute to the phenomenon, by which well-being affects productivity and job satisfaction. Although there have been researches done to understand the link between these variables, the current study is the first one that focuses on the holistic well-being approach rather than just physical and occupational safety in an Indian context. Nowadays, employees started expecting their organizations to care about themselves from all aspects of health, including physical, mental, emotional, occupational, financial, and so on.

The practical implications from these findings can help the management in the IT, banking, manufacturing, healthcare, and professional services industries who are responsible for deriving the organization strategies and HRM practices to know how they can design holistic wellness strategy for the employees, which will align their personal well-being goal with organization broader objectives. Through fostering
the well-being of workers at all the hierarchy within their company, managers will thereby contribute to the creation of a workforce that is highly dedicated to the company, happy with their employment, and more favorably predisposed to increased productivity and performance, decreased absenteeism, and turnover. Moreover, through all this, the positive relationship between management and the employees can be embedded into the organization’s culture. There is no particular blueprint for a successful wellness strategy. A fulfilling wellness strategy can have a mixture of elements and components, targeting a high-risk category of workers or the entire workforce. Nonetheless, several factors are important for any wellness activities to be successful. These include top leadership support promoting well-being, long-term dedication and involvement, specific goals and passion for achieving them, and family involvement.

6. Recommendations

In order to gain the maximum benefit from the investment in employee holistic well-being, the organizations need to understand what exactly the employee needs. HR functions cannot deploy them just to meet the organizational mandate to have healthy employees. Such short-sighted programs may return a very low rate of success. Considering the barriers that respondent mentioned in the survey and interview, to minimize these barriers and maximize employee participation, Organizations can consider the following pointers while designing holistic wellness strategy –

- Support whole Employee: Designing the habit-based culture in an organization using four contexts: system, spaces, social, and self. The Systems Context is the policies and rules that govern our behavior in our daily lives. At work, these include the processes and policies that make up the way things are done at your organization – how people are trained, the dress code, overtime hours, disciplinary procedures. The Space Context explains the built environments that surround us in our everyday life. These can include our neighborhood, our neighborhood, the gym we go to, our local grocery store, and all the shops we visit. It also includes the physical environments, in which work occurs, such as our office, lobbies, common areas, and cafeterias. The Social Context is the people that we interact with within our daily life and the influence their behavior has over ours. The people within our social context at work include peers within our team or department, direct reports, and managers or supervisors. The Self Context is our self-ability to change habits, which are undoubtedly influenced by our thoughts, feelings, perceptions, mindset, and identity.

- Know your Employees: The wellness strategy should always align with the employees’ personal needs. The demographic information must be taken into consideration, including barriers regarding accessibility, job duties. The wellness program should be built to meet the needs of an individual employee or tweaked accordingly to provide participation opportunities to specific individuals like remote working employees or those with health restrictions or disabilities.

- Rewarding Strategy: Define if the goal of the wellness program is just to motivate employees to participate, influence the visible results out of that participation, or a combination of both. Rewarding can influence employees’ long-lasting behavior by increasing their intrinsic motivation.

- Make it Easy: Communicating the wellness program and other wellness practices more effectively and making healthy choices a default option can minimize barriers like lack of time, lack of interest.

- Personalized Experience: Make a shift from traditional One-Size-Fits-All to the more personalized experience of employees. Health and Wellness initiatives need to consider the demographics, individual problems. They need to be customized as per different segments, including gender and age group, among others.

- Nature of Business: Some roles require employees to perform under stressful deadlines, stretch their working hours, work in night shifts, work on holidays, etc. While in most of these cases, employees might be mentally prepared to take up such demanding roles. An organization’s responsibility is to take care of the employee’s well-being by providing required interventions and suitable complementary benefits.

- Accessibility: A considerable percentage of the workforce today is either mobile or works from a remote location or based on the client site. Location and time being a constraint, it might not always be feasible for them to avail wellness services. In such cases, companies can leverage technology and use health apps or even tie up with local vendors to create an accessible healthy ecosystem.
7 Limitations

HRM employee well-being policies and initiatives that help improve the well-being of workers in the workplace and those practices, which focus and impact the performance, may not be the same. The result may vary for the entire population, considering the small sample size of 140 respondents. The other limitation is that the respondents were asked to respond to their wellness behavior and health status. So, there is a possibility that the values responded were influenced by the respondents’ perceptions that they have about their well-being level and not on the fact-based information, which may be because of the confidentiality concern about health.

Conflict of interest
None declared.

Author contributions
The authors read the ICMJE criteria for authorship and approved the final manuscript.

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