

NEXUS BETWEEN WORKPLACE HEALTH AND EMPLOYEE WELLNESS PROGRAMS AND EMPLOYEE PERFORMANCE

Mwanaidi Shafii Msuya¹ and Anitha Bommagowni Kumar²

¹Research Scholar, Sri Krishnadevaraya University,
Anantapur, Andhra Pradesh, INDIA.
shafiiwana@gmail.com

² Professor, Sri Krishnadevaraya University,
Anantapur, Andhra Pradesh, INDIA.
anita_skim@yahoo.co.in

Abstract

Businesses and organizations are becoming increasingly aware of the importance of putting the well-being of their employees first and foremost. The more progressive firms are taking this step because they recognize that their most valuable resources are their human resources, that is, their employees. The purpose of this paper was to assess whether or not the workplace health and wellness programs offered by the organizations influence employee job performance and productivity. The study was done on bank employees in Tanzania. The survey questionnaire was employed in data collection. A total of 252 employees responded successfully to questions. Structural equation modeling (SEM) was applied in data analysis, specifically in assessing the reliability and validity of study constructs as well as testing the hypothesized relationship between employees' wellness programs and performance. The findings demonstrated a significant and positive relationship between workplace health and wellness programs on employee job performance. Implication of this result is to help organizations to believe that investing in their human resources over the long term will result in increased returns and may reap greater benefits from long-term investments in the wellness of their workers than business companies who do not believe that employee wellness programs are a vital predictor of business results in future.

Keywords: Health and Wellness programs, employee performance, bank sector, Bank employees, Tanzania,

INTRODUCTION

The provision of health and wellness programs has become widespread among contemporary businesses to improve employee health and boost organizational success (Zheng, Molineux, Mirshekary & Simona, 2015). A workplace wellness program as part of work-life balance policies is an employment-based activity that is focused on boosting health-related behaviours and disease management (Mujtaba & Cavico, 2013). Generally speaking, these programs are employer-sponsored efforts to increase employee health and wellness and their dependents in some situations. Employee health and wellness programs may be referred to as programs implemented by businesses or businesses to improve employee health and help individual employees overcome unique health-related challenges (Kumar, McCalla, & Lybeck, 2009). World Health Organization (WHO) defines health as "a condition of complete physical, mental, and social well-being rather than simply the absence of sickness or infirmity". (Mazur & Mazur-Małek, 2017). Workers' places of employment are great resources for population health and wellness promotion, both because of the quantity of time they spend at their jobs as well as due to the influence, their jobs have on human health. Highly productive firms benefit all stakeholders, including consumers, employees, and investors, rather than only being profitable for investors. These firms foster high-quality performance (and, as a result, profitability) and employee thriving, as measured by employee motivation to work and overall well-being (Deci, Olafsen, & Ryan, 2017). This study aimed to investigate whether or not workplace health and wellness programs will influence employee job performance in the banking sector.

Employee performance is a product that employees provide in exchange for monetary and non-monetary rewards (Bataineh, 2019). Employee performance, which comprises quantity of production, quality of output, engagement in work and attendance, and cooperative attitude, determines the amount of contribution they provide to the organization. In a similar line, if the office atmosphere is unfriendly to employees, their job performance will suffer. Thus, banks as business organizations need induce employee morale, and hence improve performance by taking different initiatives to improve working conditions by boosting occupational health benefit both workers' well-being and the productivity of their businesses. It is possible that the costly execution of a program meant to increase well-being will have a positive impact on employee attitudes by convincing them that the company/employer is concerned about the quality of their work-life and even the

quality of their lives outside of work (Gubler, Larkin, & Pierce, 2018). As a result, it may lead to increased job satisfaction, raised organization commitment, and hence high performance. Employee motivation and wellness initiatives of high quality can help an organization's long-term health, customer happiness and loyalty, financial success, and other positive outcomes. Workplace wellness and health programs have grown in popularity as firms seek to reduce health-care expenses while simultaneously improving employee health and productivity. (Song & Baicker, 2019). It should be noted that there is no universal or formal definition of employee wellness programs; hence employers have discretion and freedom of formulating different programs to implement. These programs frequently include the provision of healthy breakfasts and lunches, provision of education and training on good health, health insurance premiums, onsite fitness programs, and company-sponsored or subsidized gym/physical activity programs. All of these are aimed at preventing workplace disease and lowering costs through lower rates of absenteeism and better rates of staff retention (Mujtaba & Cavico, 2013, Song & Baicker, 2019), and increasing employee performance.

Investing in employee wellness can be beneficial for a variety of reasons for both employees and organizations. First and foremost, such programs may result in a decrease in health-care expenses, such as a decrease in health-insurance premiums, reduced rate of absenteeism, increased employees' morale and efficiency among employees, improved conditions of workplace, and more significant market positioning (Mcgillivray, 2005, Sabharwal, Kiel, & Hijal-Moghrabi, 2019). On top of that, workplace wellness programs lead to improved employees' health; in turn, employees become more productive at work by increasing job satisfaction, reducing turnover, and improving labour-management relations, productivity, and reduced absenteeism (Gebhardt & Crump, 1990, Baicker, Cutler, & Song, 2010, Fink, Zabawa, & Chopp, 2020). On the other hand, stress, high medical cost, employee turnover, lower productivity, absenteeism, conflict, alcohol misuse, mental health illness, and educating and training of new employees may arise as a result of a lack of recognition of the importance of promoting workers' well-being (ILO, 2015). According to studies, employers who implement successful health and productivity management systems achieve more than twenty percent increase in revenue per employee (DeVries, 2010),

Many studies in this area focus on the influence of health and wellness programs on employee well-being (Zheng, Kashi, Fan, Molineux, & Shan, 2015), the Operational impact (Kumar et al., 2009), employee wellness and economic outcomes (Song & Baicker, 2019), whether workplace wellness programs can generate income (Baicker et al., 2010), as tools to employee health support and productivity (DeVries, 2010, Chen et al., 2015, Katz, Pronk, McLellan, Dennerlein, & Katz, 2019). From the literature review and to our knowledge, little is known about the influence of worksite health and employee wellness programs on employee job performance and productivity, particularly in the banking industry. Thus, this study focuses on assessing the correlation between employee wellness and job performance. Results from this study may be used to guide the development and implementation of workplace health and wellness as a policy of Work-life balance (WLB) and human resource management (HRM) practices within organizations. Again, will assist in addressing the issue of the general health and wellness requirements of employees and well-being for increased productivity and performance. Consequently, the current study will investigate the relationship between organizational offering health and wellness programs and employee performance. The organization of this study includes an introduction, review of literature hypothesis development, research methodology, results and discussion, and lastly, conclusion.

LITERATURE REVIEW

Workplace health and wellness programs and performance

Businesses and organizations are becoming increasingly aware of the importance of putting the well-being of their employees first and foremost. The more progressive firms are taking this step because they recognize that their most valuable resources are their human resources, that is, their employees. It is vital for service organizations like banks and others to understand the impact of work-life balance programs on employee engagement, retention, absenteeism, job satisfaction, turnover, and efficiency as critical to determining the efficacy of Work-life programs offered. Employee wellness services provide what many consider to be conventional cost-cutting measures, such as onsite fitness facilities, nutritious food options in company cafeterias, health audits, employee support plans, and financial incentives. Such as drawings for a cash prize, gift cards, and health insurance premiums. Also, to provide a workplace with the ergonomic condition and other initiatives to influence corporate culture to ensure a positive wellness culture (Kumar et al., 2009). Ergonomics, for instance, is the study of arranging work tasks (and work environments) in such a way that in such a way that human body stress is kept to a minimum. Another way, this implies keyboards designed to lessen the risk of repetitive motion injuries like carpal channel, screens designed to reduce eye strain, and chairs designed to reduce back pain (Shikdar, 2004). This assessment tool can assist workers in determining the best course of action to promote workplace well-being.

Corporate wellness services are popular in the workplace. Most businesses provide a minimum of one type of wellness programme, such as health risk management, mental health, or lifestyle management, aimed at disease prevention, cost savings, and higher employee engagement rates. The key motives for implementing a

wellness program are improving employee health, raising morale, increasing efficiency, reducing absenteeism, decreasing health care utilization, and increasing workers' quality of life (Kumar et al., 2009). This approach is also used to improve organizational performance outcomes as it is believed to be the indicator of the health and success of the organization (Zheng, Kashi, Fan, Molineux, & Ee, 2016).

According to studies, employers who implement successful health and well-being management systems achieve more revenue per employee (DeVries, 2010). Again, Gebhardt & Crump (1990) found that rather than simply having a membership in the fitness Centre, the existence of a fitness facility on-site as well as health screening programmes may positively affect employees' attitudes toward the organization and their jobs since they symbolized a company that is more worker-oriented. In contrast, other studies (Song & Baicker, 2019) found that workplace wellness programs do not decrease absenteeism, health care costs, and employee productivity. Therefore, the previous and current study results on the correlation between workplace wellness programs and employee productivity contradict, hence necessitating further studies.

Workplace health and wellness programs, when correctly implemented, have been shown to improve both employee health and productivity (Goetzel & Ozminkowski, 2008). Furthermore, studies found an association between being in good physical health and being productive at work, possibly because workers engage in the wellness program (Kumar et al., 2009, Sabharwal et al., 2019). Even though these policies and programs can have a variety of motivations for employees, the primary goals are to minimize work and family conflict, increase organizational engagement, and improve individual worker and administrative efficiency. As a result, organizations implementing health and well-being programs may believe that their primary goals are reduction of cost and prevention of disease through lower absenteeism and improved employee retention rates. As a result, workplace wellness programs have the potential to enhance productivity while also lowering costs, both of which are critical for improving company performance. We propose that health and wellness programs practiced at the workplace can be viewed as a problem-solving coping approach to improve organizational performance outcomes such as productivity and hence, we hypothesize as follows;

H₁: Workplace health and wellness programs significantly affect employee performance.

METHODOLOGY

The information was gathered by a cross-sectional survey that included printed questionnaires distributed to persons working in the banking industry in Tanzania through convenience sampling. The employees filled and returned a self-administered questionnaire. The respondents were made aware of the study's purpose as well as the guarantee that their responses would be treated with complete confidentiality and anonymity (Cresswell, 2014). Respondents were promised that their information would not be assessed by anybody other than those specifically authorized to do so. The responses with more than 15 percent (Hair, Joseph, Ringle, Christian M Hult, 2014) were removed from the data set. We were left with 252 legitimate responses for further data analysis. The survey questionnaire was formulated on a five-point Likert scale starting from 1- 'strongly disagrees to 5-strongly agree'. The analysis of data was done using structural equation modeling with partial least squares, which assessed the association between wellness programs and employee job performance as well as the reliability and validity of the study constructs. The choice of the data analysis method is a more recommendable method in assessing latent variables (Hair, Joseph, Ringle, Christian M Hult, 2014) since the health and wellness program in this study was treated as a latent variable.

STUDY FINDINGS

Measurement model

Researchers first assessed the outer loadings of each indicator for all variables. We found that most constructs' item loading was above 0.60 (Hair, Joseph, Ringle, Christian M Hult, 2014). Except for one item from health and wellness programs and three items from job performance which were removed from the analysis to improve constructs' composite reliability and average variance extracted (AVE) to the recommended values of 0.700 and 0.500, respectively. We performed a reliability analysis to determine the consistency of the variables. Table 1 summarizes the reliability of all variables as a function of the number of items in the sample. The readings between 0.70 and above imply that the system is reliable. The reliability of all variables was measured by using Cronbach's Alpha, rho-A, and composite reliability. The study results indicated that the reliability of health and wellness programs was above the recommended threshold (Hair, Joseph, Ringle, Christian M Hult, 2014), hence is considered good, and the reliability of job performance was also above the established criteria of 0.700, which is satisfactory. Consequently, this explains why the data was deemed credible.

Table 1: Item loadings, Construct Reliability, and Convergent Validity

Constructs	Measurement Items	Items Loadings	Cronbach's Alpha	rho-A	CR	AVE
Health and wellness programs (HWP)	HWP1	0.725	0.857	0.857	0.893	0.584
	HWP2	0.831				

	HWP3	0.771				
	HWP4	0.788				
	HWP5	0.760				
	HWP6	0.702				
Job performance (JP)	JP10	0.705	0.873	0.913	0.901	0.570
	JP3	0.628				
	JP5	0.690				
	JP6	0.715				
	JP7	0.778				
	JP8	0.854				
	JP9	0.880				

Abbreviation: AVE; average variance extracted, CR; composite reliability,

Discriminant Validity

Moreover, we assessed discriminant validity using three measures: Fornel Larcker Criterion, Heterotrait Monotrait Ratio (HTMT), and Cross Loading. The Fornel Larcker criterion of both constructs was satisfactory (Fornell, Claes, Larcker, 1981), and HTMT, a new measure of discriminant validity (Henseler, Ringle, & Sarstedt, 2015), was found good with a value below 0.85. Lastly, cross-loadings of each construct were found to load well to another construct's indicators. Hence discriminant validity was satisfactory (See Tables 2, 3, & 4).

Table 2: Fornel Larcker Criterion

Constructs	HWP	JP
Health and wellness programs (HWP)	0.764	
Job performance (JP)	0.199	0.755

Table 3: Heterotrait Monotrait Ratio

Constructs	HWP	JP
Health and wellness programs (HWP)		
Job performance (JP)	0.215	

Table 4: Cross Loadings

Measurement Items	HWP	JP
HWP1	0.725	0.156
HWP2	0.831	0.146
HWP3	0.771	0.148
HWP4	0.788	0.163
HWP5	0.760	0.127
HWP6	0.702	0.163
JP10	0.100	0.705
JP3	0.089	0.628
JP5	0.106	0.690
JP6	0.135	0.715
JP7	0.167	0.778
JP8	0.188	0.854
JP9	0.205	0.880

Abbreviation: HWP; health and wellness programs, JP; Job performance

Structural Model

The paths described in the research framework are reflected in the research framework's structural model. When evaluating a structural model, the routes' R2, Q2, and significance values are taken into consideration.

First, we examined the possibility of multicollinearity amongst the constructs under investigation using the Variance Inflation Factor (VIF). We found no evidence of collinearity. Because the values obtained were fewer than 3, as advised by (Hair, Hult, & Ringle, 2017). The results were considered satisfactory (See Table 4). Using the R² value for the endogenous construct, we can determine the strength of each structural path, which is expressed as a percentage (Pealver, Conesa, & Nieto, 2018). The value for R² should be equal to or greater than 0.1 (10 percent) for the endogenous variable to be considered sufficient (Hair, Joseph, Ringle, Christian M Hult, 2014). The R² value in Table 5 is greater than 0.1, as can be seen. As a result, the capacity to foresee is satisfactory in this case. Secondly, it is necessary to establish whether or not the endogenous construct is predictively significant. Researchers concluded that where the Q² value was above zero in Table 5, the model exhibited substantial predictive relevance for all endogenous latent constructs, which was supported by the data (Ringle, Sarstedt, Mitchell, & Siegfried, 2018).

The findings suggest that the constructions' predictions are statistically significant, as demonstrated by the data. (See Table 5 for more information). The relationship between health and wellness programs and Job performance (Table. 5) is highly significant and positive ($\beta=0.199$, $t=5.288$, $p < 0.05$). Hence, H1 was supported.

Table 5: Assessment of Direct Relationship

Constructs	Path Coefficient	Standard Deviation	T Statistics	P Values	Confidence Interval β [2.50%,97.50]	Decision
HWP -> JP	0.199	0.038	5.288	0.000	[0.146,0.293]	Supported
R ²	0.040					
Q ²	0.018					

DISCUSSION AND CONCLUSION

The aim of this study was to explore the association between workplace health and wellness programs and performance, using a cross-sectional survey sample of working people in the banking sector in Tanzania. The study revealed that workplace wellness programs significantly impact overall population health and employee job performance. Employee well-being in the workplace involves all aspects of working life, from the quality and safety of the physical environment to how people perceive and react to their tasks, their working environment, their work climate, and the organizational structure of their company. Employees spend an increasing amount of time in their offices in today's increasingly interconnected global economy. Thus, employees who are unhappy or sick will cause inefficiencies, which will directly impact the organization's output. Thus, this study adds to the existing literature by arguing that workplace health and wellness programs, for instance, onsite fitness Centre, and health education positively and significantly impact bank employees' job performance. That means as employers increase more health and wellness programs, employee performance and productivity increase. Our study results confirm (Chen et al., 2015) that employees' perceptions of supportive work environments for healthy living and physical activity are connected with higher levels of productivity, as measured by presenteeism.

This study also adds to the growing body of evidence indicating that the perceived workplace health and wellness activities impact worker outcomes, health behaviours, and business (productivity) outcomes. In the current business environment, increasing the number of comprehensive worksite health promotion programs, which include health education, supportive physical and social environments, links to related programs, program integration, and worksite screenings, is important for most employees' and employers' health goals, as well as for the health of the entire workforce. Initiatives to improve working conditions by boosting occupational health benefit both workers' well-being and the productivity of businesses.

This result will help companies/organizations to believe that investing in their human resources over the long term will result in increased returns and in return may reap greater benefits from long-term investments in the wellbeing of their employees than companies who do not believe that employee engagement is a significant predictor of business results in the future. The company must adopt a strategic approach that impacts the culture of the organization to implement an employee wellness program. Culture change must begin at the organization's top management; senior executives should promote wellness programs (onsite fitness club, onsite nutrition and food classes, onsite counseling sessions, subsidized meals) and special incentives. Such as gift rewards, vacation days, discounts on gym membership, or reductions in employee contributions to health insurance should be offered. As a result, creating organizational cultures that place a strong emphasis on wellness is a critical step in the development of high-performing business organizations. The banking sector at all levels is confronted with the problem of implementing best practices to decrease costs, increase performance, and, ultimately, improve service delivery. Thus, workplace wellness programs have to be considered a component of a larger set of bank organizational activities required to achieve the high levels of performance that modern business organizations demand to be effective.

Lastly, to determine if wellness programs contribute to higher perceived support for employee health, as well as whether this support, as a result, leads to better performance, a further longitudinal study is required.

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