

IMPACT OF CORPORATE WELLNESS PROGRAMS ON JOB SATISFACTION
OF EMPLOYEES IN THE MANUFACTURING INDUSTRY

by

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DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

August, 2025

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Dedication

This research is dedicated to the employees of the manufacturing industry, whose health, safety, and well-being remain central to organizational and societal progress. Their consistent efforts, resilience, and commitment to excellence are fundamental in driving organizational and industrial growth as well as sustaining the production processes that support economic development.

The study acknowledges the significant role played by both blue-collar and white-collar workforces in transforming organizational goals into tangible outcomes, often under demanding conditions. It seeks to serve as a resource for manufacturing organizations by providing insights, tools, and frameworks that can contribute to the enhancement of employee morale, motivation, and overall quality of work life.

The research intends to guide organizations in developing practices that not only enhance productivity but also foster a culture that values and safeguards the well-being of their workforce. In doing so, the industry can ensure long-term sustainability while reinforcing the vital connection between organizational success and employee welfare.

Acknowledgements

First and foremost, I would like to express my deepest gratitude to my Project Guide, Mr. Luka Lesko, for invaluable guidance, feedback, and constant encouragement throughout this project. His insights greatly facilitated the progress of my work.

I am extremely grateful to the Swiss School of Business Management for providing this platform for international students to undertake a doctorate.

In addition, I would like to acknowledge Upgrad for their assistance during the project. Their support and advice made this journey more meaningful.

Finally, I must thank my parents and spouse for their unwavering support and encouragement needed to take on this challenging but enriching project. Their practical assistance at every step was invaluable.

I could not have completed this project successfully without everyone who has contributed by sharing their feedback on the research questionnaire. I will forever remain grateful to them.

ABSTRACT

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Employee well-being and satisfaction have emerged as critical components for organisational sustainability, particularly in labour-intensive industries such as manufacturing. There is a lack of empirical data on the efficacy of corporate wellness initiatives in enhancing productivity, health, and job satisfaction in the manufacturing sector, despite their increasing popularity. To close this gap, this study employs a quantitative approach to examine the impact of corporate wellness programs on employee outcomes. A survey of 300 workers from various manufacturing companies was conducted to collect data, which was then analyzed using ordinal regression and Spearman's correlation to examine four related hypotheses. The findings reveal a strong positive correlation between corporate wellness programs and employee productivity ($\rho = 0.667$, $p < 0.01$), and job satisfaction ($\rho = 0.679$, $p < 0.01$). Furthermore, ordinal regression analysis confirmed a statistically significant positive impact of wellness initiatives on employee well-being (Nagelkerke $R^2 = 0.403$, $p < 0.001$). An integrated model also confirmed the interconnected influence of wellness programs on productivity, well-being, and job satisfaction (Nagelkerke $R^2 = 0.635$, $p < 0.001$). These results validate the effectiveness of

wellness programs in enhancing workplace satisfaction and performance. According to the study's findings, corporate wellness initiatives can significantly increase employee satisfaction and organisational efficiency when they are customised and backed by management. However, issues including program fit, engagement, and expense need to be addressed. To maximize application and results, future studies should investigate causal pathways, customization strategies, and longitudinal effects in diverse industrial contexts.

Keywords— Corporate Wellness, Job Satisfaction, Employee Productivity, Manufacturing Industry, Ordinal Regression, Employee Well-being.

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LIST OF ABBREVIATIONS

Abbreviations	Full Form
CSR	Corporate Social Responsibility
WHO	World Health Organization
PPIs	Positive Psychology Interventions
CWPs	Corporate Wellness Programs
AI	Artificial Intelligence
IETD	Internal Employee Training And Development
FEC	Financial Employee Compensation
PLS	Partial Least Squares
PWS	Physician Work Life Survey

CHAPTER I: INTRODUCTION

1.1 Overview of Corporate Wellness Programs

According to Mujtaba and Cavico (2013), The term "corporate wellness program" refers to efforts made by businesses to improve workers' physical and mental well-being. The programs include all three dimensions of health: mental, emotional, and physical. Programs for physical fitness, examinations for mental health issues, classes on stress management, dietary recommendations, and other related topics are common components. The underlying goal of these programs is to have a healthier workforce which in turn can lead to overall cost savings in health as well as increased productivity and employee morale (Enns et al., 2016).

Corporate wellness programs have emerged as crucial initiatives within the manufacturing industry, aiming to enhance employees' overall well-being. This study investigates how proactive health and wellness measures lead to a more content and engaged workforce in this fast-paced industrial sector, as well as the significant influence of these programs on job satisfaction (Gubler, Larkin and Pierce, 2018). Employee wellness programs are becoming more and more common in US health insurance policies provided by companies. Although the goal of these programs is to promote healthy behaviour, it has been discovered that they do not yield a profitable outcome. Wellness programs serve as a means of social control and establishing an effective corporate culture, promoting loyalty and commitment from employees. These programs also reinforce the neoliberal vision of society by emphasizing individual decision-making for health and reliance on employers for shaping a successful and responsible self. The promotion of wellness programs by the private sector may divert resources from public health initiatives that could be a better investment (Hull and Pasquale, 2018).

Corporate well-being initiatives, supported by digital technologies like wearable devices, are increasingly implemented in organizations. Optimistic views see wearable devices as tools to improve wellness programs by rewarding positive behaviour and fostering deeper bodily awareness. According to critical viewpoints, these technologies invade the space of workers and are tools for controlling and exploiting their bodies (Bruni, Andrei and Tirabeni, 2022). The main goal of wellness programs, which include health screenings, education seminars, exercise, healthy food habits, and stress reduction, is to improve the general health and well-being of employees. Although many businesses provide their employees with a variety of wellness programs, more research is still needed in this field. Corporate wellness programs have been shown to boost worker productivity and increase retention rates (Gubler, Larkin and Pierce, 2018). The health and financial benefits of these programs, however, can be hard to pin down. Employee wellness programs in Aurangabad, Maharashtra, including those for health and safety, counselling, exercise, stress management, and ergonomics in the workplace are the subject of this research. The study also looks into the relationship between employee retention and wellness programs. The findings of this research can contribute to the existing understanding of employee wellness initiatives and help with their future implementation (Jyoti Munde et al., 2020).

Historical Context and Evolution of Wellness Programs in the Manufacturing Industry

Over the years, workplace wellness has changed. When they were introduced, corporate wellness programs mostly centred on the physical like smoking cessation or weight maintenance. These have since grown to be more diverse, covering mental and emotional well-being, depression support solutions, work-life balance, and chronic disease management solutions (Jones, Molitor and Reif, 2019). Wellness programs have been

slower to infiltrate the manufacturing industry than other sectors. For example, manufacturing positions have traditionally been characterized by difficult physical labour and stressful work conditions leaving many employees more prone to health issues. Most manufacturing businesses have chosen to implement composite wellness programs, which solely concentrate on the health and well-being of their employees on the shop floor, in order to combat these challenges. The goals of these initiatives are to improve mental health and reduce workplace accidents (Danna and Griffin, 1999).

The study Marshall (2020) examines how a well-rounded health program affects employees' happiness on the job. Companies create wellness programs for their employees in the hopes of lowering healthcare expenses and increasing productivity. Examining whether participation in a fitness program affects employees' levels of intrinsic and extrinsic job satisfaction is the main goal of the study. A happy employee increases output, and contented employees are more likely to stick around. Healthcare expenditures, absenteeism, and other indirect costs linked to employee turnover can be mitigated with comprehensive wellness initiatives. The focus on wellness program participation is unclear, as the study only covers one type of hospitality organisation. (Marshall, 2020).

Many businesses have implemented wellness initiatives in the workplace to improve worker health and save healthcare costs. A workplace wellness initiative at a large US warehouse retail corporation increased employees' self-reported health behaviours. but after 18 months, the program did not significantly alter healthcare costs, clinical health metrics, utilization, or employment outcomes. Based on these results, it seems that wellness initiatives could not provide a huge ROI right now. Better health behaviours, such as frequent exercise and active weight management, were reported by individuals whose employers offered the wellness program. Staff members who participated in the program reported higher rates of several beneficial health behaviours compared to their non-

participating counterparts. After 18 months, however, clinical health indices, healthcare cost, utilization, and employment outcomes did not differ significantly. Despite a favourable effect on self-reported health behaviour, the wellness program did not provide immediate improvements in objective health metrics or economic consequences, according to the results (Song and Baicker, 2019).

A health-promoting organisational culture is defined and elements that contribute to its success in the workplace are explored. Based on research and statistics, the essay shows how wellness initiatives help create a healthy work environment. There are also documented factors that hinder the usage of these systems, providing opportunities for companies to develop and improve. The importance of considering employee preferences and providing options when implementing changes, as demonstrated by Google's approach, is discussed. Toxic leadership is characterised by its detrimental effects on employee happiness and loyalty to the company, emphasizing need for companies to take action against toxic leaders (Mazur and Mazur-Mańek, 2017).

The goal of WWPs is to increase productivity in the workplace by encouraging healthy lifestyle choices among employees. The analysis delves into the influence of research variables on ROI estimations, highlighting elements including presenteeism expenses, illness management components, program length, and more, conflict of interest, company size, and reporting quality that influence ROI estimates (Unsal et al., 2021). The author Unsal et al. (2021) makes suggestions for how research methods might be enhanced to confirm the return on investment and public health benefits of WWPs. The review acknowledges the varied outcomes from employers' perspectives based on companies' characteristics and highlights the neglect of this point in the economic evaluation literature. The review incorporates peer-reviewed publications sourced from several databases and

adheres on the criteria for Preferred Reporting Items in Meta-Analyses and Systematic Reviews.

Employee wellness programs are types of interventions implemented by an employer to guarantee the mental, physical, social and financial prosperity of the employees. It may entail different areas like health screenings, lectures on education, sports, healthy eating stress management, etc (Cheon, Naufal and Kash, 2020). Some employers are introducing this wide range of health wellness programs. The kinds of tactics that businesses have used in their employee wellness initiatives, however, have not been the subject of many studies. Employers and employees can adopt and develop healthy lifestyle habits together with the help of such employee wellness initiatives. It also has important components such as an increase in productivity, behavioural changes, and reduction in labour turnover, and absenteeism, and a wellness environment (Jyoti Munde et al., 2020). As per Jyoti Munde et al. (2020) Health programs and employee welfare programs are two important programs taken by large-scale industries. The imperative of such programs is that they are beneficial for all-round motivation of workers and as health and safety factors of the work environment.

The health condition of the general population is weakening in turn, bringing forth higher healthcare costs and loss of efficiency. An employment wellness plan is a tool that is used to prevent diseases and lower cost of healthcare (Kampen, Engelfriet and Van Baal, 2014). The research objective is to unravel the determinants of people's wellness at work and then to analyze the staff members' view on the existing conditions, and top of it, to give the guidelines for future development (Monteiro and Joseph, 2023). At Coca-Cola workers' country office (Poland) employees were generally very optimistic current about offered wellness services with most of them rating the company's wellness programs as satisfactory (Mazur and Mazur-malek, 2018). The article suggests that the company keeps

investing in wellness projects, like expanding fitness facilities, offering healthy feeding regimes, and introducing coping strategies for stress. The authors stress how a health-care-oriented workplace benefits all parties involved, such as employees, executives, and proprietors, who will be able to aggrandize the welfare of everybody. Workplace health assessment approaches can serve staff health as an ambassador for community health improvement (Mazur and Mazur-malek, 2018).

The well-being of employees in the workplace is crucial for both companies and individuals. There has been a report from workplace health programs various including higher employee retention, positive outcomes, and productivity, psychological well-being (Aryanti, Sari and Widiana, 2020). This research focuses on manufacturing businesses and examines whether employee well-being programs benefit individuals and organizations. Workplace physical environment, safety climate, health statutes, personal planning, and work-life balance also have a medium to significant effect on employee well-being. The research demonstrates that all the indicators assessed for employee well-being are valid and dependable, and the evaluated assumptions are accepted (Mohanty and Mundhe, 2023).

Importance of Employee Job Satisfaction

Definition The degree of contentment and fulfilment that workers experience in their occupations, work environments, and company cultures is known as job satisfaction. Higher job satisfaction levels are associated with increased productivity, better customer service, and lower turnover rates, which are important factors in determining successful employee performance, turnover, and organisational effectiveness. On the flip side, low job satisfaction can contribute to absenteeism, lessened drive and increased burnout (Meier and Spector, 2015).

The stresses of daily ordinary living are the root cause of many of the problems that people face. You just have to roll with the punches; some situations have answers and some don't. Problems are inevitable for certain people. Some individuals are up to the task. Difficulties shock some people (Salleh, 2008). Stress is the main cause of their declining health. Measures of the work environment, job stress, and job satisfaction are all included in the current study; these are important factors in this regard. Employees' heightened stress levels from their working conditions and surroundings lead to reduced levels of job satisfaction. Both the employees and the firm are impacted by job stress (Bhanu and Babu, 2018). Nowadays, human resources is the main source of power in the time of global business, which should be appreciated by paying special attention to skilled and knowledgeable human resources. Employees are highly essential. The role of quality people as a key issue is also underlined in many cases. The major component is excellence which means the competitive advantage and the competitive edge of any company (Alshaalan, 2021). This is particularly valid for SMIs, which are one of the most desirable entities due to their features including the experts' advancement but also a job creation factor. “Sowers” from which international institutions, multinational enterprises, and corporate giants are fed. Similarly, data from previous studies shows clearly that the high level of worker turnover impacts the running of the office (Eladawy et al., 2024). The growth of any organization is heavily weighted on productivity, and income generating and consequently prohibits narrowing down and tighter revenue which is stagnation of any business either small medium, or large (Schwartz, 2022). First and foremost, mobile advertising sites must be visited by their target market groups regularly. However, it could be argued that there is quite a lot of empirical research on employees and also the organizations that they represent (Tsang, Ho and Liang, 2004). They are often surrounded by people who are not only their customers but also their friends and colleagues.

Consequently, a majority of the data obtained on carefully selected online interfaces as in the case of the survey. Taking these factors into consideration, The study Abdullah et al. (2007) substantiates that for SMIs, this training should be centred on a continuous skill enhancement and development of their workers. Government workers, should at all times favour public policies and also ensure that all policies are conducive. workplace atmosphere and employment satisfaction can be enhanced in micro SMIs.

According to Bhanu and Babu (2018) The primary determinant of employment satisfaction is the workplace. Ensuring the achievement of the organization's objective is achieved through the optimal supply of working facilities. In order to have an inside look at the research area, it has been necessary to determine the impact of the work environment. Based on the findings, workers at both organisations have decided that their work environment has a substantial impact on their degree of job satisfaction. To enhance fairness at work, on the one hand, they also spoke of ways to improve the working environment. Even though this research was conducted on a limited range population and there was no categorization of the different types of employees, this study shows with clarity the attitude of employees toward the working atmosphere and their responsibilities (Abun et al., 2021). According to the study, BREB has to take a step to create congenial workplace conditions, especially on the physical, social, and security issues. On DAE's side, the study recommends the need to create a conducive workplace condition concerning physical, social, and financial factors. Therefore, however, a specific solution is to be found for that further research needs to address employee diversity of the country (Zhenjing et al., 2022).

Interrelationship Between Wellness Programs and Job Satisfaction

The available literature also supports the contention that corporate wellness programs can produce benefits on job satisfaction (Swayze and Burke, 2013). By catering

for the health and basic needs of human capital, then, these programs can enhance organizational health and create a positive atmosphere in the workplace (Lee, 2019). If the employer exhibits interest in the health of the employee, chances of the employee being happy with the job will be improved. They also provide opportunities to encourage teamwork, social interaction, motivation, and commitment among the employees, which complements their quality of work-life experiences (Bataineh, 2019). Since work of manufacturing industries demands strenuous effort both physically and mentally, effectual wellness programs are much more relevant. This can go a long way in reducing effects of occurrences of job stress on the welfare of employees and their health, as well as increasing employee satisfaction in their places of work. This can lead to increased profitability, a low rate of turnover, and a decreased rate of absenteeism, as regards both the employees and employers (Lyubykh et al., 2022).

The Employers can help to enhance productivity by creating a Wellness culture, hosting monthly wellness seminars, and fostering wellness cooperatives. It is vital to set realistic goals as involving families in their activities like other wellness goals because it will help people to be engaged and motivated to reach wellness goals (Mujtaba, Cavico and Wayne, 2013). Companies are adapting to improve levels of stress and drowsiness to ensure maximum production. From now on companies led by meditation, yoga, and other classes that are good for stress relief are yoga & thus, burnout is reduced (Wolever et al., 2012). Beyond that, business holds celebration and arrangements where they express a good gesture to their staff. This can stimulate employees' creativity not only because it is a good outlet for their talents but also as they feel appreciated by the company or business. The financial well-being of employees means balanced wages, benefits, allowances, bonuses, and overtime earnings. Among employers, those who have this financial education in their workplaces witness an increase in productivity. The financial issue is the

one that involves fatigue situation which in turn decreases energy and mental capacity and weakens productivity. The research has illustrated the relief brought by restoring the wellness of employees. It will help to develop approaches and supplement the knowledge base in the area of wellness and productivity in multinational manufacturing firms. The collected information was further analysed utilizing descriptive statistics and deduced that improved physical, mental, and financial health has a positive effect on work productivity (Joshi and Shedg, 2022).

There has been a global upsurge in workplace wellness intervention programs over the past 20 years in an effort to guarantee employee health. Given that most full-time employees spend more than one-third of their waking hours at a desk, workplaces and coworkers would be wise to provide regular and simple health-promoting opportunities to employees (Cohen et al., 2023). With the increase in health insurance costs and the compensation claims being paid to the employees, employers will also be more restrictive and introduce workplace wellness programs as a means to limit these. USA statistics show that four out of every five prominent companies gave at least one wellness program in workplace in 2018 (Song and Baicker, 2019). Not only the process of active consumption but also the whole phenomenon has been stimulated by the policy of state, regulation, and global initiatives as well. Several nationwide public healthcare programs were established after the adoption of the Affordable Care Act to end chronic diseases in the US. They have released guidelines for the implementation of workplace wellness programs by the CDC and the WHO (Cheon, Naufal and Kash, 2020).

Working mothers' health issues and medical expenses are positively impacted by a program that incorporates workplace wellness measures. The eight studies demonstrated that the safety-net workplace wellness programs designed to meet the requirements of working mothers can result in gains over time since they are conducted on business days

and held at or close to the workplaces (Ernawati et al., 2022). This would enhance the work being done by them as juggling the household, family and work tasks takes up quite a significant amount of time and energy. Eight of studies that corresponded to the criteria mentioned were pulled from databases. They showcased a few realistic enterprise-wide wellness programs that may alleviate symptoms like stress, burnout, depression, and anxiety; boost health and happiness; and promote and sustain good habits, a work-life balance, and a work-family balance. Recess privileges and workplace wellness programs are a great way for working moms to relax and unwind, which is especially helpful because these women often deal with stress due to childcare, financial difficulties, and health problems of their own (Ernawati et al., 2022)

Human Resource Management and Employee Satisfaction During COVID-19

Because of the lockdown during the COVID-19 epidemic, employee involvement has become a top focus for human resource directors and specialists in businesses. Conceptual research like as this one, Chanana and Sangeeta (2021) pull information from a range of sources, such as internet newspapers, blogs, research papers, publications, and WHO reports. A variety of engagement exercises are being promoted by organisations in light of the pandemic. Among these are virtual family engagement exercises, virtual learning and improvement, virtual planning sessions, virtual lunchtime video conferences, virtual planning sessions every week, virtual challenges and competitions, virtual courses, virtual appreciation sessions, virtual communication exercises, virtual live sessions for new skill preparation, virtual counselling, and virtual challenges and competitions. Remote participation in administrative engagement exercises benefits both employers and employees. By implementing such engagement exercises for their staff, organisations are not only acquiring current aptitudes but also inventing themselves. Despite all that's

happening, employees are still very dedicated to the company and full of energy. Spread of COVID-19 (Mikołajczyk, 2022).

Any system's updating and innovation are said to be largely dependent on its human resources. Consequently, it is crucial to manage human resources. Employee productivity, efficiency, and motivation are all boosted in an organization when work satisfaction is high. Raising employee work satisfaction is a difficulty that every organization must overcome over time (Lee et al., 2019). Approximately eighty scholarly articles and research papers about the variables affecting work satisfaction were considered for this purpose. Upon reviewing all of the aforementioned publications, a list of variables impacting work satisfaction was compiled. The following aspects were brought to light during the paper analysis process: among other factors, work-life balance/stress at work, health and safety, company values, acknowledgement, management relationships, communication, pay, working conditions, and work styles. The more common components among (Singh, Kumar and M. K. Meet, 2023).

Workplace Well-being: Key Predictors and Practices in Manufacturing Organizations

Workplace wellness has swiftly risen to the top of the organizational behavior literature due to its impact on numerous organizational outcomes. Workplace happiness has been extensively studied (Edosomwan, Oguegbe and Joe-Akunne, 2023). despite this, information on what factors affect workplace wellness in manufacturing organisations is scarce. The authors Edosomwan, Oguegbe and Joe-Akunne (2023) looked at how green behaviour, core self-evaluation, and empowering leadership all worked together to forecast workplace well-being. Globally, an increasing number of businesses are realising that they have a responsibility to consider the welfare of both the environment and their workforce. Environmental initiatives taken by businesses and their

workers have a multiplicity of effects on the workplace. At work and home, people and companies alike are always on the lookout for better ways to take care of their health.¹ When employees are content and healthy, they are more inclined to show initiative on the job, which increases productivity for all.² So, there is an immediate need for studies that investigate the complexities of happiness and the factors that lead to it in industrial organisations (Biggio and Cortese, 2013).

Well-being and Engagement: Essential HR Practices During a Crisis

Evaluating the efficacy of workplace wellness initiatives is crucial as it helps to maximize the ratio of investment and in the process choose programs that are in line with organizational objects (Baicker, Cutler and Song, 2010). In order to support overall employee well-being, a pilot study measuring employees' subjective well-being before and after taking various courses was carried out using the Happiness Mini-Survey and a one-sample pre-post research design (Edwards and Marcus, 2018). It was shown by statistics that employee subjective evaluations improved; they felt they were in a good mood, body and mind after attending the classes. Both the employees' role rating and their stress levels were found to have shown a marked improvement following class participation. Such research findings are important to an organization that is planning to organize a classified with the facilitation course as part of the employees' well-being (Baicker, Cutler and Song, 2010; Prasad, Varrey and Sisti, 2016).

Impact of Stress Management Programs on Employee Well-being in Manufacturing Plants

Numerous workplaces are now the centres of stress management and release of stress programs. Meanwhile, though, there is hardly any notice of how these worksite systems impinge upon the course and effect of these interventions. The present survey Heaney et al. (1993) assesses the effect of a stress-reduction program implemented at a

manufacturing company using conventional and innovative methods of industrial relations. The very essence of research effort is put under light, this involves creating and evaluating a stress-related "participatory action research" (PAR) study. Furthermore, the project is assessed using two distinct methods of labour management. In the other, you can see the "new" industrial relations system, which aims to integrate elements of collaborative problem-solving into labor-management relations (Ezzamel, Willmott and Worthington, 2004). Compared to other organizations, where labor-management relations is traditionally adversarial and formal, our organization is more aware of the need to look at industrial relations in a broader perspective. These data suggest that the stress project was affected by both positive and negative factors in the labour-management context. The involvement of employees in the PAR stress project has been a big factor in promoting a workplace culture where employees have active roles in making important decisions about their jobs in both contexts (Lee, 2004). Nevertheless, if the project involves a lot of stress it makes the employees like the organization with creative industrial relations but workplace participation among employees is more at the organizations with cooperative industrial relations. A supportive network of co-workers and an increase in the PAR stress project made for a significantly higher number of PAR saints in a company with less hostile industrial relations (Ahmed, 2013).

Employment certainly is a potential means for giving and maintaining health. It could end up in an injury, an illness, or even death as well. Aside from the conventional suspects in the realm of traditional occupational health concerns, like hazardous working conditions, work now plays an essential role in health decline with multiple origins including psychological distress, chronic diseases, and unhealthy lifestyles (AlDhaen, 2022). Not only does one's job impact one's health, but the reverse is also true: Unhealthy employees miss work more often due to injuries, absence, and lower productivity. In

addition, they consume more medical resources compared to their also, in comparison to their healthy counterparts, they use up more medical resources. healthy peers. The side effects of an unhealthy workforce add up to a potential wish list of the workers, the employers in fact, and the society at large (Lee et al., 2021). On one hand, the employers may engage in that to address business as well as charity motives, which they shall endeavour to be cost-effective in the creation of the safest, most healthy, and most well-informed productive workforce. Previously being only about health targets, now the majority of companies pay more attention to the global view of an employee's well-being. They will examine the connection between health and work in this article, list employers who can make this connection to health promotion, and highlight the areas that need further research (McLellan, 2017). Such a dramatic change in the environmental conditions requires the system for performance management to be altered to adapt to the strengths of the company's structure. In view of this significant change in the external environment, the performance management system must be modified to better suit the advantages of the organisational structure of the business. The use of an internal CSR to solve company issues is a bold and unproven claim. Our study's overarching goal was to learn how CSR initiatives within an organisation affect workers' happiness and, by extension, their productivity on the job. Given this; therefore (McLellan, 2017; Ramdhan et al., 2022).

Corporate Social Responsibility and Employee Well-being: A Study on Internal CSR Initiatives

Employees remain the greatest asset with which the organization interacts. Power means constant communication with lower levels of management and that is why the people are encouraged to make decisions independently (Bucăța and Rizescu, 2017). Empowerment of the employees starts with the identification of strategic fit between people, tasks, technology and organization structure. The positive contribution of

employees who feel empowered to their supervisors is an obvious fact. Applying empowerment practice is associated with such positive results like empowering employees who will stay away from dissatisfaction and save the company from costs of absenteeism, turnover and poor quality working conditions (Tanjeen, 2013). Employee empowerment is a construal tool that helps to make employees more aware of their job responsibilities in the organization. Employee empowerment is possibly a subjective idea because organizations may be focused on their employees' health and well-being, and in addition, they see the value that employees give to the organization. Giving power to the employees might turn out to be the best strategy that'll bring high job satisfaction. Employee empowerment is also one of the factors that can influence job satisfaction (Steinmann, Klug and Maier, 2018). When workers feel safe, content, and have all of their needs met at work, it's referred to as job satisfaction. Several studies state that the employees' job satisfaction directly affects productivity within the workplace that their work is successful and job attitude is good. Job satisfaction refers to the general condition that a worker has about the organization and the tasks performed at work (Dziuba, Ingaldi and Zhuravskaya, 2020). Companies utilize skills and know-how of their workers to run and develop their business. Job satisfaction is made up of numerous factors, which include both employee conduct and their behaviour. It is the result feeling of work that employees feel when they are applying themselves in course of the day. Job satisfaction is an emotional state connected with their relationships to their jobs and feelings from it in their lives. It can be described as to how happy a person is with work, again it means whether the person like job itself or some parts of it like nature of work or supervising others. This is weighed at the two levels – national and international (Alkahtani et al., 2011).

A positive workplace is a key factor for people's happiness; it enhances productivity because happier individuals will carry positive emotions, which result in their

joy and positive attitude at work (Salas-Vallina, Pozo-Hidalgo and Gil-Monte, 2020). The turnover rate will remain low and that will give a chance to create better quality human resources; basically, happiness at work is the feeling of being motivated each day, being energetic to work amazingly well, and working better both personally and collectively which all the individuals in the company will work better (Salas-Vallina, Alegre and López-Cabral, 2021). For this study Gerungan (2020), Investigating the relationship between income, production development, energy reliance, and job satisfaction in the home sector is the primary goal of this study. This research applies ordinal regression analysis as to apply quantitative analysis.

Analysing the Correlates of Job Satisfaction in Malaysian Manufacturing Sector

Generally, managers' main responsibility is ensuring jobs are satisfying in organizations. It is mostly the belief that “an enthusiastic employee is a decent employee” that propels managers to regard employee satisfaction as the most important thing (Varma, 2018). Given that employee job satisfaction in workplace has become a primary thing for many organizations, therefore, Numerous studies have been conducted in this field. The data on the other hand is still incomplete when it comes to the elements that affect job satisfaction. Anxieties, self-perception, demographics, and work satisfaction are some of the variables that this study intends to examine (Rowden and Conine, 2005). The study Manaf, Azzman and Idid (2021) indicates very strong associations between happiness, income, and self-concept in terms of job satisfaction. This helps in retention of happy employees, and they also see other people at work who are also happy, making them satisfied with their jobs. Moreover, workers who feel better about their own life, family, and country achieve happiness in their working experience. The result is similar to the studies Schmidt (2007) that have been done before where the people earning a lot of money are always happy with the type of jobs they have. Instead, the duration of service and level

of education are the key areas that do not seem to show any connection with job satisfaction. Job satisfaction is unrelated to things like length of service or level of education. The industrial context for the Herzberg two-factor hypothesis is utilized further by this study to encompass also organizational studies on job satisfaction, particularly in evaluating communication (Schmidt, 2007; Alrawahi et al., 2020).

The workplace is where adults spend most of their weekday waking hours all week long, so it provides a special means to improve health. The UN conference on the prevention and control of non-communicable diseases in 2011 and the WHO in 2004 both underlined how important it is for the corporate sector to have a work environment that promotes wellness initiatives and healthy habits among employees (World Health Organization, 2020). Companies will be rewarded with better health conditions for employees, high satisfaction rates, loyalty, productivity, and healthcare costs reduced due to workplace health programming. WHO had already, in 2017, well-being programs in the workplace were included among the interventions supported by evidence for treatment of mental health issues and other non-communicable diseases. Additionally, while narrative reviews highlight the benefits of workplace wellness programs for cardiometabolic health and lifestyle factors, no rigorous quantitative meta-analysis has been done to quantify these advantages (Ganu, Ganu and Nyaranga, 2017; Peñalvo et al., 2021).

Evaluating the Effectiveness of Wellness Programs in the U.S. and Canada

Adults spend the majority of their working weekday routines at work, thus the workplace has a unique opportunity to promote health. In 2004, the World Health Organisation and the United Nations High-Level Conference on the Prevention and Control of Non-Communicable Diseases asked the corporate sector to support healthy working practices and enabling circumstances in 2011. Wellness initiatives not only make

employees healthier, but they also boost satisfaction, loyalty, productivity, and healthcare costs, all of which are good for businesses (Reif et al., 2020).

In the United States, where employers pay for a significant amount of medical treatment, wellness programs that analyze health risks, screen for biometrics, and implement lifestyle management therapies are normal components of employee health plans. While many programs operate and generate many positive outcomes data, it is still a debatable topic whether they are effective and financially well-balanced long term (Mattke, Schnyer and Van Busum, 2013). Differently, workplace wellness programs outside the USA are mostly not often implemented as extensively as they are in the United States. However, a global concern for companies is a healthy staff, according to a 2014 Towers Watson poll of 892 employers utilizing 15 nations as a base (Ferlie and Shortell, 2001). In conclusion, the above statement holds that a lot of companies continued to provide wellness programs to their workers in some nations after the discovery of the benefits of these programs. Among the countries with least developed markets, Canada is one of them since only a short distance can be found between it and the United States. The diminished attention to wellness programs in Canada could have been caused by Canadian employers having no dire need to contribute much to their employee healthcare since the federal government takes care of inpatient, outpatient, and physician costs with the national health program. However, the employer's healthcare expenses for drugs, paramedic coverage, and long-term disability are rising over time because of the growing healthcare costs. In this regard, Interest in corporate wellness initiatives is on the rise (Lowensteyn et al., 2018). Employer benefits of and wellness programs are more than just a way for employers to show their concern for their employees' physical and mental health, but also to support the general wellness of the whole organization (Stoewen, 2016).

Workplace Wellness in Healthcare: Addressing the Needs of Medical Professionals

The prevalence of WHP programs may not be the ones currently being researched on how employees link various meanings surrounding free wellness time at work (Mulder et al., 2020). Employees indicated different meanings in the program's declared value by referring to dual discourses throughout the exposition of health narratives. employee involvement, as well as the resulting output of the company's health initiatives. The two-pronged impact of our research on the literature on health promotion in the workplace (Dailey, Burke and Carberry, 2018). It draws attention to site of struggle within workplace wellness programs and it sheds light on the agency component of WHP. Additionally, our research establishes a connection between workplace wellness studies and studies on the meaning of work and work-family policy, and it expands managerialism in workplace wellness outside the corporate context (Dailey, Burke and Carberry, 2018; Llopis-Albert, Rubio and Valero, 2021).

Corporate Responsibility and Environmental Scanning in Modern Organization

Whether or not employers get a return on investment from their wellness programs has been a subject of many arguments in recent times. However, the research that came out on the topic in the last years has not been precise enough in finding the psychological factors responsible for program participation and also how participants can be related to the work-related attitudes and behaviours of staff (Ott-Holland, Shepherd and Ryan, 2019). We discovered that there is a mediation effect of intention to participate in wellness programs between attitudes about the significance of employee health and POS for wellness and the participation rate in wellness programs, based on an analysis of data gathered over the last three years. Comprehensive wellness initiatives have been linked to reduced employee attrition, increased work satisfaction, longer retention plans, and more favourable performance reviews. According to Parks and Steelman (2008) at the level of

employees' earlier levels of job satisfaction and intention to stay, the impacts of workers' assignment to teams or not on retention intention disappeared when compared using cross-lagged models. The role of scholars and practitioners is highlighted regarding the consequences of globalization (Ott-Holland, Shepherd and Ryan, 2019).

A main factor in this is the necessity of maintaining health of doctors and discouraging them from quitting their profession when the demand for them exceeds the supply. Workplace wellness programs reducing employees' unhealthy behaviours and keeping staff engaged can undoubtedly boost staff's health (Felton, 1998). It is indeed all the more important to help the well-being of doctors and sustain their workforce as the supply lags behind the demand globally. The health care system and its practitioners may find it difficult to mitigate their workforce crunch, this brings into the picture that medical personnel might have to spend longer hours and less time with patients in fulfilling their duties. Deadly is stress as well defined. Stress, exhaustion, and other mental conditions like depression happen to workers under highly intensive production environments (Brooks et al., 2018).

Stress Management and Retention Strategies for Healthcare Workers

A vast quantity of ongoing academic research documents and various reports issued from different media including the news and social media warn humans of the effects of drastic external environmental change (Cho et al., 2023). The consequences and risks that corporations face today include increased demand for corporate responsibility and openness, the anticipation of climate change by society, and the broad acceptance of diversity and the division on gender issues (Lu, Liu and Falkenberg, 2022). The network of warning signs of change filled in environmental scanning process includes factors like technology, environment change, demographics, society change, economy, and politics and policy. Doing the organizational eco-rounds is considered as an accepted stage and a

key component of any strategic planning and risk analysis. According to a technical report published in 2012 by Pennsylvania State University (Sopow, 2020).

Although employee well-being has been commonly noted as paramount both for organizations and employees, it has developed into one of the central research theme areas in the studies of organizations (Laub, 1999). Nonetheless the researchers have not been indifferent to this field considering fact that it has no suitable theoretical and comprehension models and tools to measure employee well-being. The present research Pradhan and Hati (2022) is intended to design and test the validity of a multidimensional index of employee well-being with the utilized of exploratory and confirmatory factor analyses. Ultimately, CFA was done utilizing AMOS 20 which a 31-item scale of employee wellbeing was derived. The use of the study including the theory and the applied subjects is discussed in the context of employee well-being (Pradhan and Hati, 2022).

The Emotional Dimension of Occupational Stress and Employee Well-being

Businesses of all sizes would benefit greatly from instituting a program to encourage their employees to exercise more. Employees who exercise regularly report improved levels of well-being, which includes more happiness, engagement, and health. For those people who have more levels of physical activity, it would lead to even reduced healthcare costs. The need to keep employees physically healthy contributes to the current trend of over 85% of large employers launching wellness programs that cover areas such as exercise, weight loss, smoking, etc. Forecasts from Grand View Research put the worldwide corporate wellness industry's value at \$97 billion by the year 2022. Wellness programs often offer financial incentives to participants, such as discounted health insurance or gym memberships, which can cost anywhere from fifty to one hundred fifty dollars per year. Just 40% of US workers who are aware of corporate wellness initiatives actually take part in them (Babar et al., 2022).

Concerning the matter of health and wellness, it is possibly influenced by innumerable previous factors. The literature provides some additional detail about three general categories of antecedent factors and we will discuss this in detail further (Meng et al., 2022). There are some conditions related to the workplace. Hazards to health and safety as well as threats to one's wellbeing may create unsafe work settings, yet these conditions would be detrimental to employees' lives and health (Che Huei et al., 2020). Consequently, the latter may potentially be influenced positively by getting rid of these risks. However, it is important to note that personality traits particularly Type behaviours, strong locus of control, and other traits as well, also influence the extent to which individuals exhibit health-promoting or distressing behaviours when it comes to functioning in the workplace. The second such factor with a difference will concern job-related stress that will have direct negative consequences on health and well-being (Ryon and Gleason, 2014). Individuals are most affected by the physical, psychological, and behavioural repercussions. Organizations are mostly concerned about the other side of the impact, that encompasses health insurance premiums, productivity/absenteeism, and compensable illness/lawsuit expenses. However, these distinct consequences are not treated independently. On the other hand, there might be direct effects on health insurance costs at an organizational level to be linked with the physical consequences on an individual (Danna and Griffin, 1999).

The Multifaceted Nature of Employee Happiness and Well-being

The occupational stress researchers have shifted their focus towards the emotional dimension of employee experience which is becoming increasingly vital in the workplace context. Emotion regulation which serves as a primary focus in lifespan developmental psychology studies has presented findings showing that it is possible for an aging individual to still undergo some sort of development in the process of attitude modification (Fortes, Tian and Huebner, 2020). What we seek to do herein is to integrate research

findings on ageing, emotional regulation and occupational stress and well-being into one chapter. Besides the fact that the model is being used by the researchers and the practice community to strengthen emotional resilience and stress reduction skills among employees from different generations in the workplace, the model also has implications for the work environment (Scheibe and Zacher, 2013).

The organization's goal and mission are determined by their well-being. There is a wealth of research linking labour productivity and well-being to the overall health and well-being of employers and the organisation. Happiness is a complex mixture of various elements, including features of mental, emotional, physical, and social health. It is not just the absence of illness or disease. Overall, happiness and life satisfaction are found to be very closely linked to well-being. Initially, psychology was more associated with pathology, that is, mental illness and disorders (Sahai and Mahapatra, 2020). Such a view also facilitated the understanding of the negative aspects of human ethics - that of depression, antisocial personality, neuroses, and psychoses. The percentage of positive mental aspects was just one in some hundred positive ones hope, like optimism, and joy came into scene with Martin Seligman's landmark study (Lincoln, 2008).

Integrating CSR into Employee Health and Wellness Programs

Workforce is perceived as one of the main components contributing to strengthening the competitiveness of an enterprise. The responsibility of keeping them fit, and helping them in medical assistance programs and employee relationships may give rise to the chances of their improvement in engagement and motivation to the organization (Kumari et al., 2021). These programs could be addressed through the integration of CSR programs that are connected to employees or human resources. Consequently, this paper will elaborately vivid out HR policies of corporations in the field of work, wellness, and employee assistance programs as part of CSR activities. Employee health and wellbeing,

according to the provided article Naziatul et al. (2020) is an important component of job performance and also played a role in the company's loss of competitiveness. Several multinational businesses around the world have also recognised CSR as an integral part of their business operations. Regarding the suggestion, companies that value their employees' mental and physical health may deem it beneficial. What this means, is that a healthy and happy employee is very probable to give a vast competitive advantage to the companies themselves (Gadhavi et al., 2021).

Organizational wellness programs are those interventions that aim to ensure that employees maximize their health, which comprises the physical, social, and emotional components, through the work setting, producing a change in attitudes and behaviours (Marens, Marzec and Chen, 2022). To ensure that people are motivated to adopt and maintain a healthy lifestyle, the programs are meant to provide employees with the incentives to be in charge of their health. One of the advantages of a wellness program that is widely implemented is; that the morale of workers will be improved, therefore they are committed to the organization, the productivity will be high, the staff turnover will be low, the safety behaviour will be improved and the absenteeism will decrease (Franco, Bennett and Kanfer, 2002). In different, on the study's findings, have consequences for organizations to institute a corporate wellness program through medical expenses, employee compensation and a better corporate image. The research is targeted to find out the way a corporate wellness program can change the productivity of the employees at Radisson Blu Hotel. Case study participants saw an increase in output after participating in wellness-related risk-awareness and preventative programs, screenings, health and safety efforts, and comparable campaigns. Fitness and Wellness Programs were not successful in increasing staff output, according to the data collected. There was also

discussion of how corporate wellness programs significantly impact productivity in the workplace (Nyaguthii, 2018).

Evolution of Corporate Wellness Programs: Beyond Physical Health

Educational assistance interventions, which are efficient, need to comprise distinguished subsystems, like the personal, the relational, and the contextual ones, as they are those, which influence educator well-being the most. Due to the situation when “positive psychology interventions” (PPIs) are not as effective, as well as in their implementation in real life, it is necessary to understand and change for successful implementation of psychological intervention in school settings (Benoit and Gabola, 2021). The "Multiple Action Responsive Kit for Educator, Relational, and School Wellness" program takes into account aspects at the individual, relational, and situational levels to address teachers' mental health. They aimed to make its open-access design adaptable to different contexts (Cann et al., 2024).

The primary focus of the relatively young notion of corporate wellness has been the physical well-being and security of workers (Jones, Molitor and Reif, 2019). These days, health and safety programs for employees' wellness go beyond only their physical well-being. A range of initiatives target their psychological and social well-being as well, all of which have a beneficial impact on their work performance. Innovative programs and technologies abound, serving the needs of both companies and employees while simultaneously reducing absenteeism, improving organisational culture, attracting top talent, and cutting costs (Ms.Suma.T.S, 2019). The dilemma of organizations in the present environment is about implementing programs that are efficient and yet considerably effective.

Impact of Corporate Health and Wellness Programs on Employee Performance

Acknowledging this fact, corporations and businesses of all sizes all come round to understand how critical it is to take care of their workers first of all. The firms that are more focused on the future are embracing this step since they acknowledge the fact that their employees are their most valuable resources, supported by their knowledge, skills, and experience. This article's main goal was to evaluate the impact of employers' health and wellness programs on employees' productivity and effectiveness at work (Leitão, Pereira and Gonçalves, 2019; M. S. Msuya and Kumar, 2022).

People are obliged to work for the greatest financial security as well as for getting the place of value and fulfilment among their colleagues who realize workers' common requirements like approval of their peers, interpersonal contacts, and their own position in the collective (Daud and Tumin, 2013). The highly demanding nature of the office, which brings with it - stress, COVID-19, pressure, etc. - can also drive a wedge between the people who may want to cooperate or be allies. Workers may have problems with minds, emotions, and psychologically because of the sickness which impairs their emotional status affecting their general health. Furthermore, as an aspect of HRM, they suggest incorporating such elements into (EWPs) “employee wellness programs” in the workplace (Costin, Roman and Balica, 2023). Moreover, EWP is linked to SDG which gives us a vision of a healthier and better life. The paper Vyas-Doorgapersad S (2022) is written to identify hurdles to SDGs achieving and approaches on how organization structures and avenues should be established to allow workplace protectiveness to employees. The report makes recommendations for policy initiatives that take into account the need for people and organisations to find ways to maintain work-life balance and establish distinct boundaries between their personal and professional lives. Another benefit this study provides is some ways to de-stress by doing some exercises, yoga, praying, meditating,

online joining support group, telephone consultation, etc. implementing spiritual well-being.

Understanding Job Satisfaction: Leadership Styles and Organizational Culture in Manufacturing

This study reveals new features of job satisfaction and contributes to the body of knowledge already known about it. Work satisfaction serves as a buffer between transactional and transformational leadership approaches; how much of an impact bureaucratic, inventive, and supportive work cultures have on this mediator is anybody's guess (Muttalib, Danish and Zehri, 2023). Such research findings are useful for both researchers and academicians who mostly address this kind of employee's job satisfaction. Another significant aspect of this study, Visvanathan, Muthuveloo and Ping (2018) One advantage is that it gives the researcher a chance to learn about the leadership styles and company cultures that influence manufacturing workers' happiness on the job in Malaysia. Thus, this study gives us a better view of the form of leadership that is necessary to increase job satisfaction since there are some issues related to dissatisfaction among employees in recent times. Besides that, it is also important as being the strength and backbone for the manufacturing industries of Malaysia, as different leaders and management could adopt the findings to have a positive influence on work-related satisfaction of the employees as a long-term strategy (Nor-Aishah, Ahmad and Thurasamy, 2020). If an organization's managers want to achieve better leadership, they must dedicate their energies beyond their self-interest for the welfare of their employees. Based on the research, the emphasis is given as a guideline to managers that goals of employees will help them to execute either transformational or transactional leadership in line with set goals. Such a person usually probably seeks for the various side of an issue and focuses on mentoring the staff. The presence of some of the transactional leadership traits enables the managers to make

explicit their expectations, set goals and so on for the growth of the individual and the organization (Rahmadani et al., 2020).

To cut medical costs and improve employees' health status, companies have resorted to "Corporate Wellness Programs" (CWPs) whereby employers promote a healthy lifestyle to their employees (Gubler, Larkin and Pierce, 2018). Research, Giddens, Gonzalez and Leidner (2019) CWP has been shown to increase fitness, job happiness, and overall wellness among employees. Wearable fitness trackers have recently been popular as an addition to CWP as a means to enhance health outcomes for employees. They need to conduct further research into the possible detrimental effects of implementing these devices in the workplace. Using an interpretive case study, we investigate the potential detrimental effects of wearables on the job. Two main areas are affected by Fitbit use: social isolation and autonomy at work. Participant job autonomy is declining while nonparticipant social exclusion is rising. The goal of the Fitbit wellness program is to encourage users to take action based on the data provided by their device, such as increasing their step count. Nonetheless, a lot of people are unable to respond to an emergency because the role of their job puts them in a passive state. Some of them reported not being able to follow the given Fitbit instructions, and therefore it was only them who could fulfill their personal goal of achieving 10,000 steps a day. The loss of a sense of control over their working environment brought down the job satisfaction of the workers. Some who remained out of process described it as a social anxiety. Create a paragraph for the given sentence. From: Genetic Engineering: Ethical Concerns and Social Implications. Wellness Co. contests were sports-oriented, to score points by physical performance and steps rather than non-performance related factors such as nutrients and stress level (Tarver, 2019). Consequently, the competition leaves out employees who are impeded either physically, for instance, from competing in a race from engaging in them. In Wellness,

non-participants can be patients who just had surgery and was told by the doctor to do some biking or swimming instead of just walking. There can also be people who have birth defects that stop them from engaging in a physical competition. The lack of the wellness program contributed to the social marginalization and led to the accounting of the employees' well-being in general (Song and Baicker, 2019).

Self-Efficacy and Organizational Citizenship Behavior: Mediating Factors in Automobile Parts Manufacturing

Employees form the main power behind every organization and efficiency of such an organization mostly depends on the availability of employees with skills, expertise and motivation (Vo, Tuliao and Chen, 2022). Every company retains an understanding of workplace environment, job satisfaction and organizational commitment is very special to analyse in manufacturing area towards job performance. So, since job requirements are now based on the necessities of company their desired employees are very skilled and committed to their organization with work performance leadership. Companies should hire more and maintain workers by ensuring that they work in pleasing surroundings and that their mind and body are taken care of. It is human nature that wants to be served and treated appropriately. These drivers compel them to give their best towards satisfaction of their commitment at the workplace (Ahmad et al., 2019). Generally, people are governed more by what they need to survive and what they need mentally motivated to execute a task. On these data, arrangements took the upper hand over organizational commitment to predict performance. The result of this research is to answer a research question and to obtain (or accomplish) the objectives that were present (or existed) earlier in the research stage. In the research carried out which consisted of 132 people, data analysis and relationship of organizational commitment to job performance showed a strong relationship. Next, objecting to discovering the relationship, three theories were tested the two of them proved

correct. Consequently, job satisfaction and organisational commitment emerge as the most crucial elements of job performance. As a result, the primary driver of job performance is these elements, including motivation and contentment. On the other hand, worker worker-environment relationship and its performance indicate that jobs do not have any relation which shows (Abubakar et al., 2019).

The purpose of this study is to investigate the nature and extent to which self-efficacy influences organisational citizenship behaviour, both directly and indirectly, with an eye towards identifying the mediating roles played by employee engagement, organisational commitment, and job satisfaction (Na-Nan, Kanthong and Joungrakul, 2021). Significant direct effects on organisational citizenship behaviour and indirect effects via work satisfaction, organisational commitment, and engagement were shown by the findings of the study. Work satisfaction, organisational commitment, and employee engagement were revealed to be some of the partial mediators of the statistically significant correlation between self-efficacy and organisational citizenship activity. Consequently, mediators play a crucial role in providing an appropriate rationale for corporate citizenship practices (Na-Nan, Kanthong and Joungrakul, 2021).

Organizational Justice, Autonomy, and Employee Retention in Malaysian Manufacturing Post-COVID-19

This study, Ibrahim (2021) examines how employee retention in Malaysia's manufacturing sector is affected by organisational justice and autonomy both before and after the COVID-19 national crisis. Furthermore, through the mediating role that work satisfaction plays in the relationship between employee retention, organisational justice, and autonomy. The last paragraph of the article states that the countries have the responsibility to solve the same situation and that the organizations will be able to survive only if they will have skilled and talented employees. The research discussed in this study

dealt with the aspects that led to employee retention in the Malaysian manufacturing sector. Both theories used were Herzberg's motivation theory and Maslow's Needs theory alongside job characteristics model (Mohamad Mazlan and Jambulingam, 2023). In this respect, it showed relevance of theoretical framework and the application of the variables chosen in the context of the Malaysian industries. Discovered that job satisfaction is a key mediating factor in retention issues in Malaysian countries, and organizational justice and autonomy are important management tools to elevate retention rates in Malaysian manufacturing industry. In effect, the described research findings could do a lot of good for the country as a whole. with the urgent need of COVID-19 to pull the trigger and manage strategies and tactics that can lead to only the countries that will go through this crisis being the new leaders in the World in the coming years (Idris, See and Coughlan, 2018).

The formal training services that the organizations provide for their workforce are the focus of this study (Asgarova, 2019). It is determined that such efforts are beneficial to employees' job contentment and attainment which in turn elevates the profitability of organizations. The organizational support for training diverges from attitudes of the employees toward training, eagerness in completing the training and satisfaction level after doing training while on the other hand, Motivation to succeed and contentment in one's work life are two ideas that are stimulated and altered in response to training. Results from the regression analysis, firmly indicate that the effectiveness of 'train to gain' as employees' job satisfaction and achievement orientations increase as businesses spend on training activities too. It reasserts that personnel development as a human resource management strategy is truly a budget-friendly way of accomplishing the goals of the company. Attending educational and training institutions can have numerous effects on an individual's values, abilities, principles, perceptions, expectations, incentives, and work

ethics. In a bottom-up approach, those kinds of personal qualities that individuals gain in turn affect the personnel sourced from those individuals whenever these organizations employ them. Human resource managers in the organizations aim at doing the recruitment of the applicants closely or at least in such a way that the applicants qualify by what the jobs require from them (Gamage, Dehideniya and Ekanayake, 2021). Because maintaining the competitive advantage for long is not a walk in the park in an ever-dynamic business environment the business managers need to invest in career development programs within which will help the employees to update and renew their skills. Consequently, training has been discussed as one of most crucial roles for the human resource departments in organizations (Merchant, 1992).

Toxic Leadership and Organizational Culture: Impacts on Job Satisfaction

This study Paltu and Brouwers (2020) represents the first experiment of dissecting the nature of South African toxic leadership in the work environment. The event suggested that it may fluctuate among work results like intention to quit, job satisfaction, and degree of commitment. In second study, Indirectly and directly, training influences ideas like achievement motivation and perceived work satisfaction. However, other researchers developing above above-listed recommendations must be taken up in future studies because there are more unanswered questions like unexpected disparity in job satisfaction.

Employee Satisfaction: A Key Driver of Organizational Success in the Manufacturing Industry

All organizations try to make their performance, productivity, and efficiency at the highest level possible every day (Okoye and Ezejiofor, 2013). These purposes can be reached through using different goals and objectives and through working to employ competent and motivated personnel for the organizational initiatives and objectives. Similarly, organizations design this reservoir as a way of getting devoted workers with

minimal worker's reluctance to ultimately play a crucial in the actualization of organizational goals or the possible emergence of new issues (Locke and Latham, 1990). Though the organization is made up of its employees, it is their efficient & effective performance together that causes the organization's overall performance. A conundrum comes into taking notice as their employee output is sought to better them. Employee satisfaction is one of the elements that are inseparable from the implementation of an organizational success concept. Particularly in the industrial sector, employee satisfaction is the centre of attention. Increasing employee satisfaction becomes essential since it is a prerequisite for success in any commercial environment (Varadarajan and Ramanujam, 1990). In the present competitive business environment, it is difficult to deny the role that employee job satisfaction plays in enabling an organization to achieve its performance targets, especially since employees are the most indispensable factor of differentiation for any organization to succeed. Through all the fields of Industry, organizations can discover ways to do this by striving to better the job satisfaction of their workforce. Happy employees bring about happy customers that are long-term and spend more with your organization or business. It is well acknowledged that when employees are happier in their jobs, it enhances organizational performance (Jadhav et al., 2021).

When it comes to job stress, there is a significant negative correlation between job satisfaction and job performance, and there is a mean difference in job satisfaction between demographic features and job satisfaction. In high-technology industry Yang et al. (2021) Job stress and performance do not significantly correlate with each other, however job satisfaction and performance are favourably correlated. This suggests that demographic characteristics and job assessment both impact job satisfaction. Job stress and job satisfaction are there as two central elements of social theory that will be used to form and evaluate matrix of two types of employees from industrial fields (Saleh, Eltahlawy and

Amer, 2016). The majority of the measured locations belong to the ‘Strengthening Area’ and the ‘Negative Strengthen’ zone while only a few can be found in the ‘Negative Strengthen Area’, ‘Spoiled Area’, and ‘Strengthening Area’, ‘Rebel Area’ respectively. By comparing the matrices, we can find the outlier box plots, which can help us decide which ones to focus on improving for higher job satisfaction and performance and which ones to cut down on for less stress and better overall job performance. The proposal assessment model is a tool that decision-makers can use to record and track demographic information, as well as work satisfaction, stress, and performance. Ultimately, extra attempts are needed to dispatch the personnel system to best match employee talents for better accomplishments at work (Yang et al., 2021).

Importance of Employee Training for Organizational Success

Employees being trained appropriately provides an insurmountable platform for an organization to hit its targets and objectives. On the one hand, training is the element that helps the business to continue existent and fully operative (Delaney, 1984). On the other hand, employee training is the key issue of workers competence and productivity. The main objective is to guide individuals to gain knowledge and skills that they seek to do their jobs properly and eliminate any factors that may be hampering their performance. Once training is over, employees should be in a position to understand the employment necessities of their new employer at a deeper level (Schlee and Harich, 2010). Once hired, the employees may also be asked to attend orientation involving all the rules, regulations, and processes that apply in their employer's workplace. To push the best behaviour of employees toward manager, other subordinates, and fellows, these training courses are created. Competent team members can result into the company climbing up the industry ladder. In order to fulfil the requirements of job, it may be helpful to attend training. Making employees see the commitment the company has toward their overall well-being through education and

development is a situation everyone wins. The move of making employees' attendance of mandated trainings more efficient and profitable should be considered appropriate. Employees will increase their stride forward to becoming more competitive through these training programs. Moreover, there must be similarly adequate efforts in running the activities depending on the requirements of individual teams and members in the training programs. Among the practical advantages could be the fact that the staff could further share gained skills with the others during a training course (Pandita, 2023).

Job satisfaction, just like other vital aspects started receiving attention in mid 1970s. The earliest work, which was done in 1979 is a study of people that was conducted by Mobley. Employee satisfaction enhances the individual's deeper commitment to their performance, job satisfaction is described as a professional's feeling of accomplishment and achievement at work. Job satisfaction can be subjectively implemented, and varies from person to person. A feeling of inner satisfaction is one way to describe it. Workers' contentment can be defined as an attitude that demonstrates an emotional state towards the workplace in which workers either like or dislike it. Based on existing research, as other studies indicated, the variability of employee turnover is very few factors behind the relationship between job satisfaction and turnover rate (VROOM, 1962). Moreover, the previous researcher has identified and indicated that immense job satisfaction is cause of why workers intend to leave the organization. A high degree of job satisfaction and a low level of intention to leave the company would be present among devoted, engaged personnel. As the fact that this type of employee would try finding another job to replace their current one becomes increasingly apparent, it becomes increasingly clear that this should be the thing to do. It is relevant that indeed in many different industries, staff members with low job satisfaction will have more frequent turnover rates. Therefore, this particular phenomenon is not limited to the manufacturing industry alone. A study

conducted in a high turnover intention setting demonstrates a substantial negative link between job satisfaction of dentists and their intentions to leave their positions. Employees employed by private universities show a similar pattern, with a substantial and negative correlation between job satisfaction and intention to leave. For instance, an information technology organisation hosted the study, which revealed a negative substantial amount of relationship between job satisfaction and turnover intention. Moreover, the suggested theory has been validated and this is in line with satisfaction in the employment causing high job turnover intention (Naïemah et al., 2021).

Ethical Concerns in AI Development and Fairness

AI systems are designed to function in intricate decision-making processes inside the banking, healthcare, and legal systems—activities that can occasionally decide a person's life or death. A common problem for many AI systems is that they fail give equal result considering some embedded discriminations raising more conversations about the fairness of AI. According to our argument, a major dilemma in the creation of AI systems is the limited engagement of a stakeholder throughout the AI system's life cycle, i.e., a stakeholder with more influence as to how the system will perform. Therefore, we can say that outcome of this equality is a responsibility left by those who are less suffering from the system. Nevertheless, the majority of current research fails to account for the fact that various phases of AI system development have an adaptive and dynamic impact on AI fairness, which is a major source of current problems. To outline this, they point out a case that discusses fairness while developing a corporate wellness platform that gathers the data with smart wearables and deciphers the information with an AI algorithm. As the type of AI system development process is charted, the four main stakeholders are pointed out below. They are the system deployer, service designer, algorithm designer, and end user. Contextual justice, model justice, and device justice are the three primary facets of AI

justice that they will discuss. They are recommending that the role of the four actors in three aspects of fairness studies is a relative one. Besides, we have intended to draw the limits of roles and their interaction, and consequently the possible biases in the AI technology progression (Angelucci et al., 2022).

Due to the COVID-19 epidemic, social separation, confinement, telework, and other changes have significantly changed our way of life. The majority of these changes can be attributed to mental and physical health problems in addition to a rise in immobility and inactivity. Spanish employees were almost 35% undertaking telework during a lockdown. Meanwhile, 30% of employees continued to work from home following the lockdown. Corporate wellness programs that or company has already designed have proven that the results were positive before the pandemic. The reason is that employees cannot train in the workplace facilities during the outbreak of COVID-19, so they have to train at home if they want to maintain their health and fitness. Moreover, they need to go digital for this purpose. This study will demonstrate how OS participation in a leading Spanish brand, was able to utilize all digital knowledge at its disposal to enable its partner company, to adjust its wellness program into the new reality, and develop an effective corporate wellness program with the help of a fitness app and other media tools. This instance can be a perfect example for other organizations also who are similar in the process as more and more organizations are turning to teleworking. The firm wellness programs should adapt to the scenario of the growing trend of telework (Núñez-Sánchez, Gómez-Chacón and Jambrino-Maldonado, 2022).

Integration of Wearable Technologies in Corporate Wellness Programs

It has been only a few years since the advent of wearable technologies, and we can see how now we are not only wearing clothes but also monitoring health and wellness. This recent advancement has found its place in the corporate sector and such benefits make the

tendency to move forward the corporate itself strong. These technologies have been leveraged to a large degree into the company's wellness plans to enhance workers' general health and well-being. There are many opened gates for a healthy workforce including effectiveness in job performance and economical health benefits of employers. In recent years, giving fitness trackers to their companies' employees as a part of wellness programs has become widespread. This is used to let them monitor their activities and make better decisions about their health and life in general. This thing outlines the embodiment of this modern wellness business in corporate world and at the same time evaluates the profits, problems, as well as risks that are associated with this modern concept (S K, 2019).

As the employer's alternative to provide health coverage changes from the former role of (e.g., the company doctor) to health sponsor/payer via health care premiums, their financial commitment brings them to the helm of employees' health. Consequently, a lot of companies design employee wellness programs that urge employees to effectively manage their health and help them to reduce health care costs also increase the employees' productivity. Wellness plans aim at encouraging and promoting healthier behaviours among individuals, meanwhile prevention care—there are other sources other than employer-sponsored plans which could be the sources of the health behaviours of the employees. But, exactly how such programs do impact the degree of those healthy lifestyle habits of employees is not clear. The present investigation assesses the effect of wellness programs on an individual's health participation to explore how motivation from different designs of the program could lead to behavior changes and also gain insights into how these factors interact with intrinsic motivations. The nature of this assessment involves a qualitative case study of two companies with wellness programs and a cross-sectional sample survey of employees who are involved in wellness programs. The case scenarios, therefore, brought forward the importance of individual and contextual factors like

aspirations for wellness along with convenience and work-life balance when employees take part in wellness management at workplaces. The employee's enthusiasm to continue with a specific behavior change program was raised principally by the internal sources of motivation like self-efficacy and decisional balance which is the underlying factors of the trans theoretical model. On top of that, the two motivation factors as specified in the self-determination theory also played an essential part. The cross-sectional survey tested two hypotheses, which were hypotheses (HSPH), 2017).

Advantages and Ethical Challenges of Wearable Devices in Workplace Wellness

The range of workplace wellness programs is broad, but they all try to accomplish common objectives – higher employee health and productivity at a lower cost of healthcare care. In a major data era, wearable devices are commonly used in the frameworks of workplace wellness programs. Wearable equipment in programs can be useful in terms of employers, employees, and insurers for good health. On the one hand, it cannot be denied that the use of wearables in health promotion may present an increasingly complex risk, which may even give rise to some legal and ethical questions about privacy, security, misuse of information as well as autonomy of workers. Considerations for and against the usage of wearable technology in health promotion initiatives in the workplace are the focus of this paper. Part one will discuss the potential benefits of a wellness program for the workplace to the employees. Wearable technology's role in wellness initiatives at work will be discussed in the review's second section. The third and last part of this series will focus on the ethical and legal considerations surrounding the utilization of smart clothing in health promotion initiatives. This section will conclude by outlining best practices or soft rules as the ideal way for businesses and workers to work together to reap the benefits of wearable technology in the workplace while also resolving any issues that may arise (Fleming, 2020).

Role of Wellness Programs in Social Marketing and Employee Engagement

Social marketing is a term for marketing plans that have been built to influence people to improve their behavior in ways that benefit society. These programs could also be seeking self-improvement of society by inculcating the good into people. Wellness programs are strategies intended to encourage individuals to modify their behaviours in order to improve their overall well-being and state of health. with outcome of reducing healthcare expenditures for the overall society and the communities that they belong to. Therefore, the purpose of wellness initiatives, a subset of social marketing, is to promote individual and community health. These efforts can come from for-profit or non-profit organisations, or governmental bodies. Employee marketing programs are initiatives that internalize the strategic plan and policies of the organization among employee members and ensure their alignment with them. Working of internal marketing now extends to employees' involvement in healthy lifestyle initiatives. Organizations appreciate less spending for medical insurance and labour costs in finding new employees due to an increase in wellness programs. Social marketing and internal marketing programs refer to a form of marketing that converges into opportunities for the expansion of marketing activities of the firm in a bid to promote the social good and better the performance of the firm. This document is a literature on the research results focused on internally performed wellness programs in the companies and gives recommendations to improve employee performance within them (Bontrager and Marshall, 2019).

The wellness and health programs are known to be result oriented and beneficial to organizational leadership in cutting on the associated medical expenses. They are also preferred in the millennial generation. Thereby, greater emphasis is placed on the development of new workforce retention measures in the aftermath of the Great Resignation. Such an approach should be applied, first and foremost, by the carmakers

during production. To successfully attract and retain millennials, it is necessary to think about and execute holistic wellness programs that take into account and address the following four aspects: relational health, physical health, emotional health, and economic health. Dark pillars are imaginable within the pillars offering companies similar incentives, accessibility and flexibility; diversity, equity and inclusion; digital technology integration; and knowledge. This paper argues that these factors should be carefully considered each in regard of the automotive manufacturing industry and looks at how human resources managers can implement best practices (Patterson, 2022).

Impact of Work Environment and Job Satisfaction on Employee Performance

Optimization of the employee performance is often the main factor that organizations go for to achieve the goals. Also, employee performance becomes a great whole because of whether or not the human resources of your company should be improved. Some key elements that can facilitate the emergence of good employee performance are job satisfaction and work environment. The purpose of this research is to elucidate if factors of workplace and job satisfaction impact people's performance. In particular, this research will seek to examine work environment and job satisfaction as factors that influence employees' performance at PT. The firm carries on the profession of making rubber automotive parts and electrical spare parts. The number of participants who took part in the test was 88 who were working in the manufacturing department. In this, the quantitative approach is used. Data used to conduct this research was derived by filling in the questionnaires by a particular group of respondents that had been assigned previously. Multiple linear regression analysis is the data analysis strategy used. Numerous studies have shown that job satisfaction and a positive work environment have a major impact on employees' performance, often in tandem. This is supported in part by the test of the t value (partial) and off value (simultaneous) (Badrianto and Ekhsan, 2019).

The most important things for both organisations and individuals are the improved job happiness and performance of employees as well as the company's well-being. Job satisfaction comes when a person is comfortable enough to do the job to the extent that fulfilments of the organization's demands or expectations. Job performance is how an employee does his/her job. It shows how well or badly he/she does his/her job. This article has examined employee performance enhancement factor, and in certain aspects, job satisfaction in companies and government institutions in Saudi Arabia. The study concentrated essentially on knowing what performs a job and how the individual can identify his/her level of job satisfaction as well as establish role of job performance and satisfaction among employees. Also, the outcomes implied that motivation, salaries, leadership, and productivity are considered as the main factors in motivating employees (Helmi and Abunar, 2021).

Importance of Job Satisfaction in Enhancing Employee Performance

The Industrial Revolution particularly led to the high productivity level of organizations through collaboration and high workforce contribution that translated to organizational efficiency. This raises the question that the need to make the employee's career satisfaction as the primary goal is a must. A satisfying job is an indispensable characteristic of any business today. Employees that are content with their occupations are more likely to put in a decent effort and are more invested in their work. The organizational performance reveals the contributions of the staff. The measurement of success of the organization is always determined by the efforts put up by the employees of the organization. It is the organisational performance that may be evaluated, and it can be done so by looking at both the business's revenue and profits. Employees must identify what will make their jobs secure and successful. Managers deployed develop work schedules done by employees, monitor their outputs, and formally review them at periodic intervals to

evaluate their performance. This is quite helpful as it enables the superior management to recognize the excellent ones to improve the performance of the poor workers. An employee happy with his job is excellent this can also be vice-versa (Nathwani, 2021).

The initial investigation yielded a researchable topic on which most employees exhibit pessimism and decline in job performance. This study includes some quantitative analysis because the theories and hypotheses presented have been verified via the use of deduction. The independent variables related to 'Job Satisfaction' were set as 'Pay and Benefits', 'Training', 'Work Condition, and 'Nature of Job'. The dependent variable in the cause-and-effect research will be 'Employee Performance'. Besides this, the human resources department must see the employee's training needs and strengthen the efficiency of the workers. In the same manner, the scholars centred on this study can further look deeper into how other parameters like top management support and organizational culture play a lead role in performance of the employees (Rodrigo, Kuruppu and Pathirana, 2022).

Strategic Role of Human Resources in Enhancing Employee Motivation and Job Satisfaction

One of the most important components that can make or break a business is its human resources department. This is because people are the key to achieving the company's goals and objectives. Employees' high levels of motivation and job satisfaction are critical to enhancing performance. which eventually will translate into more competitiveness for the company. The era of globalization reflected on the real world of business is one of them. With globalization, the competition has grown fiercely, where each company is obliged to boost its market share of the target. At the same time, globalization has affected much from the business point of view and, consequently, has been driving them to get a more effective and more efficient corporate organization. To make progress and survive the cut-throat competition, the company needs effectiveness and efficiency because the

company will be stronger to compete with others if it is more competitive and more effective. Paying attention to the fact that employees are the biggest assets, employees must be given more specific instructions so that their contributions are not only useful but also reflect the goals of the organization. High work motivation gives the employees an ability to work and accomplish more assigned work (Suardhita, Rafik and Siregar, 2020).

Impact of Transformational Leadership and Work Motivation on Employee Performance: A Case Study

The effects of transformational leadership and intrinsic motivation on the productivity and accountability of Hotel Kartika Graha Malang's staff, with and without regard to their level of contentment in their work environment, will be the primary emphasis. In this study, 78 staff from the Indonesian hotel Kartika Graha Malang were surveyed. This research Sironi (2019), is the explanatory design of descriptive research. However, work motivation is a cause-effect relationship that affects work performance and individual job satisfaction. In other words, the job gratification is greatly the employee productivity factor. However, the mediating effect of satisfaction with work is exhibited by several factors. Impacts of work motivation and transformative leadership on performance are two examples. A fundamental reason transformative leadership does not significantly impact employee performance is rooted in individual-level comprehension.

Evolution of Corporate Wellness Programs: Beyond Physical Health

Employing the idea of corporate health is a few years old, but it has always been done with specific attention to the physical health and safety of employees. At present the scope of wellness is quite wide and is not limited to the health and safety concerns of workers only (Ms.Suma.T.S, 2019). A variety of programs are being designed for wellness purposes that do not only focus on physical health but also aim to take social and emotional health into consideration making workers more engaged and excited about their jobs. Many

programs and tools have been developed utilizing different methods in areas of reduced absenteeism, organizational culture, attracting talented people to companies as well as a method of saving money. The main issue companies are dealing with currently is creating a program that truly improves healthcare costs while getting employees fulfilled and healthy. This investigation purports to comprehend various corporate wellness programs set by companies, to understand the perception of their employees regarding such programs, and to assess their level of satisfaction towards the programs as well.

1.2 Research Problem

Manufacturing companies have taken serious effort in ensuring that employees are healthy and that they do not deteriorate their health while at work though implementation of corporate wellness programs that will increase job satisfaction and productivity remain a challenge. It is essential to point out that the understanding of key success factors and barriers to such implementations is often rather limited, which results in the less than ideal effect. However, more research has continued to be carried out in studying the general effect of the programs without considering the different effects on job satisfaction and productivity in the manufacturing sector. One of the major research gaps is the lack of insight regarding the ways that corporate wellness programs should be adapted for the needs of manufacturing employees and the connections that in the construction of the programs, satisfaction with work, and productivity. This research will therefore seek to fill these gaps by analysing the underlying factors that determine the effectiveness of wellness programs, evaluating outcomes of such programmes for employees' health and productivity levels and to what extent wellness programmes increase employees' job satisfaction. Thus, the study's main goal is to examine the body of research on the proactive creation and maintenance of beneficial corporate wellness programs in manufacturing businesses, as well as the enhancement of employee and organisational productivity.

1.3 Purpose of Research

In this study, we examine the many effects of corporate wellness programmes on industrial workers. This study examines the success factors and hurdles of workplace wellness programmes, revealing their challenges and enablers. The study also examines how business wellness programmes affect staff productivity and efficiency. Another important goal is to determine how corporate wellness programmes affect employee health and wellness. The study also examines how corporate wellness programmes improve job happiness and engagement. The study provides a complete assessment of how corporate wellness programmes affect employee productivity, well-being, and work satisfaction in the manufacturing industry. This research aims to propose successful corporate wellness programme solutions to boost employee productivity, well-being, and job satisfaction, offering industry stakeholders with actionable information. The study seeks to examine corporate wellness programmes' role and influence to improve manufacturing processes and policies.

1.4 Significance of the Study

This research is important for some reasons. First of all, by concentrating on corporate wellness initiatives inside the manufacturing sector, it fills a significant vacuum in the body of literature already in existence. Through an examination of the effects these programmes have on worker productivity, well-being, and job satisfaction, the research offers insightful information that may guide industry practices and policy.

Second, by recognising how wellness programmes can benefit their staff, industrial companies can benefit from the research's findings. Businesses can adjust their wellness initiatives to better suit the needs of their workforce by identifying critical success factors and implementation challenges. This could enhance overall organisational performance.

Thirdly, knowing the connection between employee job satisfaction and corporate wellness programmes can give businesses a competitive edge in a market where luring and keeping talent is essential. A manufacturing sector's ability to maintain growth and profitability depends on stronger retention rates and enhanced productivity, both of which are correlated with improved work satisfaction and employee well-being.

Additionally, this research advances our knowledge of organizational behavior and HRM in the manufacturing setting on both a theoretical and practical level. By providing sophisticated insights into the interrelated dynamics of well-being, productivity, and job satisfaction, it expands on what is already known and emphasises the comprehensive advantages of funding employee wellness initiatives.

Overall, the study's findings can be utilized as a basis for further research in related fields and industries, assisting managers, researchers, and policymakers in creating more successful plans for advancing corporate wellness programs that support worker well-being and organizational success.

1.5 Research Objectives and Questions

Objectives of the study:

- To identify the key success factors and barriers associated with the implementation of workplace wellness programs.
- To examine the relationship between corporate wellness programs and employee productivity in the manufacturing industry.
- To assess the impact of corporate wellness programs on employee well-being in the manufacturing industry.
- To investigate the relationship between corporate wellness programs and job satisfaction among employees in the manufacturing industry.

- To explore the interconnectedness of employee productivity, well-being (as influenced by corporate wellness programs), and job satisfaction in the manufacturing industry.

To recommend effective strategies for implementing corporate wellness programs in the manufacturing industry tailored to enhance employee productivity, well-being, and job satisfaction.

Research Questions:

- What are the key success factors and barriers associated with the implementation of workplace wellness programs?
- What is the relationship between corporate wellness programs and employee productivity in the manufacturing industry?
- How do the corporate wellness programs influence employee well-being in the manufacturing industry?
- What is the degree of relationship between corporate wellness programs and job satisfaction among employees in the manufacturing industry?
- What is the interconnectedness of employee productivity, well-being (as influenced by corporate wellness programs), and job satisfaction in the manufacturing industry?
- What are the effective strategies for implementing corporate wellness programs in the manufacturing industry tailored to enhance employee productivity, well-being, and job satisfaction?

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction to Corporate Wellness Programs in Manufacturing

Job satisfaction is one of the biggest things that may be hard to assess when it comes to managing a workforce. Motivation of the employees is a function of their productivity and therefore has a direct influence the efficiency of corporate organizations; scientific evidence also shows a very strong positive relationship between job satisfaction and motivation. Exploratory study of how training and development activity of industrial companies affects the satisfaction levels of its employees. An organization's human capital is its most valuable asset. Every company need workers who have gotten the appropriate training to do their jobs well. Members' abilities, knowledge, and skill sets are enriched by the continuous operations of their organisations. Maintaining a healthy WLB is essential for employees' personal and professional success. Pawar et al. (2024) investigated effect of professional growth on contentment in the workplace and determined that it is a key factor in determining contentment among court personnel. They emphasize the need for policymakers to formulate and execute strategies to enhance employee commitment, leading to increased satisfaction and performance.

Karunaratne and Kodithuwakku (2023) aimed to determine what aspects of working in Sri Lanka's manufacturing sector influence the happiness of recent graduates. The study sample comprised people with a bachelor's degree and above employed in the five major sub-sectors of manufacturing of Sri Lanka. In the stratified sampling procedure, 156 peoples were selected from the total this sampling population. To gather the required information, a simple questionnaire constituted the major database instrument. The research aims and objectives of the study were Therefore developed using factor analysis and chi-squared test. Five variables were identified as influencing graduate workers' levels

of job satisfaction through the factor analysis. First, Organisational Rules and Management, Second, Working Conditions, Third, The Work Itself, Fourth, Acknowledgement and Promotion, Fifth, Job Security, and Last but Not Least, Personal Connections. In addition, the chi-square test is employed to determine which demographic variables impact the contentment of the employees with their job. According to the findings, workers' levels of contentment with their jobs were significantly affected by the degrees they earned.

Vosoughi et al. (2023) investigated the impact of a company's safety culture on workers' happiness on the job, and rank the significance of these factors among those working for a tyre manufacturing company. In a tyre manufacturing firm, 280 people were involved in the descriptive-analytical cross-sectional survey. Self-generated questionnaires include the NOSACQ Nordic safety climate questionnaire and Dante's job satisfaction questionnaire was used to collect data. They utilized SPSS 29.0 while the required software is Microsoft Excel 2010 and above and R programming language 4.2. The objective is to analyse the data. Out of the total participants less than 5 percent had not been involved in any kind of accident at the workplace and these participants expressed much more satisfaction on the job than any other participants. In addition, educational status, the safety climate score and the medical record of workplace accidents predicted job satisfaction through multiple regression. Thus, based on these results, it can be seen that the safety climate plays a major role in the level of job satisfaction of the employees working in tyre manufacturing industry.

D'Cunha (2023) determined effects of industrial sector upskilling and retraining programs on worker happiness and retention. Data for the study came from a combination of a literature review and questionnaire research, which is known as a mixed-methods strategy. The results of the study showed that many respondents (55,7%) thought it was

difficult to select the best training program for trained and retrained staff. This implies that there might be a gap in people's knowledge and understanding of the training programs available, which could affect how effective upskilling and retraining programs are. One of the major obstacles to allowing employees the chance to retrain is revealed by the fact that 34.3% of respondents lacked sufficient funding for training programs. This implies that, for elaborate and user-friendly training programs, there's always a need to spend more money. The study found that workers' productivity, efficiency, and performance on the job have been enhanced, and they have been given access to exciting new career prospects through upskilling and retraining initiatives.

Mazikana (2023) investigated how intrinsic motivation affects productivity in Harare, Zimbabwe's manufacturing sector. A study conducted in Harare, Zimbabwe, examined the effect of intrinsic motivation on worker output in the manufacturing sector. was conducted because Zimbabwean manufacturing industry is performing and operating below capacity, motivation of employees is low which another contributor of below expected industry performance is. The main objectives of the study were to: (1) ascertain which extrinsic motivating packages were most successful in raising staff performance; (2) ascertain which intrinsic motivating packages had the biggest impact on staff performance in Zimbabwe's manufacturing sector; and (3) ascertain which packages were least successful in achieving these objectives.

Singh, Kumar and Meet (2023) investigated gender's impact on manufacturing workers' levels of contentment and dedication to their jobs and companies. The study's overarching goal is to find out if men and women differ in how committed they are to their organisations and how satisfied they are with their jobs. given the importance of these factors in the growth and development of organizations. The study also showed that the gender distribution is 3M: 1F in industrial companies, and neither men nor women report

significantly different levels of job satisfaction nor organisational commitment. The satisfaction level of both the genders is equal if they both are holding the same designation. Therefore, conclusion can be drawn that job satisfaction and organizational commitment are comparably alike in the manufacturing sector.

Rufeng et al. (2023) assessed the effect of contented workers on bottom lines in the industrial sector. This study sheds light on how employees perceive and expect to profit from their employer's health insurance and other benefits. In this examination, the empirical research technique is being used exclusively. Questionnaires served as the principal means of data collection for this enquiry. This sample is based on one hundred manufacturing workers. This research is helpful since it shows how much of an impact employee happiness has on an organization's bottom line and how productivity levels are affected when workers are happy and healthy. A positive outlook on one's work environment and increased productivity are both correlated with employee happiness, according to the study's authors. Learn what your employees need from the organisation to improve job performance utilising the insights learnt from this article.

Al-Alawi et al. (2021) identified aspects linked to workers' involvement in CWP. Employers provide CWPs as a way to motivate staff members to lead healthier lifestyles and significantly lower their standard of living. This approach seeks to lower health care costs while simultaneously increasing productivity. This study used a quantitative methodology, with data being gathered through questionnaires created in accordance with antiliterature literature. This study's population includes 900 employees of the XYZ Company, based in Bahrain, and is an international hospitality company. With 307 completed surveys out of 900 sent out, the response rate was 34%. Respondents consist of front-line workers, supervisors, and managers. Roughly half of them wanted to get moving, especially at the company gym, and they were more interested in a wellness program that

offered individualised nutrition and exercise advice. Moreover, the findings of the study, extracellular matrices with cultural factors were seen to be the only engagement factors associated with CWP participation. Personal characteristics, aspects of the social and physical environments, and organisational policies did not connect with CWP participation. Organisations ought to establish all-encompassing CWPs that address mental health, rehabilitation, diet, and exercise alike.

Satpathy et al. (2019) investigated the variables that influence work-life balance and the difficulties encountered by those working in manufacturing. The work-life balance situation has become more complex due to the increased difficulties of both job and personal life. A crucial and essential asset for modern businesses is employee engagement and retention. Employers should establish some measures of handling strain or pressures, rivalry, or animosity in the workplace so that the workers can maintain a decent work-life balance. The conceptual framework of the study, which explains the reason of work-life imbalance, is represented in the following picture. It was created using secondary data that was gathered during a literature review from a few of the study's publications. Employers should think about work-life balance programs when making policies, offering perks, and providing services. Employees' views of their employer can be shaped by well-thought-out policies and tactics, which in turn encourages them to remain with the company for more years.

It is possible to start by examining the findings from the effectiveness of WPHP, assessing recent papers that have challenged the effectiveness of the programs. and providing recommendations for critically assessing these programs, (Goetzel et al., 2014) determined their efficacy. This paper provides a summary of the findings to different workplace programs as well as the guidelines for critical evaluation of outcome findings. Additionally, the efficacy of workplace programs is questioned in recent studies. A body

of research spanning 30 years shows that health and financial benefits can result from programs that are both well-planned and -implemented according to principles grounded in evidence. It is recommended that employers who are in search of a program that is effective take into account their objectives and the extent to which their organisational culture allows for success. This means that companies looking to launch health promotion initiatives should consider how to increase their chances of success by employing the best practices.

The study conducted by D. Jones et al. (2019) assessed the efficacy of a comprehensive workplace wellness program in saving healthcare expenses, promoting healthy behaviors, boosting employee productivity, and enhancing overall well-being. Approximately 5,000 workers were given financial incentives and program eligibility at random as part of a more extensive workplace wellness program that was designed and implemented for a large corporation. They found strong selection trends: It revealed that among the respondents who took part in program in the year before the intervention, those who claimed they spent less on health care and were in a better health condition than others. Health screening rates were consistently increased by the program. However, after more than two years, we did not see any substantial causal impacts of the therapy on overall medical expenses, other health-related behaviours, employee productivity, or self-reported health and wellness.

Kent et al. (2016) sought to identify the most important factors that would explain the success of employer sponsored health promotion (wellness) programmes. Optimal methods involve creating a culture that prioritises well-being and employing strategic communication techniques. The essential components that contribute to the establishment of a culture of health include a strong commitment from leadership, support from the social and physical environment, and active participation from employees. Strategic

communications aim to inform, inspire, promote products or services, and establish confidence. These communications are customised and focused, utilising many channels and allowing for two-way interaction. They are strategically timed, have an optimal frequency, and are placed in the most effective locations. In particular, there is a requirement of obtained knowledge from the best practices of those businesses that have developed strong and healthy organizational culture and communication system to disseminate and implement to different workplaces.

Tuwai, Kamau and Kuria (2015) investigated impact of corporate wellness programmes on work productivity of Kenyan commercial bank employees. Heads of HR at 43 different banks were the intended subjects of the study. Using a combination of structured and unstructured questionnaires, study employed a census sampling strategy to gather data. The data was analysed by descriptive method and other methods of qualitative data analysis. Wellness programs that addressed financial, intellectual, environmental, social, and physical health all contributed to better performance on the job, according to the study. Financial wellness programs impacted employee performance by improving knowledge and skills, while environmental wellness programs affected performance by allowing engage in cross-cultural communication with their staff. Workers were able to open up and make meaningful contributions to the company as a result of social wellness programs. Employees' physical wellness programs were vital in maintaining their health and value to the company. The study recommended that banks provide long-term investment advice to employees, encouraging creativity and problem-solving. Employees should be allowed to suggest the best environment for their work, and social wellness programs should improve employee relationships and teamwork. Physical wellness programs should also focus on overall employee health, ensuring a healthy workforce for better performance.

2.2 Understanding Job Satisfaction in the Manufacturing Sector

This research was conducted by Hizam et al. (2022) as a means of studying how elements like job happiness, setting, motivation, and discipline affect productivity. Description of research variables is achieved with the help of a quantitative descriptive research approach. One hundred and ten workers from PT. Mighty Magnificent Shades were randomly selected using a convenience sampling method. The data gathering procedure's analysis tool was a questionnaire. The dependability and item validity coefficients were used to standardize the instrument. With the use of SPLS software, SEM-PLS analysis was used to test validity. The study's findings confirm that one's immediate surroundings can affect their level of contentment in the workplace. Job happiness is impacted by intrinsic motivation. Satisfaction with one's employment is unaffected by punishment. How well something works might be affected by its surroundings. Performance is unaffected by intrinsic motivation. The impact of self-control on productivity is real. Performance is impacted by how satisfied one is with one's employment.

Li (2024) ascertained the impact of socioeconomic status on these discrepancies. Examined CGSS data from 2009, 2014, and 2019 in China. Health inequality and its causes were investigated in this study using an ordinal complementary log-log model. The investigation demonstrated that health status exhibits substantial variation in relation to distinct social and individual factors. The primary factors contributing to health disparities include gender, geographical location, residential area, ethnicity, and financial level. Thus, it was also possible to observe the variation in the experiences of the health status by different groups of people with different levels of SES. This study provides evidence that socioeconomic characteristics significantly impact health disparities in rural China.

Abdullah et al. (2021) investigated research into is how ISQ influences the health, satisfaction and productivity of Pakistani nurses employed in health care. According to the study, fifty percent of the nurses' happiness is mediated by the commitment of the nurses to work, the level of job satisfaction, and performance. The research design was cross-sectional with more emphasis on the quantitative approach. Private hospitals in Pakistan 20 and 412 registered nurses participated in the survey voluntarily and on their own time. To reconcile this, the study employed what is known as the structural equation modelling popularly referred to as partial least squares of structural equation model PLS in SPLS 3. 2. 8 was used for data analysis. ISQ has a positive effect on the levels of happiness, commitment and satisfaction of patient care staff, as established by the research.

Ikechukwu, Chioma and Irimagha (2020) investigated Impact of health and safety at workplace to productivity. To collect data from 282 employees, the study used a standardized questionnaire. For data analysis, SPSS version 23.0 was employed. The study tested its assumptions using regression and Pearson correlation moment, and also analysed the respondent demographics using description analysis. The study found that health and safety procedures, particularly training, significantly impact workers' productivity on the job. There was also no enough management commitment to maintaining health and safety, and overall, a scarcity of PPEs. which contributed to employees' poor performance. The study indicated that the four separate indicators of workplace safety were impacting workers' productivity. Constant health and safety training for all staff levels, from upper management on down, was one of the many recommendations made. Employees will be better prepared to prioritise health and safety, which is crucial because accidents can happen to anyone.

Asbari et al. (2020) aimed to zero in on and quantify the part that work-family conflicts play in affecting both job happiness and performance. Its secondary objective is

to examine influences of work satisfaction on diets. The participants in this study were 1,045 working women from Indonesia. The female employees in Indonesia were chosen at random and then given questionnaires to fill out electronically. SEM analysis is applied through SmartPLS3.0 software was used all in the acquisition and analysis of the data that was obtained. Work-family conflict was found to be adversely and significantly correlated with job satisfaction, while self-directed work delegation showed a statistically significant negative association with work-family conflict. Interestingly the study also revealed that the proposition that work-family conflict negatively affects the performance of female employees does not hold water. Work and family conflict has a significant moderating impact on performance through the job satisfaction variables. Also, there exists good evidence proving that the job content satisfaction of the workers relates to performance levels.

Khaskheli et al. (2020) examined the effect that employees' opinions of corporate social responsibility (CSR) have on their emotional commitment, job satisfaction (due to both internal and external causes), and involvement in the community at work. The purpose of the study was to collect data regarding the relevant elements from the viewpoint of Pakistani workers. Organisational citizenship behaviour and employees' opinions of CSR are positively and statistically significantly related, according to the research. Additionally, workers' perceptions of CSR show comparable outcomes, namely, a statistically significant correlation with emotional investment and intrinsic work satisfaction, and a negative association with extrinsic work satisfaction. Additionally, results show a favourable and statistically significant correlation between organisational citizenship behaviour and emotional commitment and intrinsic work satisfaction. However, organisational citizenship activity is inversely related to extrinsic work happiness. Finally, mediation studies show that all variables contribute to mediating the connection between how workers

understand corporate social responsibility and their actions as corporate citizens. Affective commitment, and both internal and extrinsic job satisfaction are variables that fall into this category.

Varshney (2020) explored the connection between workers' views of their companies as places where they can learn and grow, and their happiness on the job, and how their degree of engagement with their work mediates that connection. According to the findings, workers are more invested in their work and happier overall when they see their employer as a dynamic learning organisation. Management in an organisation should facilitate high odds of positive productivity from disdained workers in a learning strategy environment by developing HR policies that promote engaged working situations.

Jawaad et al. (2019) assessed understanding the connection between HR policies and practices and organisational dedication. Employees in Pakistan's telecommunications industry will also have their levels of job satisfaction measured to see whether it acts as a mediator between HR policies and organizational commitment. Two hundred and eighteen people working for different Lahore-based telecom companies provided the information. Using the SmartPLS 3 software, the data underwent PLS and SEM analysis. Variation in "Organisational Commitment" is statistically significant when factors such as "Recruitment and Selection," "Performance Appraisal Satisfaction," and "Rewards and Recognition," in addition to "Work Environment" are thought about. The links between "Recruitment and Selection," "Training," and "Work Environment" are mediated through "Job Satisfaction." The association between "Performance Appraisal Satisfaction" and "Job Satisfaction" is indirect. It is not the case that "Job Satisfaction" acts as a moderator between "Reward and Recognition" and "Organisational Commitment." In this study, we go beyond the established knowledge of the antecedent variables relating to organizational commitment and job satisfaction, HRM practices employed by organisations, and other

related factors. To enhance the quality of services offered to their clients and satisfaction of their employees, telecom businesses should thus actively consider HR processes that enhance employee productivity.

Wang and Brower (2019) appropriated The following based on the Theory of Person-Environment Fit utilizing the Federal Employee Viewpoint Survey data with responses collected in 2015 Seeking to answer the researcher's research questions, three compatibilities have been identified to determine the level of satisfaction among federal civil servants. The findings indicate that federal workers' perceptions of their job, work group, and supervisors' compatibility significantly impact their level of job satisfaction. These results corroborate our argument that the interactional views serve as a useful theoretical paradigm for the identification of the processes that enhance workers' job satisfaction.

Soomro and Shah (2019) investigated the relationship between an entrepreneurial mindset and company culture and factors like employee engagement, productivity, and contentment in the workplace. This method relies on cross-sectional data and is quantitative in nature. The results are inferred using the structural equation model on a total of 326 valid examples. As revealed through the study outcomes the hypotheses that organisational commitment, job satisfaction and performance are positively related were confirmed. A more entrepreneurial mindset has a favourable and substantial effect on employee dedication to the company. Workplace contentment impacts company culture, and employee dedication impacts organisational commitment. Conversely, an entrepreneurial mindset does not significantly affect productivity in the workplace.

McVeigh et al. (2019) aimed to predict the stress levels and work satisfaction of a sample of merchant sailors, accounting for both individual and occupational factors known to influence maritime workers' mental health and those in other industries. Methods A

survey of sailors' opinions and experiences on the job was distributed by a major shipping firm as part of their secondary data analysis. A group of merchant sailors participated in structural equation modelling, which is based on a theory of subjective stress and work satisfaction. The structural equation model had satisfactory goodness-of-fit statistics, but the results of the Tucker-Lewis and comparative fit indices demonstrated that it did a poor job of fitting the data in the sample. Perceived stress was the criterion variable that the model best described at 23.8%, with dispositional resilience showing the largest predictive effect. The criterion variable of job satisfaction was explained by the model to the tune of 70.6%, with instrumental work support showing the largest predictive effect.

Yukongdi and Shrestha (2019) examined the relationship between emotional investment, work happiness, and burnout among Nepalese bank workers. A total of 282 employees from a bank in Kathmandu were surveyed using questionnaires to gather data. To analyze the data collected, multiple regression analysis was done. This result further reveals that occupational stress predicted turnover intention while affective commitment and job satisfaction reduced it. The second most important factors were employee's affective commitment and job stress to decide that he/she will or will not turnover from the current position. Finally, they discuss the implications of the study.

2.3 Importance of Employee Well-Being in Manufacturing Companies

AL-ATFI and Tamim (2023) examined the factors that affect EP in local food manufacturing companies. The targeted population and sampling were based on a convincing technique in which the researcher targeted 22 companies, of which 10 were involved in participation. This was done courtesy of a quantitative questionnaire of the Likert scale type since the population was large. The data was done manually and the analysis done systematically and statistically by the use of the computer software called the SPSS which gave summaries of the data in form of tables and figures, percentage, mean

scores and standard deviations. Based on the findings of the study, it would be logical to note that two out of the five sub-variables; namely, “internal employee training and development” (IETD) and “non-financial employee compensation” (NFEC) have a positive and significant relation with EP, while LS variables, external employee training and development (EETD), and financial employee compensation (FEC) sub-variables showed a negative and significant impact on EP.

Azmy, Hartono and Mirza (2023) analysed investigating the relationship between organisational transformation, organisational culture, and leadership that inspires transformation and improves employee performance by way of work happiness as a moderator. A total of 101 employees from companies that make automobile components took part. To make sure they fit in with the goals of the study, researchers used purposive sampling methods to choose them. The data was analyzed utilizing "Partial Least Squares" (PLS) to reveal the elements that impacted the employees' performance. The findings demonstrated that transformational leadership, organisational culture, and organizational transformation all contributed to improved employee performance. On top of that, they saw that work satisfaction mediated the relationship between performance and satisfaction on the job. Consequently, to better respond to business difficulties, organizations should prioritize job happiness to increase staff competencies. Organisations can enhance levels of satisfaction, responsiveness and performance through all the approaches that the research has highlighted, namely transformational leadership, good organisational culture and organisational change. This, in turn, can drive innovation in the company. Satisfaction in one's work is essential to maintaining consistent performance, especially as transformational leadership, organisational culture, and the business process appear to be highly dependent on these factors.

M.O., N.J. and P. (2023) investigated the level of employee engagement and preparation for a workplace free of injuries in Niger Delta manufacturing firms. The study population comprised persons from the following Niger Delta states: Ondo, Bayelsa, Delta, Akwa Ibom, Edo, Imo, Cross River, and Rivers. There was one manufacturer from each of the nine states. 325 employees made up the study's sample size, which was established by applying the Taro Yamane formula. The Questionnaire on Employee Involvement in Creating a Safe Work Environment in Manufacturing Companies is a standard questionnaire that was used to gather the data. To find the answers to the research questions, they employed the mean and the standard deviation. To evaluate our theories, they used a Pearson Product Moment Correlation coefficient with a 0.05 alpha threshold. Among other aspects, the study found a strong positive association ($P = .000$, $p=0.05$) between the safety performance of engaged personnel. Absence of employees

Don-Baridam and Dirir (2022) examined a study of food and drink factories in Rivers State, Nigeria, and how employee feedback affects their health and employment. Research was conducted using a cross-sectional design. With data retrieved from the 2019 revised Directory of the Rivers State zone of the “Manufacturers Association of Nigeria” (MAN), this study's population consists of seven (7) food and beverage manufacturing enterprises out of thirty-four (34) manufacturing companies registered with the association. The seven (7) companies chosen for this purpose all fall within the food and drink category, which is known for its peculiarities. There were a total of 208 workers in the study's population, and 137 were chosen at random using Taro Yamane's formula for determining sample sizes. Standard deviation and mean were utilised for univariate data analysis, while the correlation coefficient was employed to assess all hypotheses. Analysing the results of the study, we can state that in food and drink manufacturing enterprises in Nigeria, positive relationship between the employee voice and well-being measures was identified.

This research by Soelton and Oktafia (2023) concerns the effects of job insecurity and job demands about cyberloafing and productivity of workers in manufacturing organizations. This research also verbally establishes a literature review of cyberloafing, employee performance, job uncertainty and workload. The PLS technique is utilized for data analysis in this study's research strategy, which is based on a quantity approach. Studies have shown that job insecurity and workload hurt the performance of the employee while the two factors have positive and significant impacts respectively on the cyber-addictive behaviour of the employee. In addition, the study found that cyberloafing and organisational performance are perfectly inversely correlated. The findings of this study are in line with previous studies and cause affirmation of the postulated hypothesis.

Odunayo (2022) the impact of investing in human capital on the expansion of manufacturing firms in Lagos State. A total of 2,355 people working for three different manufacturing companies listed on the NSE were the intended participants in this descriptive survey study. We picked our respondents at random from each of the manufacturing companies we studied. Nearly 418 people were included in the study. To get all the necessary data, the study used a questionnaire. Data summaries were primarily generated using descriptive statistics. For data analysis, SPSS was utilised. The data was presented using tables. To find out how the two sets of variables were related, regression analysis was employed. Upon examining several manufacturing businesses in Lagos State, Nigeria, it was shown that employee work experience had no discernible effect on organisational production ($\beta = 0.045$, $t = 1.122$, $p > 0.05$). Employee training had a substantial impact on the marketing share of selected industrial businesses in Lagos State, Nigeria ($\beta = 0.101$, $t = 2.354$, $p < 0.05$). Further, the organisational profit of chosen manufacturing enterprises in Lagos State, Nigeria was significantly impacted by employee compensation ($\beta = 0.225$, $t = 4.515$, $p < 0.05$). According to study, managers of chosen

manufacturing companies should do the following: train their employees with an emphasis on hard and soft skills, as well as expertise; and determine appropriate compensation rates in light of the current climate in Nigeria's manufacturing sector. This will help ensure that employees are competent and meet company expectations.

Kirchner and Stull (2021) analysed the connection between a company's work environment, employee happiness on the job, and productivity so that businesses can get better results from their staff. Nineteen focus groups, including semi-structured interviews with medium and top-level managers, long-term employees, and recent hires, were conducted with five manufacturing companies in the Midwest of the United States. This was followed by an examination of the company's performance reviews, satisfaction surveys, training materials, and onboarding processes. Findings Manufacturing employees expressed dissatisfaction with inadequate onboarding, poor communication, and what they regarded as a lack of assistance. Also, when comparing management's views on the workplace to those of new and long-term employees, there was a huge gap.

Yusnita, Sahda and Irawan (2023) provided suggestions for businesses to boost employee output by reviewing the correlation between the study's two variables: organisms and perceived workplace with organisational work personal setting and job satisfaction with performance. The steel fabrication company PT. Faco Global Engineering, which is the site of this research, will keep meeting the demands of the construction industry for engineering and manufacturing services related to steel. By using a survey approach, this research is quantitative. Roughly eighty-one individuals working for PT Faco Global Engineering served as samples for the research. Analysing and processing data is done using Partial Least Square (PLS) with SmartPLS software. Positive and statistically significant effects of working environment on productivity are shown by this study. When workers are content in their jobs, it shows in their productivity. Positive and statistically

significant relationships exist between job satisfaction and various aspects of the workplace. Working conditions have a favourable and statistically significant indirect influence on productivity. Utilizing contentment in one's work.

Ahmed et al. (2020) explored the impact on employee health and environmentally conscious actions of CSR and the three environmental green triggers—knowledge, care, and awareness. This study uses the stimulus-organism-response paradigm to explore whether there is a connection between CSR and employee well-being, which in turn influences green behaviour among employees. Another area where social exchange theory has been applied is in describing the correlation between employee well-being and environmentally conscious actions. Quotations from 509 Pakistani hotel workers serving guests have been collected. For this purpose, structural equation modeling has been employed. When it comes to employee well-being, results reveal that CSR, environmental care, and knowledge all have a beneficial impact, whereas environmental awareness has a good but negligible influence. Further, green behaviour is positively impacted by environmental concern, knowledge, and well-being, while CSR and environmental knowledge have a favourable but minor effect. In addition, both corporate social responsibility and environmentally conscious actions undertaken by employees are mediated by employees' levels of well-being.

Beckel and Fisher (2022) reviewed and analysed the current literature on the topic of telework and its effects on employee health and happiness. In addition, they evaluate the satisfaction, health and well-being of the affected employees in this flexible work schedule. In other words, they sought for articles that were published after year 2000 that focused on empirical evidence on telework and employee health and wellbeing. weighting their discussion in previous evaluations by how much they had been mentioned in their own. Individual, organisational, work/life/family, and macro level issues are all taken into

account by the model as it describes how telework may impact the health and well-being of workers. After a thorough explanation of each component, the authors provide methodological and fundamental recommendations to help direct future studies, policies, and practices that aim to reap the most benefits while avoiding the pitfalls of telework.

Boerger et al. (2018) determined the characteristics associated with employee utilization of phone coaches trained in behaviour modification techniques like as motivational interviewing for use in workplace wellness initiatives. The data were obtained from the database of a provider of well-being programs. The investigation assessed 35 employers and 166,258 employees. The study found that the people who utilization the guide service were more likely to be older, work in manufacturing, be female, have healthier self-reported behaviours, and believe their employer cares about their health. They were also more likely to find an incentive to participate in the program. After six months of use, guide users were far more likely to engage in digital coaching, phone coaching, according to the study. Telephone advisors using a range of behavioural strategies is a successful way to get people involved in wellness initiatives, according to the study's conclusions.

Ho and Kuvaas (2020) investigated the interplay between HRM systems, employee happiness, and company success, as well as their additive, interactive, and nonlinear interactions. We got three major conclusions from our sample of 14,384 workers who were nested within 1,347 companies. To begin, there is evidence of beneficial synergy among HRM activities, since HRM systems produce a performance effect greater than that of a single practice. Secondly, company performance is positively affected by the opportunity bundle, but when it is combined with the skills and motivation bundles, the outcome is unfavourable, suggesting that there is a lack of harmony among the HRM bundles. Furthermore, when HRM techniques are moderately implemented, they have a favourable

impact on employee well-being, dedication, management relations, job satisfaction, and anxiety levels. Nonetheless, when levels of both job satisfaction and management relations are high, the relationship becomes less positive, if not negative altogether.

2.4 Evolution of Corporate Wellness Programs: A Historical Overview

Jeruto and Makhamara (2023) determined how the wellness programs implemented by the Nairobi Water and Sewerage Company in Nairobi, Kenya, affect the control of healthcare expenditures. As the theoretical framework, both Work/Family Border and Spillover Theories were utilized in the examination. In the descriptive research study, all the sixty functional departments of the Nairobi County headquarters were sample and each of the 404 workers was researched on. These were commercial, operation, human resource, Finance and finance divisions. These consisted of 121 people in the sample size. For purposes of selecting the respondents, a stratified sample technique was employed. Information was collected in two ways: on the one hand and the other indirectly. For this study, the major data was obtained from a set of Likert scales and semi-structured questionnaires. Secondary Data Thus the secondary data was obtained from sources freely available in public domain regarding human resources at “Nairobi Water and Sewerage Company in Nairobi, Kenya”. The researcher undertook a pilot study to establish validity and reliability of the instrument in question. The closed-ended questions were more analyzable yielding quantitative results while the open-ended questions produced more qualitative results. As for the third research question, the results of the applied theme analysis of the qualitative data were reported in narrative form. Different statistical techniques such as inferential and descriptive statistics were conducted on quantitative data with the help of HPSS. The study found that NWSC in Kenya has implemented various health management strategies, including workshops, conferences, campaigns, and seminars. The majority of respondents found these services effective. Health cost

management was greatly enhanced by implementing measures such as weekly health education seminars, work-life balance policies, employee assistance programs, and annual medical check-ups. The study also demonstrated that wellness programs significantly improved health cost management, suggesting water companies should prioritize improving these offerings to promote employee performance.

It (2022) studies the effects of company wellness programs on blame assessments for burnout and Zoom fatigue among employees. They tested eight different hypotheses grounded in previous research and theory across two separate studies. The first experiment sought to determine whether there was an effect of having a company wellness program on how employees felt about who was to blame when they experienced mental health problems. The theory-based shift in blame from employers to employees was found to be less pronounced than expected in this experiment. On the other hand, they make it clear that trusting the corporate wellness program's effectiveness is a prerequisite for this transfer of blame. When employees have faith in a program, they are more likely to hold their company accountable. More personal accountability will follow from the belief that accessible and effective corporate wellness programs are available to workers. However, it is impossible to hold oneself accountable if one thinks they are not responsible for their actions. So, if a company doesn't have a wellness program but its workers still want one, the onus is on the company rather than the workers. Whether or not you think a wellness program would be helpful determines how the presence of the program affects people's sense of responsibility.

Partiti (2020) provided a unique historical viewpoint on the development of CSR as a theoretical framework by analysing the key elements that have impacted its comprehension and articulation, including scholarly work, governmental initiatives, and major societal and political happenings. In order to accomplish this, a thorough literature

analysis is conducted to investigate the most pertinent scholarly works and societal occurrences that have affected the development of CSR and the ways in which these factors have evolved. The results demonstrate that the concept of corporate responsibility has developed over time, expanding beyond the mere creation of profit to encompass a wider range of duties. The most recent consensus holds that firms should primarily be responsible for creating shared value. Additionally, the results show that CSR evolved alongside societal expectations of corporate behavior. Based on these results, the authors propose a realistic future for CSR that accounts for its historical development, and the word is likely to stay in use in the corporate lexicon for the foreseeable future.

Despard et al. (2020) The concept of EFWPs is gaining traction among businesses as a way to alleviate financial stress for their workers. Employees' non-retirement financial requirements can be addressed through EFWP advantages such as savings programs, small-dollar loans, and financial advising. Although LMI workers may have the greatest need for EFWPs, there is a lack of data on their availability, use, and associated consequences. They offer results from a nationwide study of 16,650 LMI personnel about their awareness and use of EFWPs. Over one-third of employees had no idea if their company provided any kind of EFWP, and the percentage of employees who were aware of the program's availability did not exceed fifteen percent. Financial hardship was a predictor of EFWP knowledge and use, indicating that businesses should carefully consider workers' unique financial situations when deciding which benefits to provide. If LMI employees are using EFWPs, it could be a sign that they need a rise or improved working conditions.

Bontrager and Marshall (2019) aimed to investigate existing research on corporate wellness programs in order to provide strategies for promoting healthy lifestyle choices among employees. Corporate wellness programs and the best practices for their creation are the subjects of a literature review covering the years 2000 and beyond. This literature

analysis aims to assist in the development of wellness programs by examining the established benefits to corporations and employees and by identifying best practices from the existing literature. Among these, you can find examples of well-framed messages, the commitment of senior leadership, well-defined goals and evaluation criteria, the use of enjoyable activities and peer support, the implementation of appropriate encouragement of healthful decisions while taking ethical and legal considerations into account is essential.

2.5 Components of Effective Corporate Wellness Initiatives

Aliyeva (2024) examined the crucial part that marketing plays in coordinating the implementation of effective diversification strategies for corporations. The necessity of corporate diversification has become paramount in the dynamic modern business environment characterised by lightning-fast technical developments, changing customer tastes, and unpredictable worldwide markets. Under the heading "Expelling the Power of Marketing in Corporate Diversification Initiatives," this essay delves deeply into the mutually beneficial connection between marketing tactics and the ever-changing world of corporate diversification. For organisations to successfully traverse complexity and achieve continuous growth, they must diversify their strategies through product expansion, market entry, mergers and acquisitions, and other similar initiatives. Marketing plays a pivotal role in this game-changing adventure, going above and beyond its traditional purview to become the orchestrator of fruitful diversification initiatives. Discover the important intersection where marketing tactics and the organisational drive for expansion and adaptation meet in this article's exploration of the many opportunities and problems that diversification presents. Marketers play a pivotal role in defining the parameters of diversification efforts through their in-depth knowledge of consumer behaviour, smart brand positioning, thorough market studies, and effective communication tactics.

Keller et al. (2022) performed a process review of the PCORE project's activities, which were focused on enhancing the capacity of employees in wellness programs. To identify and analyse the participatory activities and the process in the undertaken project, eleven participants were interviewed. Throughout the investigation, four main themes emerged: (1) understanding purpose and roles, (2) commitment and support, (3) communication during meetings, programs, and (4) employees' roles in wellness. This process review offers valuable information derived from a model that outlines how stakeholders are involved in companies. Successfully addressing the distinctive features of American corporate culture, such as the predominance of traditional top-down organizational structures and the fixation on productivity, is crucial in Gerthe's creation of an environment that allows the workforce to participate in the co-production of wellness in organisations.

Acevedo et al. (2021) investigated how a wellness program affected burnout among otolaryngology residents. Programs to improve residents' wellness were created through collaborative efforts between residents and faculty. Resident evaluations of the program's impact on burnout were conducted one year after its launch in July 2018. To see how well the program worked, they utilized a Likert scale and MBI. The outcomes are: According to the MBI data, the number of residents classified as "engaged" increased after one year of the wellness program, while the number classified as "burnout" decreased. The following types of activities were well-liked by the residents: faculty involvement outside of the hospital, vacation time, efforts to increase residents' self-efficacy, fostering a sense of community, and making exercise convenient. Most of the efforts were aimed at the "culture of wellness" area, which is characterised under the Stanford Well MD paradigm. The remaining two dimensions, "personal resilience" and "efficiency of practice," were less of a focus of our curriculum.

In their study, Slemp & Vella-Brodrick (2014) examined of job crafting on the workplace happiness of the workers. On that groundwork, they focused on employees' job crafting and its links with their self-reported and psychological health, as well as the fulfillment of their existential needs for relatedness, autonomy, and competence. Self-administered questionnaires that consist of "Job Crafting Questionnaire." A total of 153 individuals who are of working age completed the "Mental Health Continuum" and the "Intrinsic Need Satisfaction Scale." Job crafting significantly impacted employees' well-being by affecting their satisfaction with intrinsic wants, according to structural equation modelling. The results show that job crafting could be a key component of an intervention to improve workers' health and happiness.

2.6 Implementation Challenges and Solutions

Favour Oluwadamilare Usman et al. (2024) explored the potential benefits and drawbacks of using renewable energy tools in factories. To determine the main impediments to this direction, this paper analyses the existing literature and case studies in detail. These include, among other things, high initial costs, technology restrictions, and the requirement for a competent labour. Furthermore, it delves into how different legislative frameworks, financial incentives, and technical breakthroughs might help ease the shift to renewable energy. A comprehensive study of the literature on renewable energy uptake in manufacturing, including scholarly articles, reports from relevant industries, and government initiatives, is part of the process. Important components of successful integration, according to the report, include strategic planning, investment in R&D, and stakeholder participation. Although there are still many obstacles to overcome, the promise of savings, better energy efficiency, and a boost to company reputation presents a strong argument in favour of switching to renewable energy. The study found that the manufacturing sector may become a major player in achieving global sustainability goals

if it has policy backing, keeps innovating technologically, and involves all relevant stakeholders.

Rakesh et al. (2023) explored issues and possibilities related to the circular economy's emphasis on recycling and remanufacturing of materials and components. Our in-depth review of the present landscape of recycling and re-manufacturing technology revealed significant obstacles including material deterioration, contamination, and technical constraints. Modern approaches to material characterisation, additive manufacturing, and digital twin technologies are just a few examples of the novel approaches we looked at. Recovering high-quality materials and components is made much easier with the integration of these technologies, which greatly improve recycling and re-manufacturing processes. Moreover, we stress the need for a strong legislative framework and incentives for businesses to get involved in order to speed up the shift to a circular economy. Insights from this study can help researchers, industry stakeholders, and governments create and execute more sustainable materials management methods. It is possible to create a future that is both sustainable and efficient with resources if we take advantage of the possibilities and solve the problems highlighted in this study.

Estrada-Jimenez et al. (2023) provided a thorough analysis of self-organization in smart manufacturing by outlining the fundamental ideas, reviewing the literature to determine the existing state of technology and application, and concluding with a summary of important findings and how they relate to one another. There has been a plethora of literature on the topic of self-organization in smart manufacturing over the past decade, with studies examining various approaches and settings. Developed for various purposes, the majority of these pieces are either conceptual or experimental. Therefore, we need to assess their design principles and find ways to make their outcomes even better. This paper aims to accomplish three things. I will begin by outlining the fundamental concepts of

smart manufacturing self-organization. After that, you should outline the present state of affairs by conducting a systematic literature study and discussing the methodology employed, the specifics of the technology and implementation, and some of the possible future research. The report concludes with a summary of key findings and how they relate to one another to pave the way for the creation of self-organized manufacturing solutions. Academics and practitioners alike should find this text useful for its thorough review of the subject. The goal of this transition to smart manufacturing is to bring attention to possible needs, industrial obstacles, and possibilities for future self-organizing solutions.

Kutz et al. (2022) focused on the subject of determining what works and what doesn't when it comes to artificial intelligence solutions in manufacturing. Also, in order to come up with first suggestions for what to do, we compare and contrast the identified challenges and success aspects. Foundational to the approach is exploratory qualitative research. Before anything else, ten semi-structured interviews were carried out with AI specialists employed by a German OEM. The key findings were reviewed and confirmed in an expert workshop, where potential solutions and forms of assistance were further explored. Confirming and supplementing previous findings in the literature, the results provide fresh perspectives. Concerning "data," "development and operational processes," and "stakeholder engagement," there are technological, organisational, and human aspects that can be considered when assessing success factors and problems.

Numerous organisations in the United States have implemented wellness initiatives; however, they are experiencing challenges in motivating their personnel to participate in these initiatives. Despite the availability of financial incentives, numerous employees decline to participate. The objective of this investigation by Szrek et al. (2019) was to determine whether the addition of monetary incentives and punctual reminders enhances enrolment in health benefit programs. The dispersed workforce of a major

manufacturing firm was approached with an offer of a communications service. Also a weekly filler was created in the form of an email or a text message as a last call for participants to complete the health risk assessment as well as the health action plan. To compare HRA and HAP completion rates the authors reported cross-tabulated the subjects by health insurance plan election and prior-year HRA participation across study and comparison groups. With and without human interference, this was accomplished. In groupings where HRA completion rates were already high, the intervention increased them by 6%, while in subgroups where they were low, they increased them by 34% to 37%.

2.7 Assessing the Impact: Metrics for Measuring Job Satisfaction

Kubwimana et al. (2024) studied the elements that contribute to the happiness of Rwandan doctors on the work. The research was cross-sectional and descriptive in nature. The “Physician Work life Survey” (PWS) was used to administer an online survey that measured the degree of job satisfaction among physicians. We used a sample size of 189. The tool is structured into 10 categories and has 41 statements with a 5-point Likert scale. For this study, an average survey score below 3 was considered to indicate low job satisfaction. The University of Global Health Equity Institutional Review Board gave their stamp of approval. Half of the 100 people who took out the survey were dissatisfied with their jobs. The four areas where people expressed the greatest discontent were as follows: low income (87.6%), insufficient personal time (76.8%), job unhappiness (75.5%), and insufficient workplace resources (74.5%). Ignoring doctors' rights, inadequate infrastructure, and a lack of educational opportunities are further factors. Married doctors, specialists, those with over 2 years of experience, and those with 2 jobs reported higher levels of satisfaction. On the whole, Rwandan doctors aren't very happy. Wages, workloads, and available resources were the three variables most strongly linked to

dissatisfaction. The results indicate that if financial incentives, workloads, and resources are addressed, physician job satisfaction in Rwanda could be increased.

Sustainability (2024) focused on Key components include psychological capital, emotional support from family, and work satisfaction. Psychological capital refers to the resources of a person in terms of hope, optimism and self-efficacy and resilience. whereas the amount of emotional support they feel they receive from family members is measured by family emotional support. Factors including work environment, relationships, organisational satisfaction, and acknowledgement for work are among those assessed by the Generic Job Satisfaction Scale. In order to create a workplace that is beneficial to employees' health and happiness, this study has two goals: first, to identify the components of psychological capital that contribute to contentment on the work; and second, to identify the components of psychological capital that serve as a mediator between emotional support from family and contentment in one's work. Conducting a thorough survey with 102 valid replies, the study applies purposive sampling to gather data from male Indian Merchant Navy Officers. The “Generic Job Satisfaction Scale”, the “Family Emotional Support Scale”, and PCQ are several research tools. As expected, the results reveal that enhancing psychological capital results in high job satisfaction; optimism and self-efficacy moderate relationship between family emotional support and job satisfaction. These findings provide light on how to improve the work experience of male Indian seafarers by implementing HRM techniques that foster a resilient workforce. Limitations in demonstrating causation are recognised, notwithstanding the study's merits. Using these ideas, organisations might fashion the appropriate organisational climate that will enhance or advance the health of their employees besides their performance.

Pundhir and Deepmala (2023) Job satisfaction is a critical aspect of individual well-being and organizational success, prompting extensive research into various models that

seek to understand its determinants and implications. This study provided a concise overview of prominent job satisfaction models and explores the associated benefits for both employees and organizations. Paper highlights the significance of meeting fundamental human needs in fostering job satisfaction in libraries. These models underscore the importance of factors ranging from basic necessities to higher-level motivators in creating a fulfilling work environment. It provides a brief but comprehensive insight into the models and benefits associated with job satisfaction, encouraging further exploration and application in organizational settings.

Wangler et al. (2022) aimed the aim of it will be focused on the systematisation and classification of the instruments used in the analysis of job satisfaction of hospital midwives; to determine which ones are more valid and reliable; and, pointed out the possible changes with respect to specific instruments in the practice of midwifery as well as in further research. “Web of Science Core Collection”, CINAHL, MEDLINE, PsycINFO, and the Cochrane Database were among the databases systematically searched for literature. Inclusion criteria included studies that looked at how happy midwives were with their jobs in a hospital environment. A total of 36 empirical research publications were examined from 637 records, with 27 of those studies being cross-sectional. The study encompassed 23 countries, with sample sizes ranging from nine to 5,446 individuals. The study employed more than thirty different tools to measure midwives' job satisfaction. The quantity of items and domains that were assessed varied significantly. Evidence from empirical investigations led to identification of twelve factors that contribute to job satisfaction of hospital midwives. Reliability and validity were established for four instruments. Midwives face strong emotional and physical demands on the job, as well as a lack of representation on measures of job satisfaction related to autonomy, importance of the profession, and the difficulties of balancing work and personal life. There has also been

a lack of investigation into the impact of the actual workplace. Tools tailored to midwives' work settings should be created or modified.

Yanchovska (2022) presented an examination of several measuring tools, classifying them into three broad groups: global, composite, and facet scales. More specifically, we want to find out which aspects of work satisfaction are most often included in the facet scales. A comprehensive literature study and extensive analysis of empirical studies examining employee work satisfaction in various academic, industrial, and cultural contexts informed the selection of the analysed scales. We will compare several criteria to find the ones that have the most impact. There are now 25 global scales and 36 facets derived from the reviewed literature. First, salary; second, rapport with superiors; third, rapport with coworkers; fourth, possibilities for professional growth; and fifth, the character of the work itself are the most often assessed aspects in facets scales. For nearly a century, a lot of research papers have been written about job satisfaction since it plays a big role in the workplace and has a big influence on how employees behave and the health of the business. The present review provides a summary of the different measuring approaches used to measure job satisfaction, which can be used as a useful tool by academics and HR managers to better understand the nuances of the concept.

Dhanshetti, Kale and Kalkar (2022) intended to know all the correlation in working from home and job satisfaction. The purpose of this online poll was to gather information from 114 IT workers at various companies to determine how telecommuting affects job satisfaction. Academic investigations on the topic of remote work and employee happiness have taken a multi-faceted approach, taking into account individual, societal, institutional, and technological aspects. These factors were taken into account to measure job satisfaction. The study is based entirely on data collected from IT staff as part of an online survey in which the questionnaire was distributed in online mode to about 150 IT

employees, 114 of whom completed the questionnaire. The study shows that most of the factors are related to job satisfaction. Some factors of working from home, such as physical, financial, have positive effects on job satisfaction. The study also shows that most employees are delighted to work from home and accepted the culture.

Kurdi, Alshurideh and Alnaser (2020) examined and validated the correlation between happy employees and satisfied customers. Communication, incentives, loyalty, retention, and commitment are the five employee elements that the study identifies as affecting customer satisfaction. The SEM-PLS method was subsequently used to examine a set of theoretically-derived assumptions. Understanding the importance of employees' satisfaction role was crucial in this context, and it was discovered that customer happiness was causally related to employee contentment. The report also includes additional study data and possible future research directions.

Goestjahjanti et al. (2020) aimed to measure the effect of real leadership and HR procedures on EE, which influences job satisfaction in Southeast Asia's automotive industry. A total of 391 individuals working in the automobile business were surveyed using a basic random sampling technique. 215 valid samples of questionnaires were returned. The data was processed using the SEM approach in SmartPLS 3.0. In the opinion of authors of this study, by directly and indirectly influencing mediating talent management, employee engagement itself possesses positive and significant impact on job satisfaction. In the meanwhile, there is no evidence that genuine leadership influences employee engagement or, by extension, work satisfaction. This new study provided one idea of enhancing talent management with EE as the mediator to enhance job satisfaction of workers in the South East Asian automobile sector. To better prepare workers for the challenges posed by the industrial revolution, this study can serve as an inspiration.

Qing et al. (2020) checked to determine how psychological empowerment could act as a moderator of the relations between ethical leadership and affective commitment and job satisfaction of the employees. Altogether, 467 public sector workers in China were involved in the survey and the surveying was conducted in three waves. The proposed theoretical frameworks applied were evaluated using CFA and SEM. According to the research, psychological empowerment substantially moderated link between ethical leadership and emotional commitment and slightly mediated link between ethical leadership and contentment in one's work life. Ethical leadership is positively associated with attitudes and work happiness, which is another intriguing finding from the paper. Ethical leadership study benefits from the innovative use of a mediated technique to test the aforementioned linkages.

2.8 Employee Engagement and Retention in Manufacturing through Wellness Programs

Yousf and Khurshid (2024) reached out to 485 workers at two different banks, one public and one private, and received 409 workable replies. Researching how employer brand affects employee engagement—and by extension, organisational commitment—was the primary goal of this project. Additionally, this research looked at how Engaged employees mediated the five-dimensional link between employer brand and organisational commitment. Our SEM regression analysis shows that all five aspects of our employer brand affect employee engagement. The relationship between engaged employees and organizational loyalty is favourable and statistically significant. There is a two-way street between organisational commitment and employee engagement, as demonstrated by the mediation study. There are significant business ramifications to these study findings.

Wang et al. (2023) investigated how healthcare practitioners' views towards AI, satisfaction with AI, and intent to use AI are influenced by signals of AI responsibility,

including the processes at work here. According to the research, healthcare providers should pay attention to five main signs of AI responsibility: autonomy, beneficence, explainability, fairness, and non-maleficence. The results show that healthcare practitioners' engagement is greatly enhanced by these five signals, which in turn leads to higher satisfaction, more positive attitudes, and higher inclinations to use AI. Furthermore, The mediated association between AI justice and behavioural and attitude outcomes is influenced by "techno-overload" as a significant "techno-stressor." Participation mediates the relationship between the two factors. When healthcare professionals see AI as an additional burden, it will affect their attitudes, contentment, and plans to employ AI. The significance of the justice signal will be diminished by this technological deluge.

Rasool et al. (2021) explored how TWE affects employee engagement. An OST and COR-based research model was presented in this study. According to this study, OS and EW are two ways that toxic workplaces impair employee engagement. Data were gathered through a quantitative research methodology that involved surveying employees of 301 Chinese SMEs. The proposed relationships in our study model were evaluated using "partial least squares structural equation modelling" (PLS-SEM 3.2.2). In an unhealthy workplace, employees are less invested, researchers found. To make matters worse, this study supports the idea that organisational support and employee well-being moderate hazardous work environments and employee engagement. This research found that personnel in hazardous environments would infect their coworkers with their negative emotions due to the clear association between the two. Stress, burnout, despair, and anxiety are some of the negative emotions that can result from working in a toxic environment, which includes things like bullying, harassment, and ostracism.

Al Kurdi, Alshurideh and Al afaishat (2020) identified the Jordanian commercial banking market, the critical factors impacting employee retention, and the connections

between employee retention and organisational effectiveness. Financial stability, emotional stability, social support, and opportunities for personal growth are some of the elements highlighted in this study as determinants of employee retention. Based on the simple random sampling method, the researchers administer a questionnaire to staff members to gather primary data. Following the completion of data collection, SEM-SPLS is used to test the study model and hypotheses. A variety of elements influenced employee retention, including financial, psychological, affiliation, and self-actualization considerations, according to the results. In addition, the article delves into the study's theoretical and practical consequences.

Yadav (2020) aimed to investigate whether there is a correlation between engaged workers and those who stay put. The biggest power plant in India, NTPC Ltd., was the subject of the study that took place in October 2018. The 2016–17 NTPC Ltd. annual report said that as at 31.3.13, the total number of employees (including those working for the company's joint ventures and subsidiaries) was 22,124, down from 23,133 the previous year. NTPC Ltd. boasts the industry's lowest attrition rate. NTPC executives attrition was 0.93% for 2015–16 and 1.05% for 2016–17, according to the company's annual reports. Employee engagement reached 59.52% during the same period. An industry and market leader, NTPC has strong human resource practices that have propelled it to top of the power business. When evaluating the level of engagement among middle-level executives at NTPC Ltd., extrinsic motivating strategies were considered. With the lowest attrition rate, NTPC Ltd. had the most engaged employees.

Lemon (2019) tried to comprehend the realities faced by workers by investigating, via a collaborative process, how workers comprehend employee involvement. The results of phenomenological interviews ($n = 32$) show that participation begins with talking and continues with listening. According to the results, formal internal communication does

have a role in meaning-making, but not as much as the literature suggests. The construction of employee involvement was aided more by dialogic exchanges. The results provide a different theoretical framework for understanding how employees interpret their engagement experiences, revealing that it is a balancing act between functionalistic and co-creational methods that define employee engagement.

Dr. Muhammad Tahir et al. (2022) aimed to determine whether organizational justice has any impact on staff cooperation and engagement. We also wondered whether employee involvement mediates the connection between organizational justice and CWB among workers. A cross-sectional and quantitative methodology was used to carry out the study. A total of 212 manufacturing sector workers participated in the study. They were able to demonstrate validity and reliability of the item by utilizing AMOS's Confirmatory Factor Analysis. Also, we looked at employee involvement as a mediator and discovered that it greatly impacts the relationship between employee CWB and both procedural and distributive justice. From these results, we infer that organisational characteristics have a role in determining whether or not employees participate in CWB, in addition to personality factors. Justice, involvement, deviance, counter-work behaviour, producing goods, Oman.

Faldu (2021) analysed the effect of involvement on staff retention. The research strategy employed to carry out this study is an exploratory one. A questionnaire was prepared and distributed to participants using a non-probability convenient sampling strategy to conduct the survey. We invited employees in the ceramic business to fill out surveys, and we got a sample size of 100. In order to analyse the data, several tests have been applied to test hypotheses. The results show that employees have been engaged and retained thanks to fair evaluation, a strong sense of cooperation and participation, opportunity for professional progression, fair treatment, and good communication. This

also shows that companies in the ceramics industry have recently begun to invest more in staff development, which has helped with retention rates, after realising the importance of onboarding and assimilation.

2.9 Regulatory Compliance and Ethical Considerations in Wellness Programs

Saeed and Abbas (2024) examined the complex ethical issues surrounding the ever-changing field of AI and ML. The ethical concerns raised by these technologies have grown in recent years, as they have become more embedded in everyday life. This study delves deeply into the important ethical considerations surrounding AI and ML, including topics such as data protection, responsibility, transparency, and justice. It investigates new technology and legislative frameworks that aim to solve these problems, including algorithmic bias, employment loss, and autonomous decision-making. Examining AI ethics in the context of healthcare and education, this study highlights the importance of ethical considerations in the always changing field of AI and ML. It also looks ahead to future trends and difficulties in this space. It urges academics, government officials, and business moguls to work together across disciplines and follow the rules of openness and responsibility if we want AI and ML to have positive, responsible, and ethical impacts.

Mahida (2022), which refers to internet-based services that are made available as needed, has revolutionised the way computer power and data storage are accessed. New ethical concerns pertaining to data jurisdiction, compliance duties, and privacy have emerged alongside the advantages. Unauthorised access and secondary usage of customer data without their permission pose serious dangers when it is kept and processed off-site on a remote server. From a sovereignty standpoint, it is a significant question to address who has jurisdiction over data stored in all these data centres throughout the world. When it comes to privacy and government monitoring, there are a lot of competing rules. Furthermore, due to differing priorities in terms of security and privacy, the complicated

process by which cloud providers and users share regulatory compliance risks confuses both sides. The following analysis highlights the major issues, concrete remedies, consequences, and breadth of these ethical concerns in cloud computing. Clearing the way for the distribution of compliance responsibilities between the delivering end and the client, it addresses privacy safeguards and location-based data sovereignty remedies. By anticipating and addressing potential new ethical challenges with cloud computing's remote storage, access, and location, we can ensure its ethical adoption.

2.10 Employee Feedback and Continuous Improvement in Wellness Initiatives

Elufioye et al. (2024) explored the complex character of programs aimed at improving workers' health and happiness, which include measures to promote more accommodating work schedules, provide more extensive health and wellness services, and eliminate the stigma associated with talking about mental health issues at work. To meet the varied needs of their employees, modern HR professionals are using data analytics and technology to create individualised wellness programs. In addition, the article explores how leadership may create a welcoming workplace that promotes employees' health and happiness. The importance of leadership's proactive support for employees' mental health, an environment of open communication, and empathy in fostering a psychologically safe workplace is being recognised by more and more organisations.

Torres et al. (2023) explored discover whether health and wellness coaching, when provided to South African employees as part of a wellness program, can inspire them to make positive changes to their daily routines. During four 45-minute focus groups, workers shared their thoughts and feelings about the wellness program at work. Overarching classifications revealed by transcript coding: The goals of the wellness coaching program, the employees' perspectives on the program, and ways to make it better all revolve around health and wellness. Employees reported typical engagement roadblocks, good and bad

experiences, and proposed tweaks. To establish and administer a health and wellness program in the workplace, it's important to understand employee perspectives, according to the study's authors.

Boyce, Norsen and Singh (2020) examined the effect of EQ and cutting-edge tech on 5.0 industry workers' health and happiness. The authors report that, of the seven articles that were discovered in the search, only seven met the criteria of the review. The findings were quite clear showing that there are positive correlations between E. I and level of happiness on job, and performance of the same. The health of workers is negatively impacted by issues like organisational justice and staff turnover. Workplace autonomy and physical circumstances were also identified as important factors in workers' health and happiness on the job. Technological advancements, like robotization, can dehumanize workers. However, this can be avoided by looking into long-term solutions and dealing with the negative ergonomic impacts. The report emphasizes that in Industry 5.0, it is crucial to promote a human-centric approach and take into account employees' subjective wellness. Organizations can benefit greatly from this study's findings, and it lays the groundwork for HRM studies to come.

Msuya and Kumar (2022) assessed how much of an impact does company-sponsored wellness and health programs have on workers' efficiency and effectiveness on the job. Bank workers in Tanzania were the subjects of the research. Data was gathered using the survey questionnaire. In all, 252 workers were able to correctly answer the questions. The data analysis utilized SEM to evaluate the study's hypothesized link between wellness initiatives and employee performance, and to assess the constructs' validity and reliability. The findings indicated that implementation of health and wellness programs in workplace increased workers' productivity more than the baseline, hence they were statistically significant. What this finding means for organizations is that they should

put more faith in the long-term returns they can expect from investing in their human resources and that they may be better off in the long run if they put more money into their employees' health and wellness programs than if they don't.

Jones (2023) This research aims to study the best ways to communicate to incorporate humanistic principles into company culture, and to establish a direct correlation between managers' exemplary leadership in promoting work-life health and the success of the organisation and its employees. Important things for managers to do to show their employees how to have a healthy work-life balance include "leading by example" and joining or starting an employee assistance program (EAP). Managers can encourage work-life wellness by adopting humanistic ideals and leading by example in the business culture. They can show strategies for their own well-being and advocate for policies that are mindful of the needs of employees. This paper takes a historical look at the problem and builds on psychological theories to provide the everyday manager a better understanding of what to do. Positive company culture increased, employee turnover reduced, and employee happiness grew; these are the results that matter.

Indrasari and Pamuji (2023) analysed the mutually beneficial partnership between workers and AI systems to discover ways in which businesses may boost workers' efficiency and productivity. An interdisciplinary framework incorporating organisational psychology, theory of technology adoption, and strategic management is employed to synthesise empirical data and case studies from different industries. In order to help people work well with AI and take use of its capabilities to boost productivity and innovation, this analysis focusses on the effects of tailored efforts including AI-aware leadership, adaptable upskilling programs, and continuous learning programs. Strategic AI integration and aggressive steps to facilitate staff adoption of the technology are emphasised in the report. Also, it shows how important company culture is for encouraging a growth attitude, which

is key for AI to motivate people to succeed both individually and as a team. Providing a comprehensive framework, the study helps organisations integrate artificial intelligence (AI) while prioritising employee development and growth. Businesses may thrive in the AI age by maximising staff performance and gaining a competitive edge through the implementation of these strategic initiatives.

Altman et al. (2023) explored the multi-faceted nature of influencers through integrating essential ideas from the Fogg Behavioural Model and the social-ecologic model. There is a growing problem with the rising expenses related to unhealthy employees, and workplace wellness initiatives may be the answer. Organisations are unable to get the full health advantages and maximise their return on investment due to low participation rates. Understanding participation factors is essential for program success. The brief online poll was completed by 91 full-time U.S. workers. Employees' willingness to engage, their capacity to do so, the perceived level of support for health in the workplace, and the frequency with which wellness initiatives were implemented were all important indicators. Perceived health support positively correlated with every single one of the outcome measures. The researchers and practitioners involved in workplace wellness programs hope that this study will provide light on the ways in which a company's culture of health affects employees' willingness to participate. Thus, our research will advance knowledge in the existing line of literature by examining the roles that intrinsic motivation, skill, and the total number of wellness programs may have.

Swanepoel et al. (2023) The well-being, including happiness, of the workers is directly proportional to their capacity to mitigate injuries, anger, and stress while enhancing production at work places. Thus, a worker who is comfortable in the workplace will exhibit such values as initiative, initiative, inventiveness, and, of course, resilience. The “South African Framework” for the “Health and Wellness of Public Service” personnel is a

framework that seeks to enhance the health of personnel and also productivity and this is in support of this argument. Health can be defined in terms of mental, emotional, social, spiritual, moral, ethical and occupational health, means any aspect of the well being of an employee in the workplace.

Wijayanti et al. (2020) analysed the degree of association between the performance of employees and the continuous improvement program. As one will find in the new-fangled and complex business environment, it is imperative for employees to always repurpose the structures and processes that offer worth to buyers and relate employee output. Personnel from PT Kitadin Site Embalut, which is based in the Indonesian province of East Kalimantan's Kutai Kartanegara Regency, were the study's respondents. They utilized Multiple Linear Regression Analysis to have a look at the data after applying random sampling to pick sixty employees. Findings from in-depth interviews with employees in the field indicate that factors related to professional growth and training, raising standards of work and productivity, and fostering teamwork all play a role in influencing workers' output.

Abasili, Emerie and Nwokike (2023) analysed the effects on productivity and efficiency of wellness programs among civil servants in Nigeria. The research methodically examined and interpreted various types of communication about this topic using a content analysis methodology. The study that underlies this work is based on “Job Demands-Resources” (JD-R) model that focuses on how resources related to an employee's performance and well-being relate to job demands. A critical analysis of published empirical research made in Nigeria is integrated into the study. These research works explore factors of, reasons for, as well as outcomes related to wellness programmes in staff. This study is supposed to imply that these courses could be useful for the protection of personnel's physical and psychological health, well-being, and work-life balance, besides

productivity. As it has been seen, the implementation processes have to face challenges like time constraint and negative perceptions about mental health.

Awada et al. (2020) studied exploring the relationship between employee satisfaction, mental and spiritual health, and effectiveness in the UAE's public sector. Employee mental and spiritual health was also considered as a moderator in the study. Abu Dhabi and Dubai government employees make up the study's population. It uses a random sampling method. Before collecting data, the questionnaire was pilot-tested and validated. They used SPSS, or the SPSS, to analyse the data. "Smart Partial Least Square" (SPLS) was employed to test of theoretical assertion of the study. Hypothesis two; Low morale central to poor health and staff performance The findings revealed morale as a strong determinant of the employees' health, both physical and mental and their performance at the workplace. Therefore, the moderation effect was established by spiritual and emotional well-being of the employees when testing the correlation between satisfaction and performance of the employees. Managers and supervisors should endeavor to take actions that will help to transform working environment into a spiritually and emotionally health promoting environment for their subordinates.

Song and Baicker (2019) evaluated a workplace wellness program that closely resembles programs offered by US corporations and has multiple components. One US-based warehouse retailer undertook a cluster randomised study at 160 of its locations. Registered dietitians brought the eight-module program to treatment facilities, covering subjects such as healthy eating, exercise, stress reduction, and more. The study revealed that exercise and weight activity were practiced more by samples in intervention group compared to control group at 18- month. By the end of the 18 months trial period, however, clinical health metrics, healthcare expenditure and utilisation, and employment outcomes

were consistent. Expectations regarding the short-term financial return on investment that wellness initiatives can provide may be moderated by the findings.

Ammendolia et al. (2016) aimed develop an occupational health intervention and worker wellness campaign which was universally implemented with the aim of lowering presenteeism via the application of the intervention mapping technique. The study seeks to determine the best way to design, integrate, and deliver such programs by combining evidence from systematic reviews, theoretical models for behaviour change, and stakeholder experiences, ultimately addressing key health issues like mental health that significantly impact productivity. The most important health concern for our coworker was their mental wellbeing. The main reason for the decrease in productivity was depression, while stress was a minor contributor. A multifaceted program was created, with specific action steps that were targeted at critical stakeholders and health conditions. Monthly leadership personal stories through webinars and multimedia communications; training for managers and employees; professional assistance; seminars led by experts; lunch-and-learn sessions; social networking; and regular sharing focus groups were all parts of the comprehensive mental health program. Promote healthy behaviours that influence presenteeism using a number of tactics, including comprehensive, targeted, and complex approaches. Methods such as these include advocating for a healthy work-life balance, quitting smoking, getting enough sleep, eating well, and exercising regularly. Time and resources were limited, and the intervention mapping process was limited because it relied on secondary workplace data whose validity and trustworthiness were uncertain, and because it did not include external input or perspectives targeted at middle and upper management.

2.11 Future Trends and Innovations in Manufacturing Workplace Wellness

M. Sharma (2024) explored the potential benefits, challenges, and overall feasibility of integrating traditional wellness practices into the modern workplace. The traditional Indian approach to wellness encompasses a diverse range of practices rooted in ancient wisdom, such as Ayurveda, Yoga, and meditation. These practices put much importance on the balance between the mind, body and the spirit aware that everyone is a body/mind complex. The research seeks to examine the extent of awareness among employees regarding these traditional practices and their perceived effectiveness in enhancing overall well-being. It further investigates the potential barriers hindering the optimal adoption of health and wellness practices within the workplace, addressing issues such as awareness, accessibility, and individual engagement.

Kess-Momoh et al. (2024) provided a comprehensive overview of 21st-century SHRM advances. As remote work becomes more popular, companies are rethinking development, talent acquisition, and retention. As techniques for managing a remote workforce and maintaining a consistent organizational culture are considered, SHRM frameworks emphasize flexibility. It also discusses how SHRM is recognising employee wellbeing as crucial. This has improved through programs that promote work-life balance, mental health resources, and inclusive workplaces. More companies are understanding that investing in employee health and happiness enhances morale, productivity, and company longevity. The study examined modern strategic human resource management's evolution and status. Strategic HR plans consider IT integration, remote work's impact, and employee well-being. These difficulties make SHRM vital in the workplace.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

Manufacturing companies, which are well-known for their strict working environment and employees' physical workload are likely to experience the hazards that jeopardize both the workers' health as well as their satisfaction in work (Banda, 2021). As for the recent years, organizations have shifted their attention towards the corporate wellness programs in order to endorse quality health, high morale, better productivity and general wellbeing of employees. Health-related activities fall under this category, and may include exercises activities, stress management classes, and help in mental health, as well as health screenings.

Although the implementation of wellness programs is becoming more frequent over time, the number of quantitative studies that address the effects that such programs may have on the degree of satisfaction with jobs in the industrial sector is limited (Santoso, 2024). To understand how the wellness promotions that are worked out will impact the working environment and the level of satisfaction among the workers, one needs to consider the tremendous challenge and physical strain involved in industrial work.

In order to achieve this goal, this study aims to specifically add to the body of knowledge in the manufacturing sector by expanding on earlier research that examined the impact of corporate wellness initiatives on workers' job satisfaction in the manufacturing sector Torres & Zhang (2021) The goal of the current study is to evaluate various features of health programs with various factors of job satisfaction in order to better understand what might be considered as advantages and disadvantages expected from different types of initiatives. Therefore, it is thought that the findings can be helpful to Industrial organizations in the development of, as well as in the practice of, better wellness programs

that would respond to the needs of the workers. This in the long run was beneficial to the improvement of the employee satisfaction as well as the productivity levels.

3.2 Operationalization of Theoretical Constructs

By operationalising theoretical components, the effect of corporate wellness initiatives on workers' job satisfaction in the manufacturing sector is investigated in this study (Wenker, 2022). It is established from multiple factors, starting with physical fitness activities, stress management seminars, assistance with mental health disorders, and health check-ups. This means that the effectiveness of such programs is considered according to the availability of such programs and the kind of participation that exists (Bumhira, Musara and Nzonzo, 2017). Job satisfaction is defined taking into account various components like organisational environment, employees' attitude, flexibility, wages and incentives, as well as career opportunities. This is a task conducted by means of surveys and data analyses relating to the enterprise. Promoting physical health is estimated from respondents' perceived health status, frequency of absence, and participation in health/vitality. On the other hand, mental health is evaluated by considering stress levels, use of counselling services, and self-reported mental health status (Kustiawan et al., 2022). The examination of performance indicators, work quality, and engagement levels assess productivity. Employee retention is evaluated by analysing turnover rates and workers' desire to remain with the organisation. This holistic approach facilitates a full comprehension of the impact of wellness efforts on work satisfaction and general well-being in the industrial industry.

3.3 Research Purpose and Questions

This study's main goal is to conduct a thorough assessment of the workplace wellness programs' effects, mechanisms, success factors, sustainability, efficacy in a variety of settings, and ethical implications. The study aimed to assess how wellness programs influence employee satisfaction, productivity, and overall well-being.

The following are the enquiries for research that require attention:

- **RQ1:** What are the key success factors and barriers associated with the implementation of workplace wellness programs?
- **RQ2:** What is the relationship between corporate wellness programs and employee productivity in the manufacturing industry?
- **RQ3:** How do the corporate wellness programs influence employee well-being in the manufacturing industry?
- **RQ4:** What is the degree of relationship between corporate wellness programs and job satisfaction among employees in the manufacturing industry?
- **RQ5:** What is the interconnectedness of employee productivity, well-being (as influenced by corporate wellness programs), and job satisfaction in the manufacturing industry?
- **RQ6:** What are the effective strategies for implementing corporate wellness programs in the manufacturing industry tailored to enhance employee productivity, well-being, and job satisfaction?

3.4 Research Design

The present study utilised quantitative research methodology to investigate the impact of corporate wellness initiatives on employee work satisfaction within the manufacturing industry. The study strategy used quantitative and aided with secondary qualitative analysis to provide a holistic comprehension of the topic (Tran, 2017).

The quantitative approach included gathering numerical data via organised surveys and business records. The employees were assessed using reliable tools to gauge their engagement in corporate wellness initiatives, degree of work contentment, physical and emotional well-being, productivity, and commitment to remain employed by organization (Idowu, 2022). Company records included data on absence rates, performance measures,

and turnover rates. Statistical analyses, such as correlation and regression analyses, were employed to identify relationships and predict the impact of wellness initiatives on job satisfaction and other relevant outcomes.

The qualitative aspect of the study consisted of carrying out a comprehensive literature analysis on employee satisfaction and corporate wellness programs. In order to gain a deeper understanding of the subtle ways that wellness programs affected overall well-being and work satisfaction, thematic analysis was applied to qualitative data.

Employment functions, departments, and organizational hierarchy within the manufacturing sector were randomly selected to ensure adequate representation of the target population and hence the use of stratified random sample technique. Therefore, this method aimed to gather diverse opinions and people's experiences (Hsiao, 2023).

Ethical guidelines were adhered to throughout the research procedure since participants had the option to withdraw from the study and their identities were kept private. The process was explained to the participants, who were also told that their answers would be kept anonymous and used exclusively for research.

This method of integrating qualitative and quantitative research proved helpful in the analysis stage for determining how corporate wellness programs affected employees' job satisfaction. It used statistical procedures and qualitative analysis in addition to contextual descriptions, which gave an excellent depth of understanding to the subject (Esmaeelinezhad, 2016).

3.5 Population and Sample

The population of the study consists of employees in manufacturing business, including assembly line workers, mechanics, accountants, and managers. A large pool has to be used to capture all kinds of impacts within the corporation that stems from the

corporate wellness programs about different positions within an authority structure (Creswell and Creswell, 2017).

A purposive sampling strategy was employed to achieve this research goal, and the sample was taken from several industrial organisations that offered corporate wellness programs. The strategy employed here is stratified random sampling, which ensures that individuals are selected from various departments and employment levels. This approach provides a comprehensive perspective on the impacts of wellness programs within the organization (Kumar, 2018).

The entire workforce of the businesses was taken into account while selecting the study's subjects, and the ideal number of participants would ensure that the results could be relied upon and broadly used.

The sample size includes three hundred one respondents to have a perfect result and analysis of which there are one hundred forty nine male respondents, one hundred forty female respondents and twelve in Others category. The educational qualification of the demographic includes one hundred forty four respondents with Bachelors degree, ninety three with Master's Degree, twenty one with P.hD, twenty respondents with HSC qualification and twenty one with Others. The above sample size seems more than adequate to capture the necessary differentiation and connection among the above data, should there be variations among employees' interest in the given wellness programs and overall job satisfaction. The subjects in this study had to complete questionnaires to provide numerical information in an attempt to address the general shortage of research undertaken on the topic of corporate wellness programs and work satisfaction in manufacturing organizations (Saunders, Lewis and Thornhill, 2009).

3.6 Participant Selection

In order to ensure the assessment of corporate wellness initiatives on job satisfaction, the investigators selected a sample of employed individuals within the manufacturing sector (Mesarosova, 2017). The selection process involves the use of stratified random technique where participants are drawn across the companies' departments, functional areas, and organisational hierarchies.

Initially, the list aggregated data of the industrial organizations that have incorporated the concept of corporate wellness programs. An attempt was made to reach out to these firms with a view of seeking their consent to have their personnel participate in the research. Once clearance is obtained, several strata are established based on the employment status of the personnel concerning their working positions with the firm which include the production line, administrators and managers among others are distinguished. This stratification secures the representation of all possible opinions of the workers and also provides that the sample comprises the diversification of the workforce neatly (Alias et al., 2018).

Participants were selected from each stratum of the study population using a probability sampling technique to ensure a vibrant sample was included in the investigation. As concluded from literature and statistical advice, the number of participants to be recruited was 300 to be able to distinguish differences and relations in the data (Spector, 1985).

Moreover, reliability and validity of the study are increased while employing this technique; Additionally, the workforce segments that will be examined in order to evaluate how wellness initiatives affect job satisfaction levels are identified.

3.7 Instrumentation

Structure Questionnaires

1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree.

1. Corporate Wellness Programs

Statements	1	2	3	4	5
The corporate wellness program offers a variety of activities that cater to different interests and needs.					
I feel supported by my company in participating in the corporate wellness program.					
I am satisfied with the resources and facilities provided by the corporate wellness program.					
Participating in the corporate wellness program has improved my work-life balance.					
The corporate wellness program has enhanced my sense of belonging and community within the company.					

2. Employee Productivity

Statements	1	2	3	4	5
Output Quantity					
I consistently meet my production targets.					
The production processes in my organisation are streamlined and effective.					
I feel empowered to suggest improvements to enhance productivity.					
I receive adequate training to perform my tasks efficiently.					
Output Quality					

The organisation provides adequate resources and tools to ensure high-quality output.					
I receive feedback on the quality of my work that helps me improve.					
I am encouraged to take the time necessary to ensure the quality of my work.					
I am equipped with the necessary skills and training to maintain high standards of quality.					
Time Efficiency					
I efficiently manage my time to prioritize tasks effectively.					
I am able to minimize distractions to maintain focus on tasks.					
I receive support from my team or supervisors to meet deadlines.					
Feedback on time management is provided to help improve efficiency.					

3. Employee Well-being

Statements	1	2	3	4	5
Physical Health.					
The organization promotes initiatives that support physical health.					
The organization values and prioritizes the physical well-being of its employees.					
I feel physically energized and able to perform my job effectively.					
I receive support from my colleagues or supervisors in maintaining physical health.					

Mental Health.					
The organization promotes initiatives that support mental well-being					
I have access to resources and support for managing stress and anxiety.					
The workload is manageable, reducing stress levels and promoting mental well-being.					
I receive adequate time off or breaks to prioritize mental health and self-care.					
Emotional Well-being.					
I feel emotionally supported by my colleagues and supervisors.					
The organization fosters a positive and inclusive work environment that promotes emotional well-being.					
I am able to express my emotions freely without fear of judgment.					
I am encouraged to take breaks or time off when needed to prioritize emotional well-being.					

4. Employee Job Satisfaction

Statements	1	2	3	4	5
Satisfaction with Work Environment (e.g., safety, comfort).					
The organization prioritizes safety measures to ensure a secure work environment.					
The work environment fosters collaboration and teamwork among colleagues.					

The organization addresses and promptly resolves any safety concerns or hazards.					
I feel valued and respected by my colleagues and supervisors in the work environment.					
Satisfaction with Job Role (e.g., tasks, responsibilities).					
I find my job tasks and responsibilities meaningful and fulfilling.					
I have the necessary autonomy and authority to perform my job effectively.					
The job responsibilities align with my skills, interests, and career goals.					
I feel challenged and stimulated by the tasks I perform in my job.					
Satisfaction with Organizational Support (e.g., resources, recognition).					
The organization provides adequate resources for me to perform my job effectively.					
I feel supported by the organization in achieving my goals and objectives.					
The organization recognizes and rewards employee contributions appropriately.					
The organization provides opportunities for career advancement and growth.					
Satisfaction with Work-Life Balance (e.g., flexibility, personal time).					
The organization offers flexible work arrangements that suit my lifestyle.					

I am able to manage my work schedule to accommodate personal commitments.					
The organization promotes a culture of work-life balance among employees.					
I am satisfied with the level of flexibility offered in managing my work hours.					

3.8 Data Collection Procedures

In order to investigate the effect of corporate wellness efforts on work satisfaction within the manufacturing sector, the study used a quantitative research technique in conjunction with a literature review parade (Ibrahim et al., 2014). The quantitative data was collected through the self-structured questionnaire which has been developed for this purpose. As the case may be the surveys were distributed in either electronic or hard copy form. Individuals did not respond as frequently, so another alert was sent to increase the rate at which people responded.

Some ethical dilemmas found in the study were; obtaining permission from respondents, maintaining respondent's anonymity by eliminating identifiers, and the secure storage of data.

The statistical measures were implemented on the quantitative data with a view of identifying co-relations and regression. The quantitative data was analyzed through application of descriptions using arithmetical means. All these parameters can be reflected in this all-inclusive procedure making it possible to carry out a comprehensive analysis of the state of affairs as well as to assess the effects of the wellness programs on one or another level of job contentedness.

3.9 Data Analysis

The study looked at how corporate wellness initiatives affected employees' job satisfaction in the manufacturing sector using both quantitative and qualitative research approaches (Mustafa et al., 2019). The responses collected from the Self structured questionnaire were analysed with the help of statistical software Statistical Package for Social Sciences (SPSS) of IBM. Such analyses entail descriptive analysis where the data set is described, correlation analysis where variables are analyzed to determine the extent of their relationship and or regression analysis where the ability of one or several variables in predicting the values of one or more other variables is determined to discuss the relationship/predictive value of the wellness program participation with the value of the job satisfaction of the participants (Marshall, 2020).

3.10 Research Design Limitations

However, it is necessary to recognize and take into account several constraints and limitations of the study. The research cross-sectional design limits flexibility on establishing the causal correlation between the variables of involvement in wellness programs and work satisfaction since data is collected at one point in time only. Second, data collection method comprises self-reported information collected using surveys; as a result, there can be social desirable response bias, whereby research participants give an improbable account of favorable habits or sentiments. However, it is important to admit that the generalizations made during the research cannot be considered broadly applicable to a range of manufacturing organizations as the cultural nature and the key features of wellness programs might differ greatly depending on the type of industries and regions (Kustiawan et al., 2022). There might also be other extraneous factors that were not controlled in the study, which may affect the level of work satisfaction. They may include

aspects of health which concerns an individual, their activities for example jobs among other factors concerning external economy.

3.11 Conclusion

The goal of the current study was to determine how corporate wellness programs affected manufacturing employees' job satisfaction. To get the greatest picture of how the wellness program affected employees' levels of happiness, this study relied heavily on quantitative data, with some secondary qualitative data to supplement it. In order to examine the nature of the relationship between the degree of involvement in the wellness program and different aspects of job satisfaction, the study employed three primary research methods: regression analysis, correlation analysis, and descriptive analysis. This approach shed light on the contextual factors and personal stories that formed basis of the statistical trends. Although the study's cross-sectional methodology prevented the establishment of causality and there were possible response biases and restricted generalizability, its major purpose was to provide valuable insights to the field. The purpose of the results was to aid manufacturing organizations in creating and executing successful wellness programs that would enhance employee well-being and work satisfaction, eventually resulting in increased organizational performance and employee retention.

CHAPTER IV:

RESULTS

4.1 Reliability Analysis

Table 4.1: Reliability Statistics

Cronbach's Alpha	N of Items
.966	45

The Cronbach's Alpha value of 0.966 across 45 items indicates high internal consistency and reliability within the data set. This indicates that items assess the same idea and are closely connected, increasing the survey's dependability in obtaining consistent results and representing the real structures under evaluation.

4.2 Frequency Analysis

Table 4.2: Demographic Details

		Frequency	Percent
Gender	Male	149	49.7
	Female	139	46.3
	Non-binary	7	2.3
	Prefer not to say	5	1.7
Age	18-24 years	162	54
	25-34 years	86	28.7
	35-44 years	28	9.3
	45-54 years	10	3.3
	55-64 years	9	3
	65 years or above	5	1.7
Education	High school	17	5.7

	High secondary school	20	6.7
	Bachelor's degree	143	47.7
	Master's degree	93	31
	PhD	21	7
	Other	6	2
Employment Status	Employed full-time	154	51.3
	Employed part-time	64	21.3
	Govt. employed	28	9.3
	Other	54	18

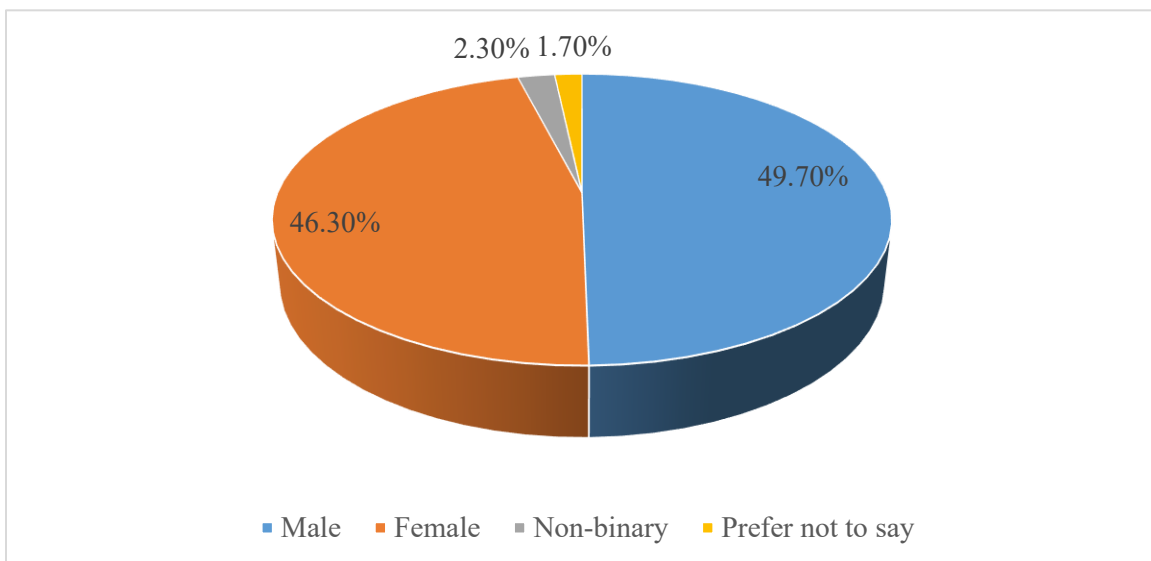


Figure 4.1: Gender

The above figure 4.1 shows the gender distribution of the respondents shows that nearly half are male (49.7%), followed closely by females (46.3%). 2.3% of people identify as non-binary, while 1.7% of people would rather keep their gender a secret. According to the statistics, there is considerable variation in the respondents' gender identities, but overall, there is a fairly equal representation of men and women.

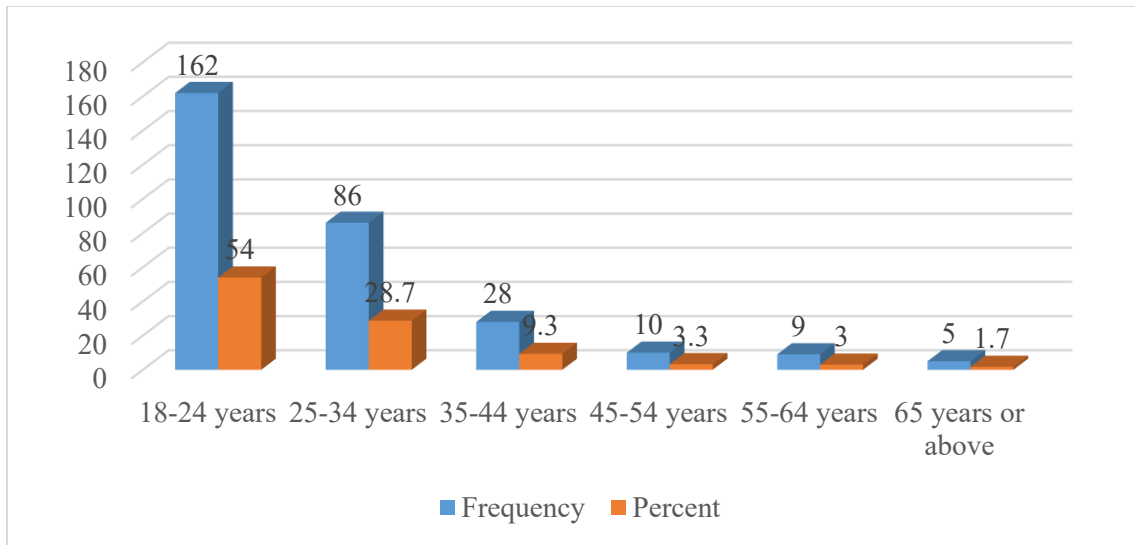


Figure 4.2: Age

The above figure 4.2 represent the responders Age—28.7% of whom are between the ages of 25 and 34 and 54% of whom are between the ages of 18 and 24—have a strongly skewed age distribution. The proportions in the older age categories are smaller: 9.3% are between 35 and 44 years old, 3.3% are between 45 and 54 years old, 3% are between 55 and 64 years old, and just 1.7% are 65 years of age or older. This suggests a sample that is mostly young.

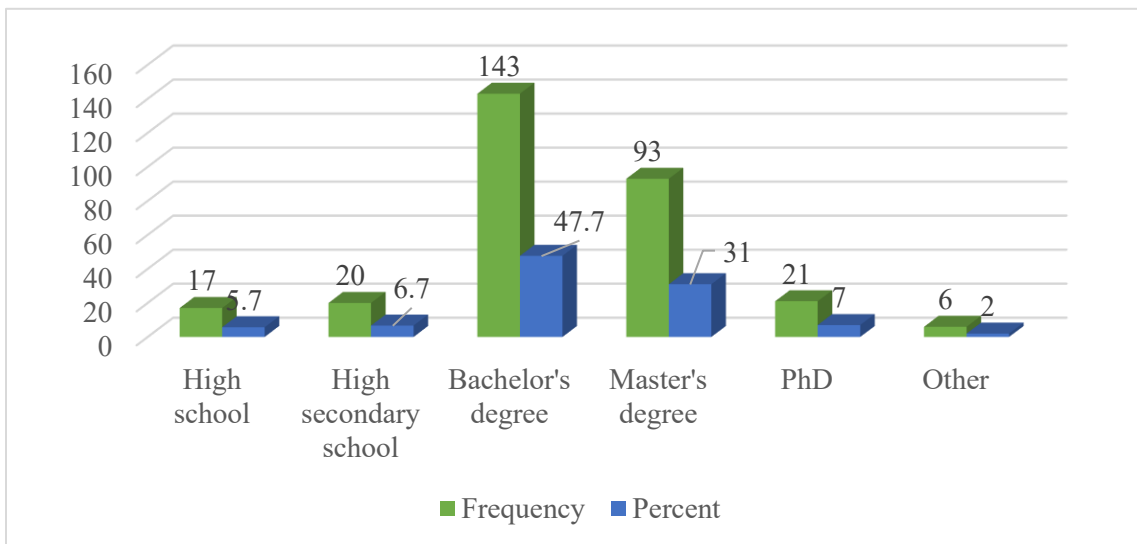


Figure 4.3: Education

The above figure 4.3 displays the educational attainment, over half (47.7%) have a bachelor's degree, and a sizable fraction (31%), have a master's degree. Only 7% of those surveyed had earned a doctorate. Furthermore, 5.7% of people merely have a high school education, whilst 6.7% have finished their high school education. A small percentage (2%) has further educational credentials. With the bulk of the sample having advanced degrees, this distribution demonstrates a highly educated population.

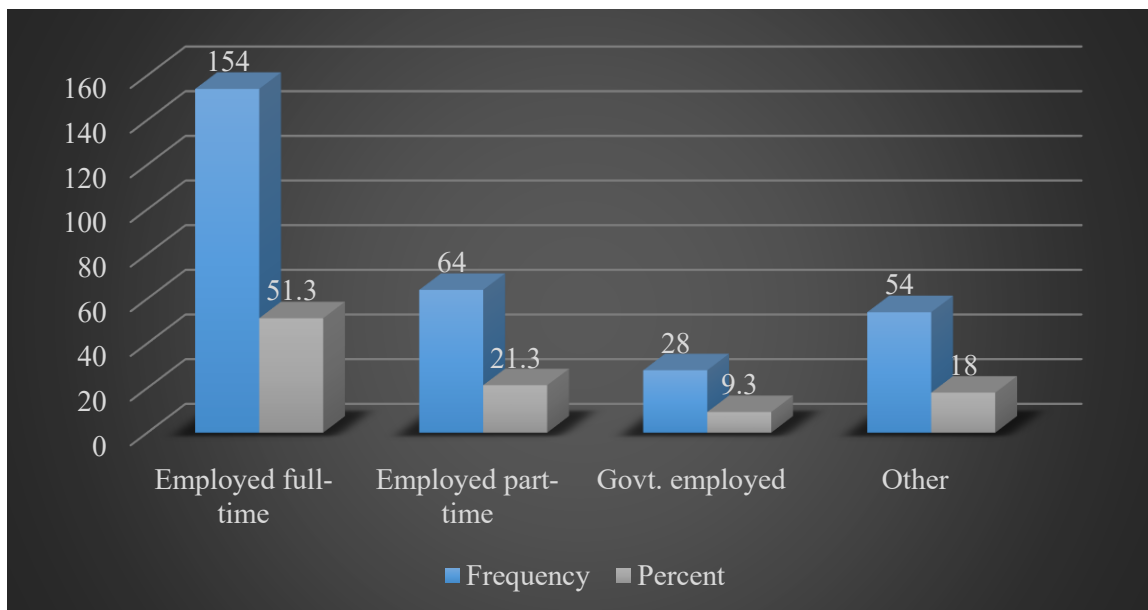


Figure 4.4: Employment Status

The above figure 4.4 present the statistics about job status, a considerable proportion of the participants are part-time workers (21.3%), however the bulk of them are full-time employees (51.3%). Furthermore, 18.0 % of the respondents are classified as "Other," which might refer to other types of employment or different work arrangements, and 9.3% of the respondents work for the government. With part-time, government, and other job kinds contributing to the broader employment landscape, this distribution shows that over half of the participants work full-time.

4.3 Corporate Wellness Programs

Table 4.3: Corporate Wellness Programs

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The corporate wellness program offers a variety of activities that cater to different interests and needs.	Frequency	57	47	76	86	34
	Percent	19	15.7	25.3	28.7	11.3
I feel supported by my company in participating in the corporate wellness program.	Frequency	16	52	98	95	39
	Percent	5.3	17.3	32.7	31.7	13
I am satisfied with the resources and facilities provided by the corporate wellness program.	Frequency	15	40	105	99	41
	Percent	5	13.3	35	33	13.7
Participating in the corporate wellness program has improved my work-life balance.	Frequency	20	37	81	113	49
	Percent	6.7	12.3	27	37.7	16.3
The corporate wellness program has enhanced	Frequency	19	27	95	92	67

my sense of belonging and community within the company.	Percent	6.3	9	31.7	30.7	22.3
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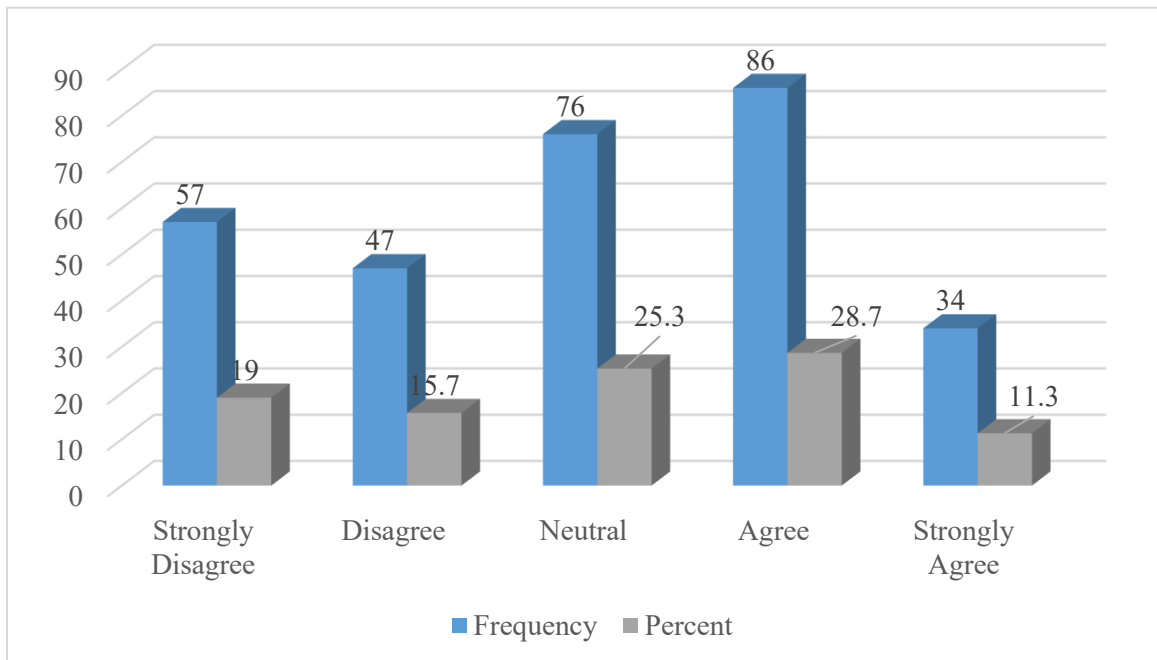


Figure 4.5: The corporate wellness program offers a variety of activities that cater to different interests and needs.

The above figure 4.5 represent the wide range of perspectives expressed in the comments on the corporate wellness program's capacity to provide a selection of activities that meet various requirements and interests. The program satisfies this need, according to a total of 34% of participants, who either strongly agree (11.3%) or agree (28.7%). In the meanwhile, 25.3% express no opinion, which suggests ambiguity or disinterest. The program does not, however, seem to adequately address the different interests and demands of workers, according to 34.7% of respondents, of whom 19% strongly disagree and 15.7% disagree.

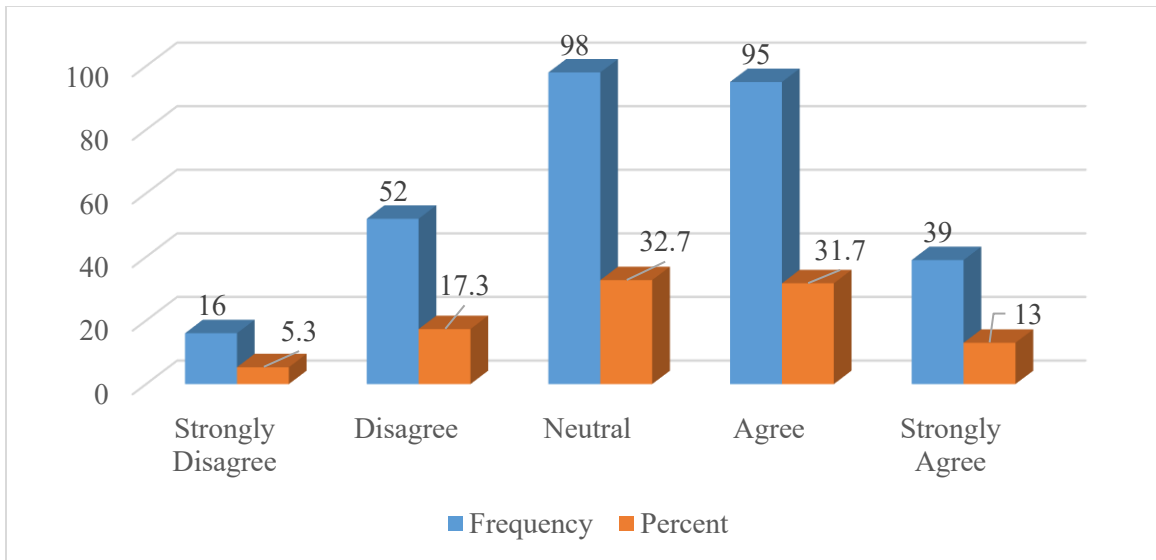


Figure 4.6: I feel supported by my company in participating in the corporate wellness program.

The opinions stated on the company's support for taking part in the corporate wellness program are shown in figure 4.6 above. 44.7 percent of respondents had a good feeling, with 31.7% agreeing and 13% strongly agreeing that they felt supported by their firm, but a sizable majority (32.7%) remained indifferent. Conversely, 5.3% strongly disagreed and 17.3% disagreed, indicating that although many workers feel supported, a sizeable percentage do not hold this opinion.

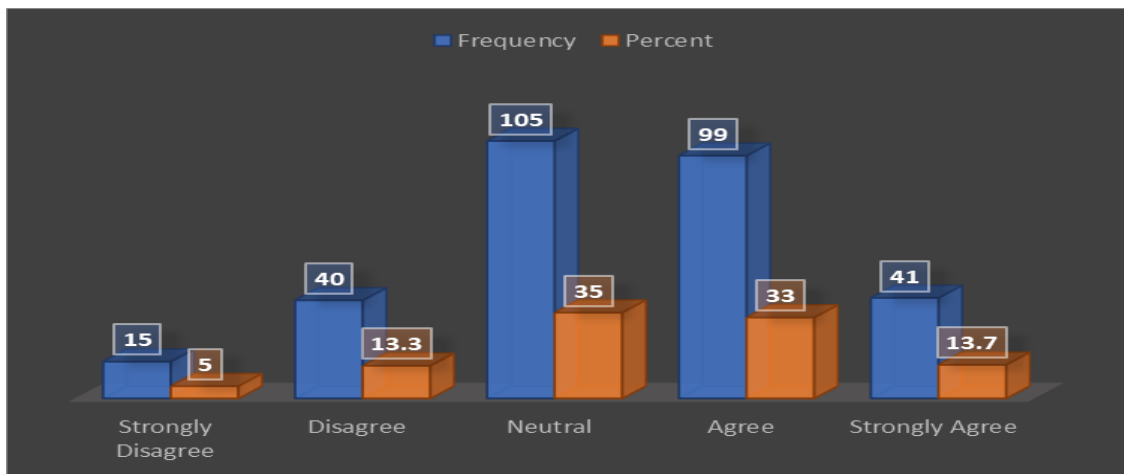


Figure 4.7: I am satisfied with the resources and facilities provided by the corporate wellness program.

Figure 4.7 above illustrates how the participants display differing degrees of satisfaction when asked about how satisfied they are with the facilities and services provided by the corporate wellness program. Just 5 % of respondents strongly disagree with the assertion, and 13.3% disagree, while the majority (35%), are indifferent. 13.7% of participants strongly agree with the statement, and around thirty-three percent of participants agree (33%) with it.

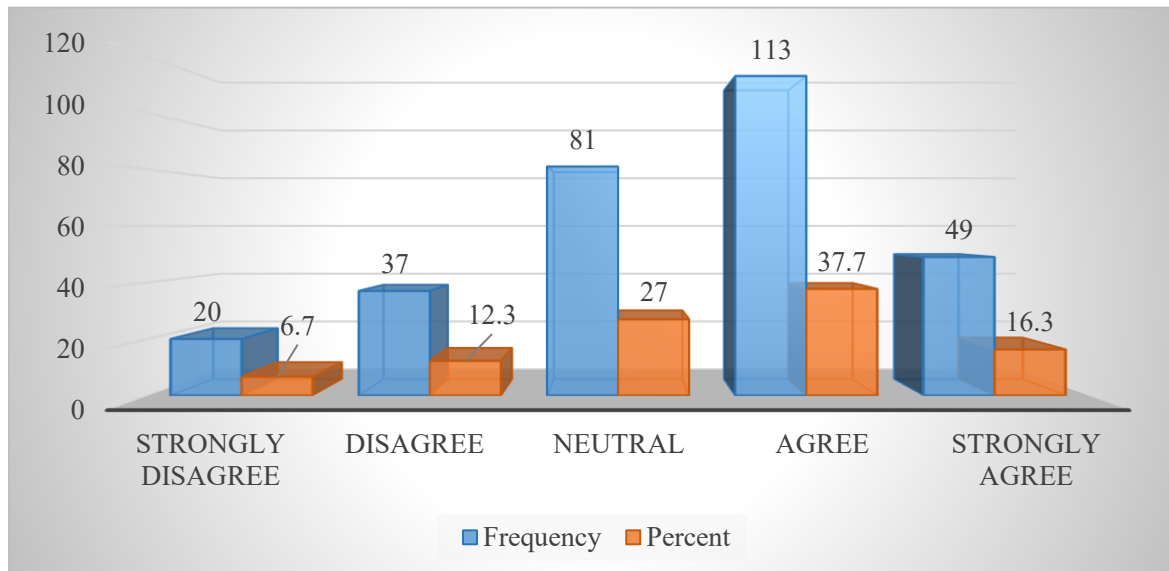


Figure 4.8: Participating in the corporate wellness program has improved my work-life balance.

The above figure 4.8 represent the majority of respondents believe that taking part in the corporate wellness program will have a beneficial influence on work-life balance, according to their answers. Particularly, 16.3% of participants highly agree, and 37.7% of people believe that the program has helped their work-life balance. On the other hand, 27% have a neutral opinion, meaning they are neither strongly in agreement nor strongly disagree. On the other hand, a lower percentage of respondents (12.3%) or strongly disagree (6.7%) that the initiative has improved things.

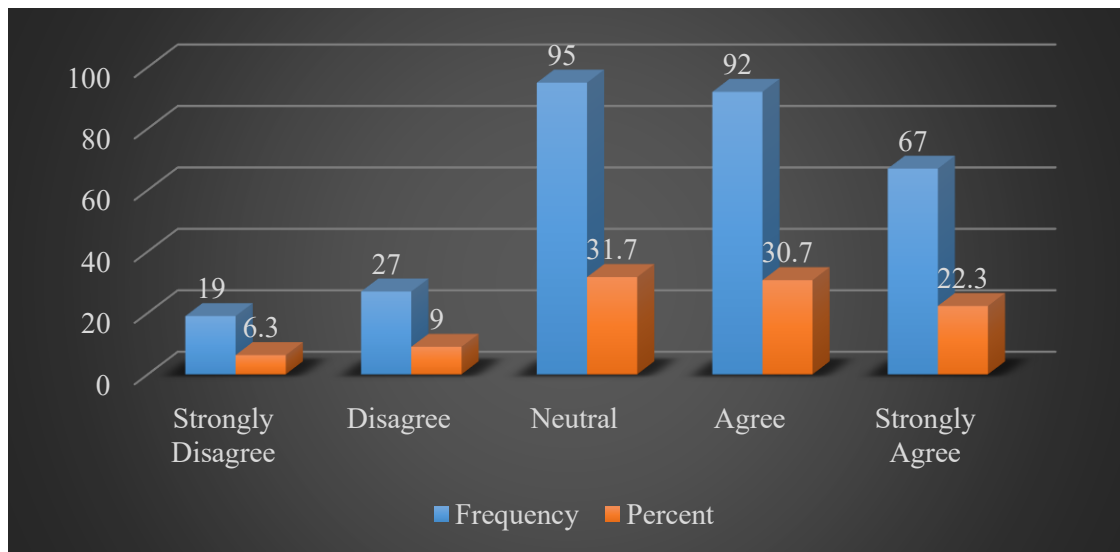


Figure 4.9: The corporate wellness program has enhanced my sense of belonging and community within the company.

The above figure 4.9 displays the responses to the statement about the corporate wellness program's impact on employees' sense of belonging and community within the company show varied opinions. Just 6.3% of respondents strongly disagreed with the assertion, and 9% disagreed. 31.7 percent are neutral, which is a significant percentage that suggests a lack of passion or disinterest. Over half of the respondents strongly believe that the program has had a beneficial effect on their feeling of belonging, with 30.7% agreeing and 22.3% highly agreeing.

4.4 Employee Productivity

Table 4.4 Output Quantity

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I consistently meet my production targets.	Frequency	47	43	59	106	45
	Percent	15.7	14.3	19.7	35.3	15

The production processes in my organization are streamlined and effective.	Frequency	7	49	92	107	45
	Percent	2.3	16.3	30.7	35.7	15
I feel empowered to suggest improvements to enhance productivity.	Frequency	17	40	102	102	39
	Percent	5.7	13.3	34	34	13
I receive adequate training to perform my tasks efficiently.	Frequency	16	38	73	117	56
	Percent	5.3	12.7	24.3	39	18.7

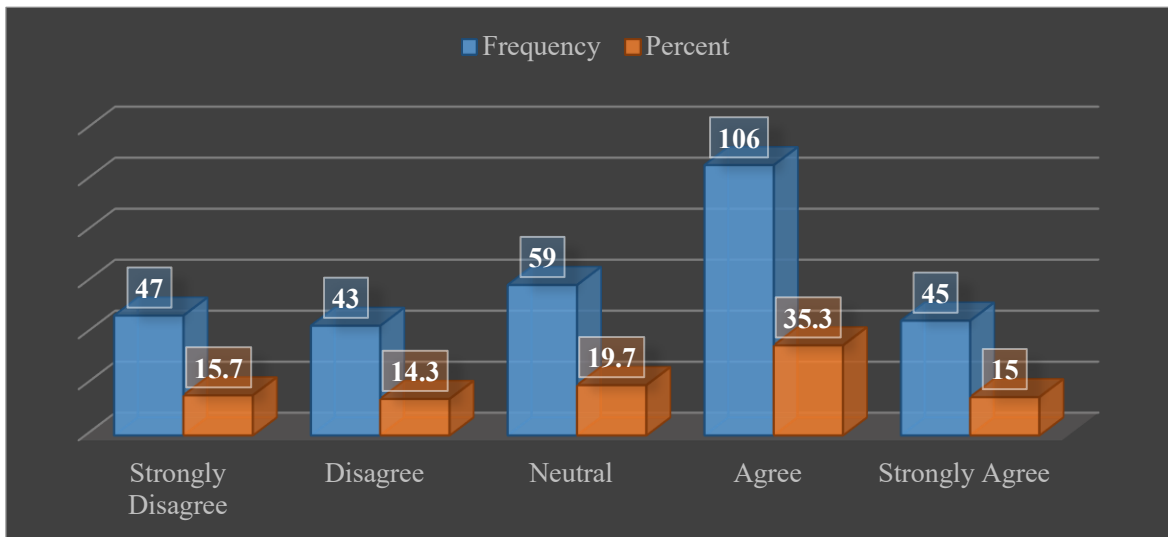


Figure 4.10: I consistently meet my production targets.

The above figure 4.10 represent the thoughts expressed in response to the statement "I consistently meet my production targets" are not all that similar. Positive perceptions of their performance are evident from the majority of respondents, who agree (35.3%) or strongly agree (15%) that they routinely fulfil their production objectives. Nonetheless, a

sizeable percentage (19.7%) are neutral, indicating considerable ambiguity or variation in their opinions. However, a total of 30% disagree (14.3%) or strongly disagree (15.7%) indicating that some respondents could find it difficult to reach their goals.

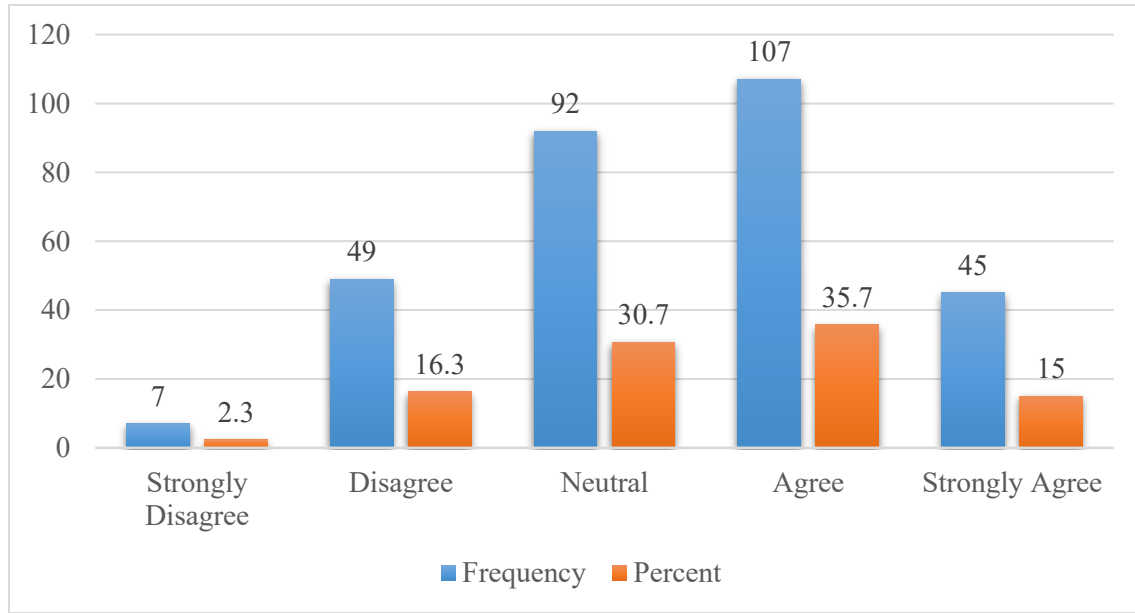


Figure 4.11: The production processes in my organization are streamlined and effective.

The above figure 4.11 displays the different opinions are expressed in the comments on how well the organization's manufacturing procedures work. Relating to the assertion that manufacturing procedures are efficient and streamlined, a minor percentage of respondents disagree (16.3%) or strongly disagree (2.3%). Inferring that they are unsure about the statement, the majority of respondents (30.7%) are neutral. While many see the procedures as beneficial, a sizable part remains skeptical or doubtful. This is shown by the fact that a large chunk agrees (35.7%) and a smaller segment strongly agree (15%).

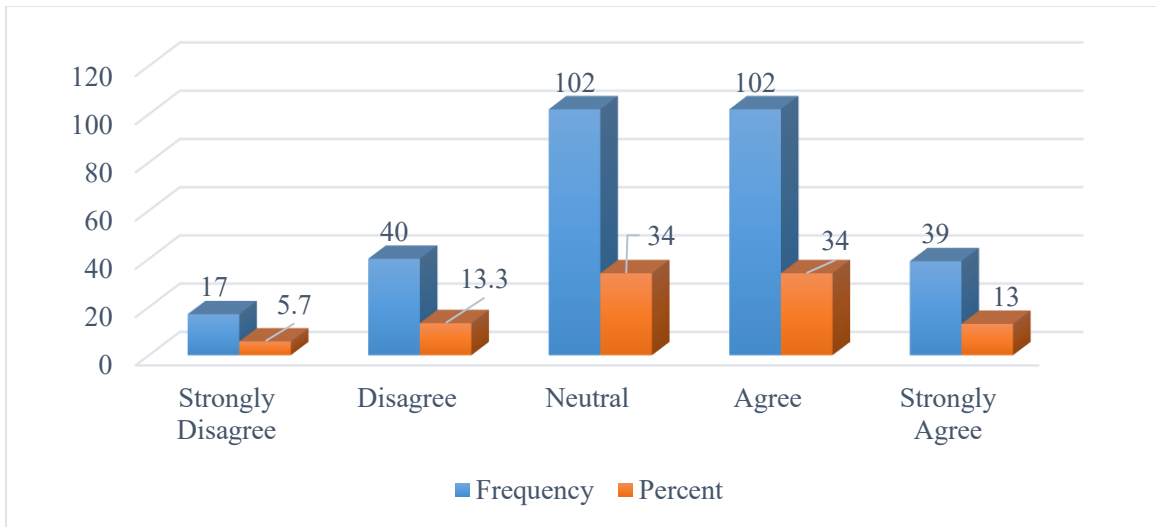


Figure 4.12: I feel empowered to suggest improvements to enhance productivity.

The above figure 4.12 represent the statement "I feel empowered to suggest improvements to enhance productivity" reveal that a sizable fraction of participants either agree (34%) or are neutral (34%) about the statement. Fewer people strongly disagree (5.7%), compared to a smaller number that strongly agrees (13%) or dislikes (13.3%).

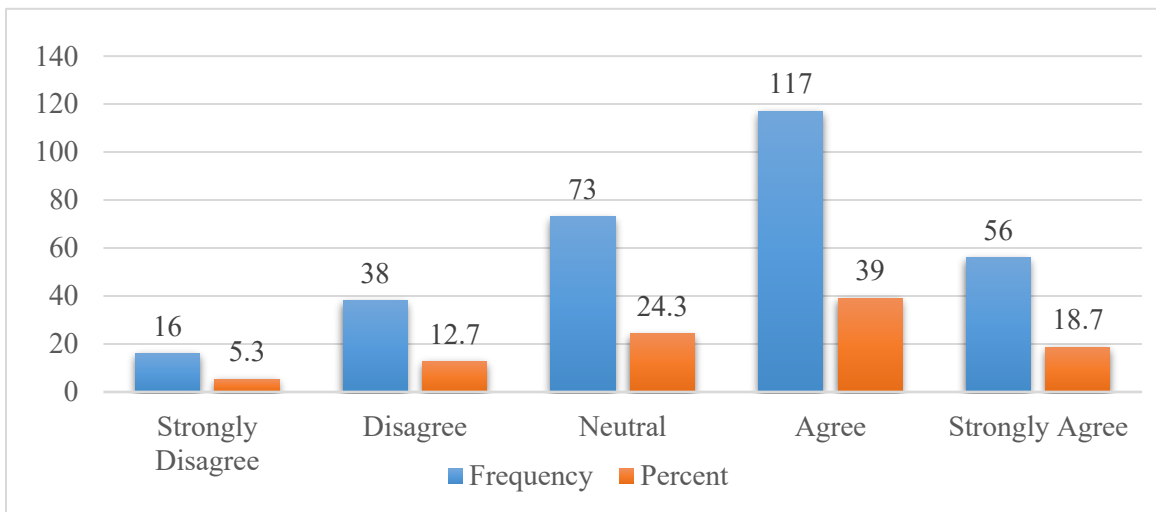


Figure 4.13 I receive adequate training to perform my tasks efficiently.

The above figure 4.13 shows the wide variety of viewpoints expressed in the survey answers on the suitability of training. A minor proportion of participants express significant

disagreement (5.3%) or disagreement (12.7%) with the assertion that they get sufficient training to execute their duties effectively. A sizeable percentage (24.3%) is still neutral. Nonetheless, the majority of respondents either strongly agree (18.7%) or agree (39%) think their training is adequate. This implies that even if a sizable majority of respondents have good feelings towards their training, a sizable fraction is either neutral or unsatisfied, suggesting possible areas for program development.

Table 4.5 Output Quality

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization provides adequate resources and tools to ensure high-quality output.	Frequency	18	40	79	106	57
	Percent	6	13.3	26.3	35.3	19
I receive feedback on the quality of my work that helps me improve.	Frequency	12	28	94	110	56
	Percent	4	9.3	31.3	36.7	18.7
I am encouraged to take the time necessary to ensure the quality of my work.	Frequency	13	35	102	106	44
	Percent	4.3	11.7	34	35.3	14.7
I am equipped with the necessary skills and training to maintain high standards of quality.	Frequency	9	48	76	123	44
	Percent	3	16	25.3	41	14.7
I efficiently manage my time to prioritize tasks effectively.	Frequency	26	35	81	112	46
	Percent	8.7	11.7	27	37.3	15.3

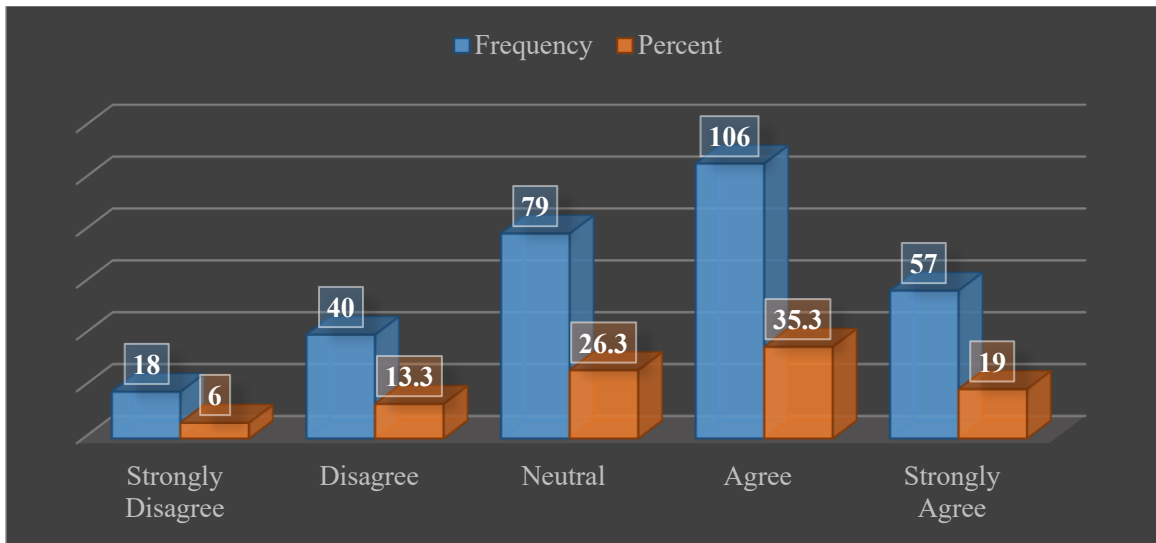


Figure 4.14: The organization provides adequate resources and tools to ensure high-quality output.

The above figure 4.14 present the organization provides adequate resources and tools to ensure high-quality output" are not all that consistent. Only a tiny portion of respondents disagreed (13.3%) or strongly disagreed (6%) with the assertion. Still, a sizable percentage (26.3%) is neutral. Overall, the majority of participants had a favorable opinion, agreeing (35.3%) or strongly agreeing (19%).

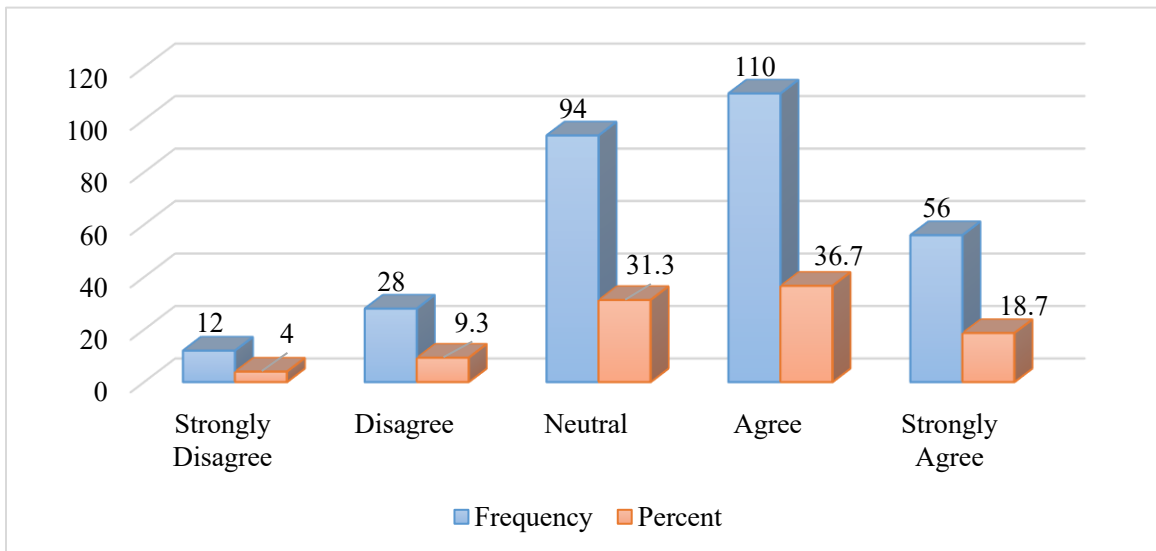


Figure 4.15: I receive feedback on the quality of my work that helps me improve.

The above figure 4.15 represent the statement "I receive feedback on the quality of my work that helps me improve" reveal a range of opinions." Of the responses, a greater number (31.3%) are indifferent, while a smaller minority (4%) strongly disagree or disagree (9.3%) with the statement. Regarding the input they get being helpful for their progress, most people agree (36.7%) or strongly agree (18.7%).

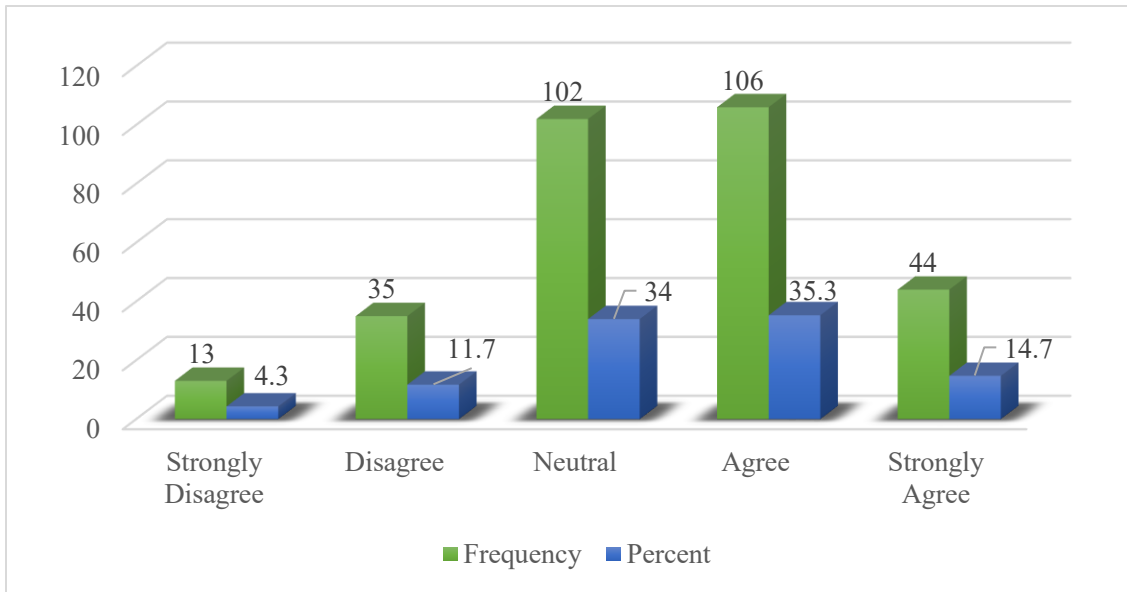


Figure 4.16: I am encouraged to take the time necessary to ensure the quality of my work.

The above figure 4.16 represent the variety of perspectives shown in the replies to the statement, "I am encouraged to take the time necessary to ensure the quality of my work". Just 4.3% of respondents said they strongly disagreed, compared to 11.7% who disagreed and 34% who remained neutral, indicating some degree of ambivalence or ambiguity. Nonetheless, most respondents either strongly agree (14.7%) or agree (35.3%), suggesting that most believe they are typically supported in devoting the required time to guarantee high-quality work.

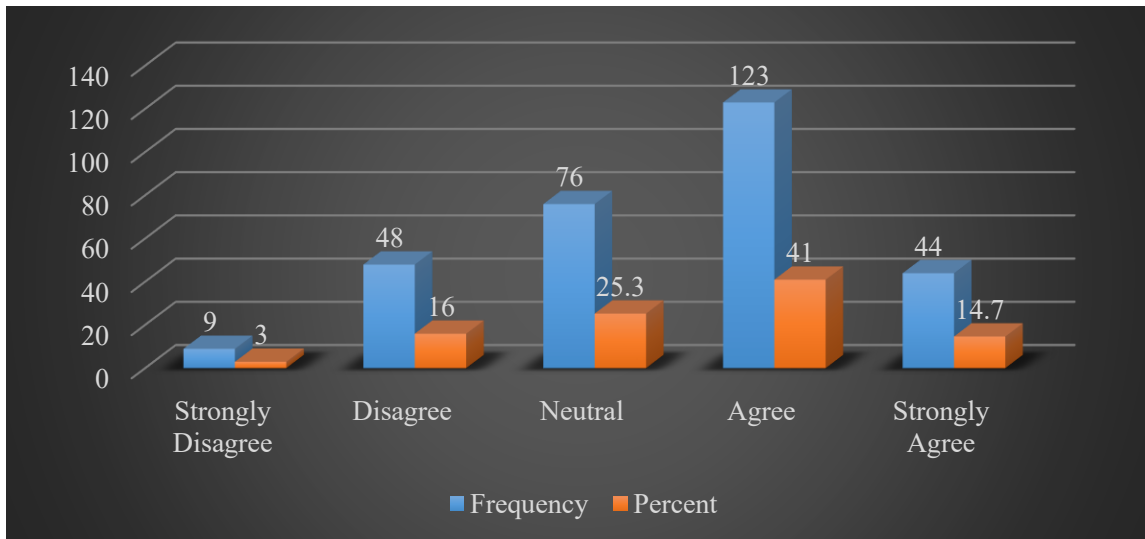


Figure 4.17: I am equipped with the necessary skills and training to maintain high standards of quality.

The above figure 4.17 display the data of “I am equipped with the necessary skills and training to maintain high standards of quality,” reveal that a significant portion of participants had good opinions of their training and skill levels. In particular, 41% of participants agree with the statement, and 14.7% strongly concur, indicating their confidence in their capacity to maintain quality standards. Less respondents, on the other hand, disagreed; just 3% strongly disagreed, 16% disagreed, and 25.3% stayed indifferent.

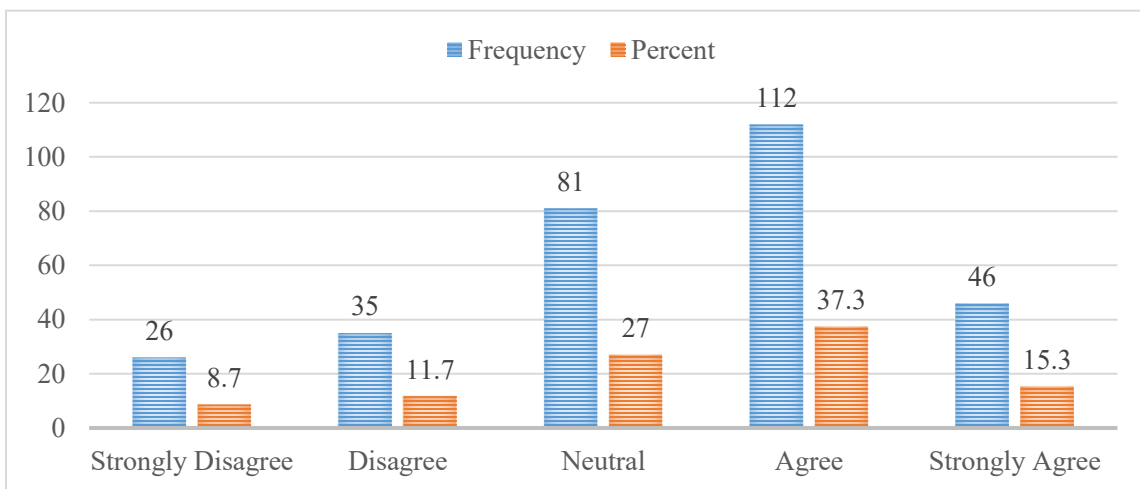


Figure 4.18: I efficiently manage my time to prioritize tasks effectively.

The above figure 4.18 represent the survey's findings indicate that opinions on the statement in issue differ at different points. A small percentage of respondents disagreed (11.7%) or strongly disagreed (8.7%) with the statement. More people (27%) are in the neutral category, meaning they are neither in agreement nor disagreement. With 37.3% agreeing and 15.3% strongly agreeing, the majority of respondents indicate their agreement.

Table 4.6 Time Efficiency

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am able to minimize distractions to maintain focus on tasks.	Frequency	17	36	82	108	57
	Percent	5.7	12	27.3	36	19
I receive support from my team or supervisors to meet deadlines.	Frequency	16	39	94	102	49
	Percent	5.3	13	31.3	34	16.3
Feedback on time management is provided to help improve efficiency.	Frequency	19	42	76	112	51
	Percent	6.3	14	25.3	37.3	17

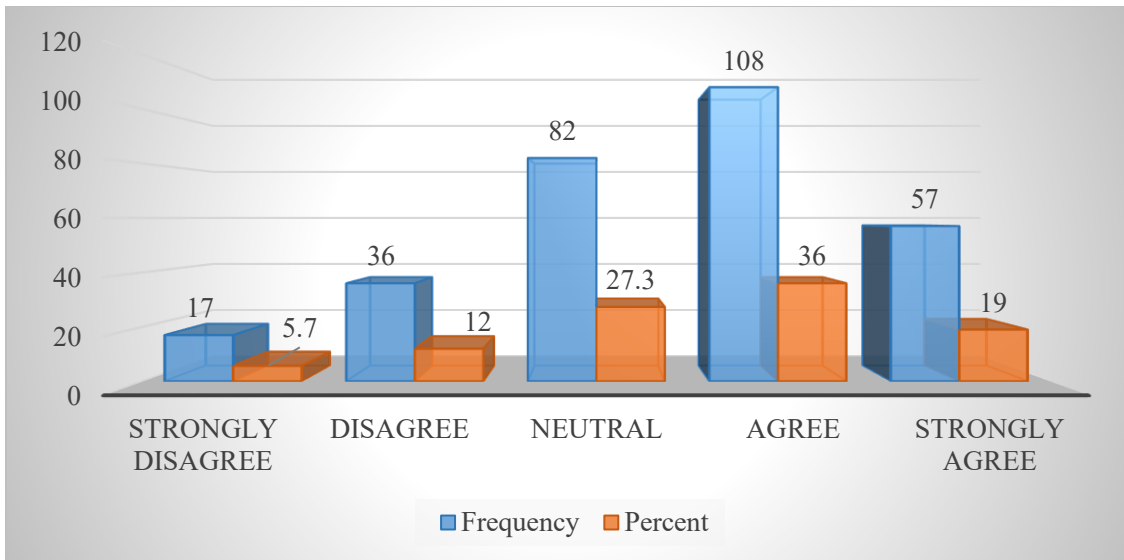


Figure 4.19: *I am able to minimize distractions to maintain focus on tasks.*

The above figure 4.19 responses regarding the ability to minimize distractions and maintain focus on tasks show a range of opinions. A smaller portion of respondents disagree (by 12%) or strongly disagree (by 5.7%) with the statement, while the majority (by 27.3%) are indifferent. It is generally agreed upon (36%) or highly agreed upon (19%) by the participants that they can successfully reduce distractions.

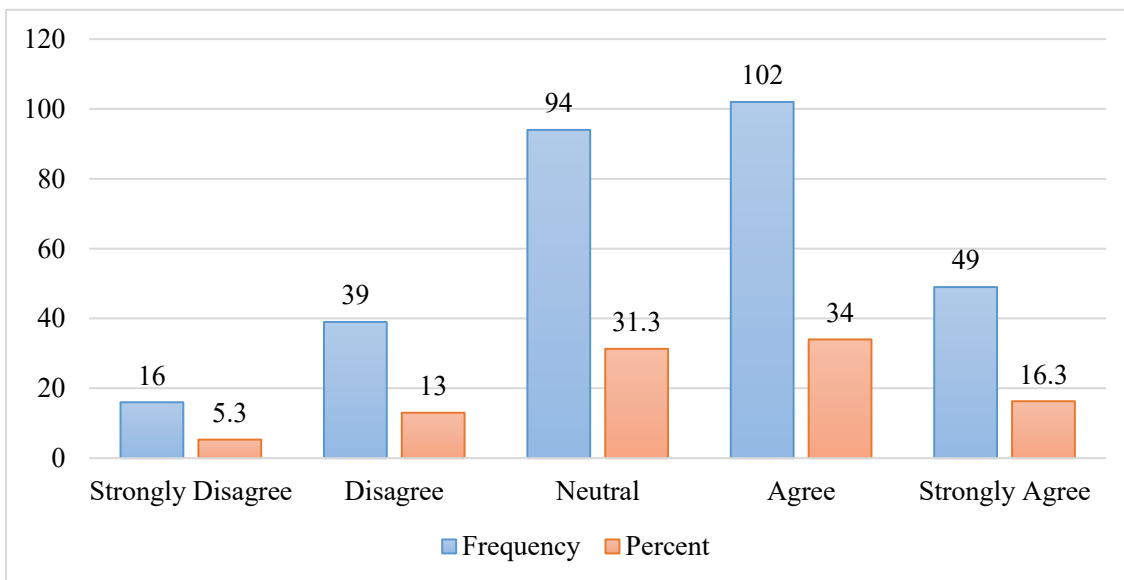


Figure 4.20: *I receive support from my team or supervisors to meet deadlines.*

The above figure 4.20 represent the variation in the assistance that team members or supervisors provide to ensure that deadlines are met. Just 5.3% of respondents strongly disagreed with the assertion, and 13% disagreed. A bigger proportion (31.3%) is indifferent, suggesting that they are unsure or ambivalent about the help they get. In the meanwhile, 34% agree and 16.3% strongly concur that they get enough assistance to fulfil deadlines.

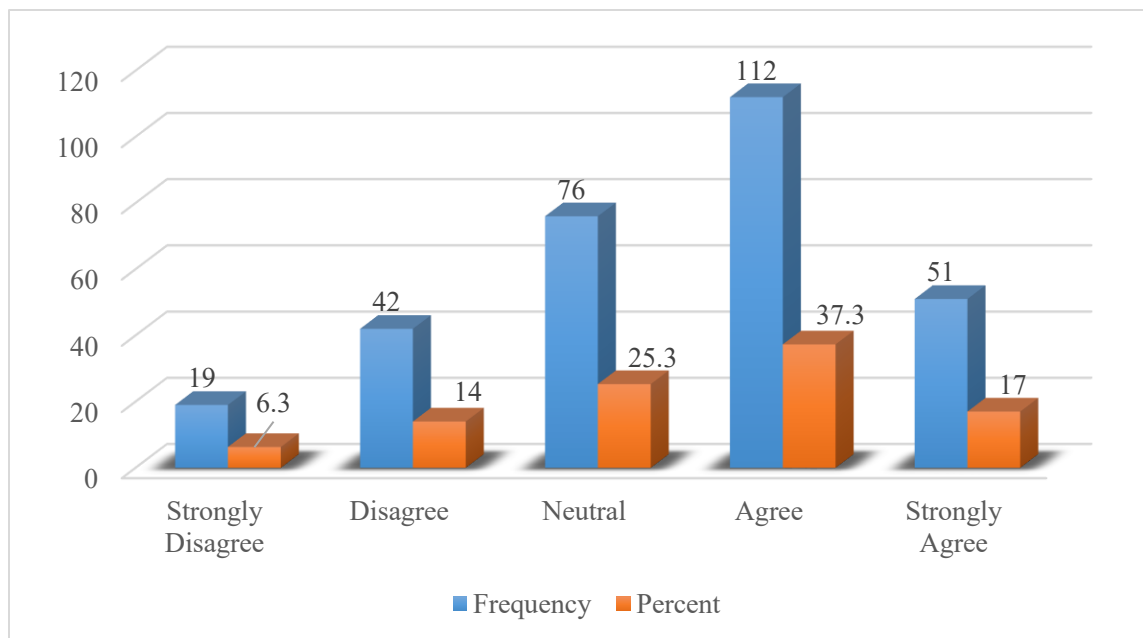


Figure 4.21: Feedback on time management is provided to help improve efficiency.

The above figure 4.21 display the responses to the statement about receiving feedback on time management to improve efficiency show a varied perspective. Of the responses, just 6.3% and 14% strongly disagree or disagree with the statement, respectively, while 25.3% are indifferent. The majority of respondents said that getting feedback increases their productivity (37.3%) or strongly agree (17%).

4.5 Employee Well-being

Table 4.7 physical Health

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization promotes initiatives that support physical health.	Frequency	47	49	71	96	37
	Percent	15.7	16.3	23.7	32	12.3
The organization values and prioritizes the physical well-being of its employees.	Frequency	13	47	97	101	42
	Percent	4.3	15.7	32.3	33.7	14
I feel physically energized and able to perform my job effectively.	Frequency	14	35	92	113	46
	Percent	4.7	11.7	30.7	37.7	15.3

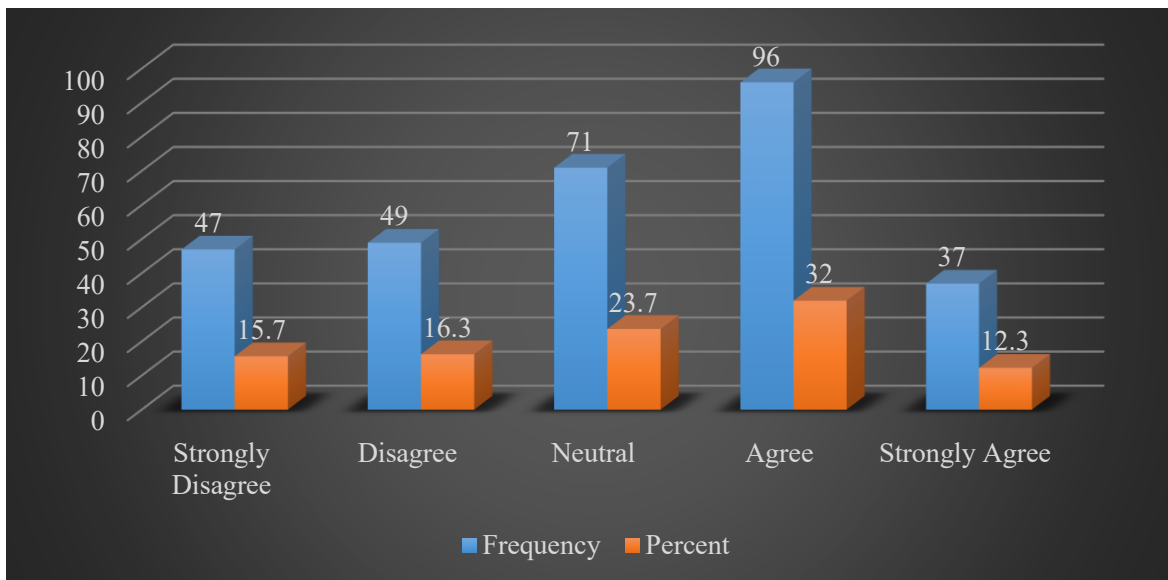


Figure 4.22: The organization promotes initiatives that support physical health

The above figure 4.22 present the organization's advocacy of physical health-promoting projects show differing opinions. Significantly more respondents (15.7%) disagreed or

strongly disagreed (16.3%) with the statement, indicating discontent or ignorance about the activities in question. A significant majority agree (32%) or strongly agree (12.3%) that the organization promotes physical health efforts, with around a quarter being indifferent (23.7%).

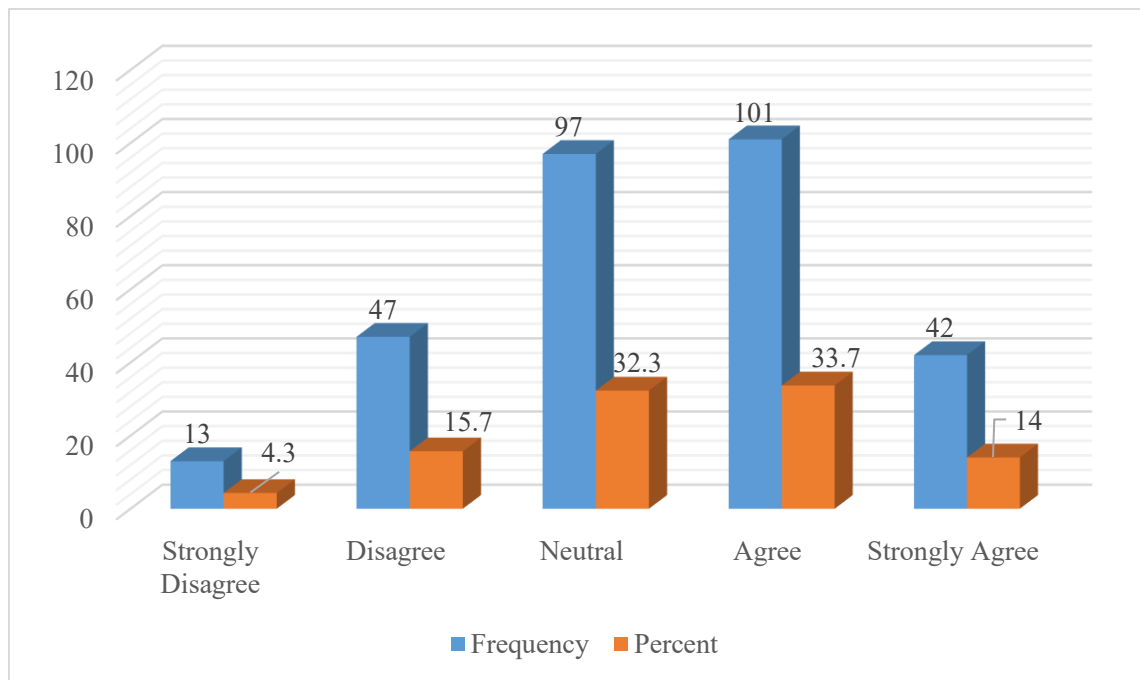


Figure 4.23: The organization values and prioritizes the physical well-being of its employees.

The above figure 4.23 represent the viewpoints are expressed in the replies to the statement on the organization's assessment and consideration of workers' physical well-being. The statement is disagreed with by 15.7% of respondents and strongly disagreed with by 4.3% of respondents, with the majority of respondents (32.3%) being neutral. Nonetheless, a significant portion of individuals agree (33.7%) or strongly concur (14%), indicating that the organization does place a high priority on employees' physical health.

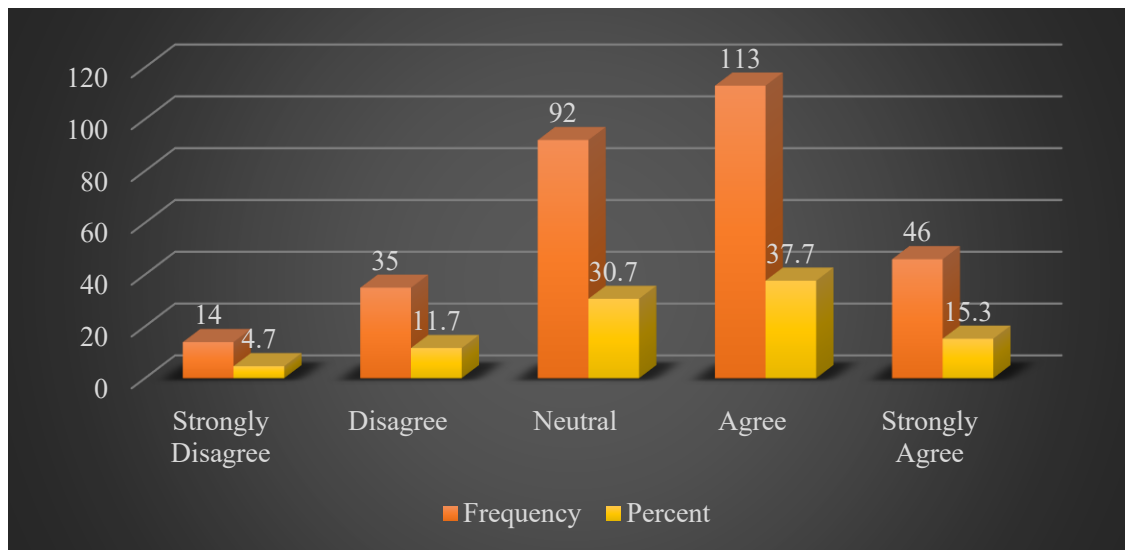


Figure 4.24: I feel physically energized and able to perform my job effectively.

The above figure 4.24 shows the range of experiences may be seen in the replies to the statement on one's physical energy and effectiveness at work. While a sizable fraction of respondents (30.7%) are indifferent, a tiny minority strongly disagree (4.7%) or disagree (11.7%) with the statement. All respondents, however, feel physically energized and capable of carrying out their jobs well; 37.7% agree or strongly agree (15.3%).

Table 4.8 Mental Health

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive support from my colleagues or supervisors in maintaining physical health.	Frequency	14	38	74	126	48
	Percent	4.7	12.7	24.7	42	16
The organization promotes initiatives that support mental well-being.	Frequency	18	40	78	107	57
	Percent	6	13.3	26	35.7	19
	Frequency	9	40	88	118	45

I have access to resources and support for managing stress and anxiety.	Percent	3	13.3	29.3	39.3	15
The workload is manageable, reducing stress levels and promoting mental well-being.	Frequency	16	42	100	104	38
	Percent	5.3	14	33.3	34.7	12.7

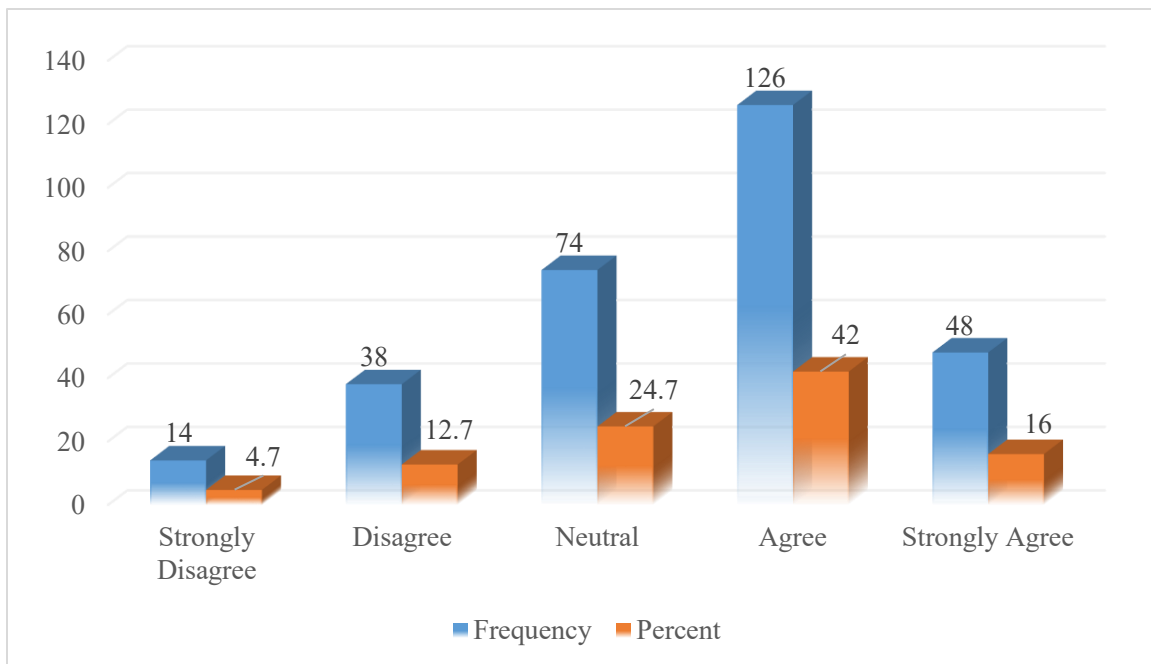


Figure 4.25: I receive support from my colleagues or supervisors in maintaining physical health.

The vast range of viewpoints discussed in the comments regarding seeking assistance from superiors or coworkers to maintain physical health is depicted in figure 4.25 above. About a quarter are indifferent (24.7%), while a tiny number disagree (12.7%) or strongly disagree (4.7%) with the statement. The majority of respondents said they do get this kind of help, agreeing (42%) or strongly agreeing (16%).

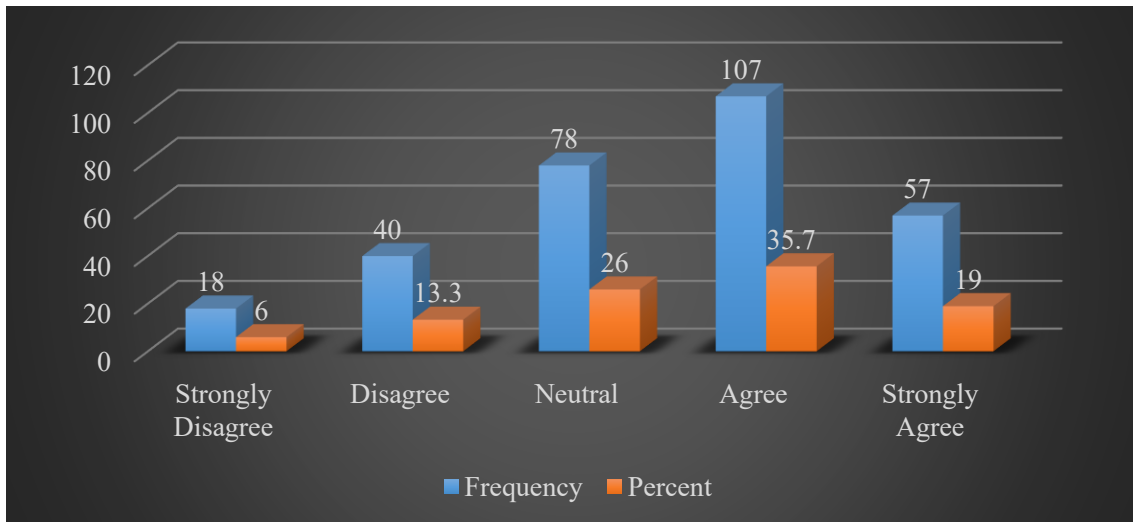


Figure 4.26: The organization promotes initiatives that support mental well-being.

The above figure 4.26 represent the opinions expressed in response to the announcement on the organization's support of mental health programs show a range of perspectives. A sizeable fraction of respondents (26%) are indifferent, whereas a little percentage (6%) strongly disagree or disagree (13.3%) with the statement. Nonetheless, the majority agree (35.7%) or strongly concur (19%) that the organization actively promotes mental health via its programs.

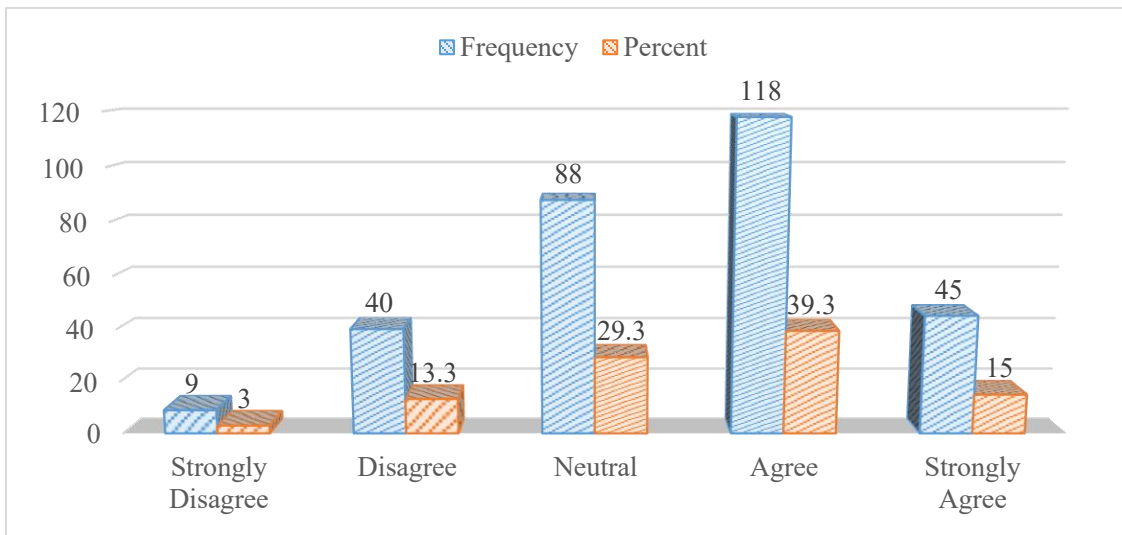


Figure 4.27: I have access to resources and support for managing stress and anxiety.

Opinions on the matter are widely differing, as seen by the responses to the statement in figure 4.27 above. Of the responders, almost 39% were indifferent, and only 3.3% objected or strongly disagreed. The statement is agreed with by the majority of participants (39.3%) or highly agreed upon by 15%. While a sizable percentage of respondents are still ambivalent or less persuaded, overall, this distribution shows a good attitude towards the topic.

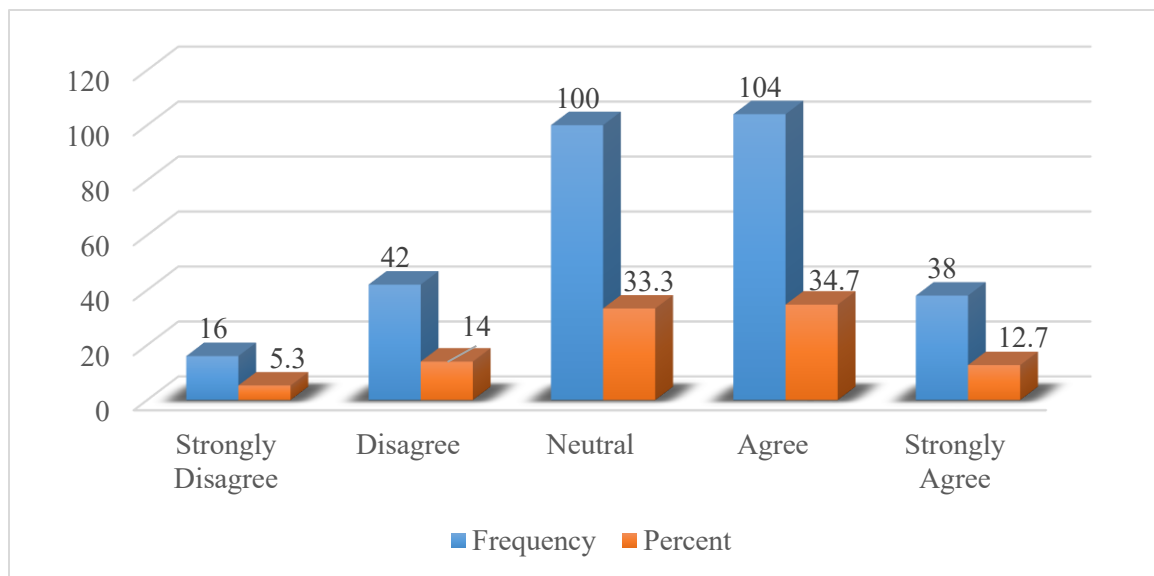


Figure 4.28: The workload is manageable, reducing stress levels and promoting mental well-being.

The above figure 4.28 represent the wide diversity of lookouts expressed in the comments to the statement on workload management and how it affects stress levels and mental health. While a significant fraction of respondents is indifferent (33.3%), Only a small percentage of people disagree (14%) or strongly disagree (5.3%) with the assertion. The majority of respondents feel that their workload is acceptable and contributes to reducing stress and improving mental health, either strongly agreeing (12.7%) or agreeing (34.7%).

Table 4.9 Emotional Well-being

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive adequate time off or breaks to prioritize mental health and self-care.	Frequency	14	59	91	90	46
	Percent	4.7	19.7	30.3	30	15.3
I feel emotionally supported by my colleagues and supervisors.	Frequency	25	39	86	103	47
	Percent	8.3	13	28.7	34.3	15.7
The organization fosters a positive and inclusive work environment that promotes emotional well-being.	Frequency	13	43	88	122	34
	Percent	4.3	14.3	29.3	40.7	11.3
I am able to express my emotions freely without fear of judgment.	Frequency	11	36	88	111	54
	Percent	3.7	12	29.3	37	18
I am encouraged to take breaks or time off when needed to prioritize emotional well-being.	Frequency	14	39	81	121	45
	Percent	4.7	13	27	40.3	15

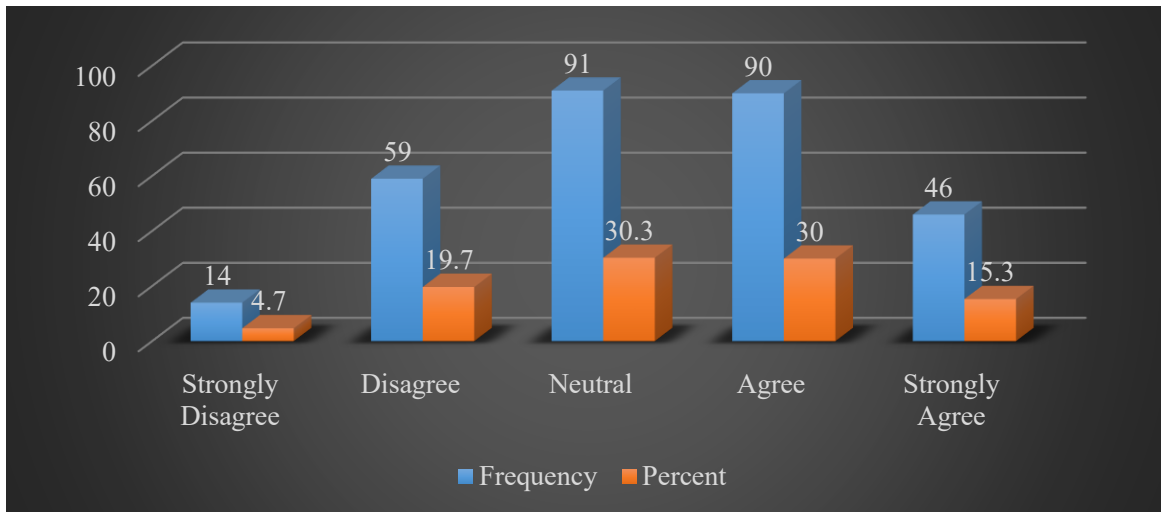


Figure 4.29: I receive adequate time off or breaks to prioritize mental health and self-care.

The above figure 4.29 shows the varying opinions expressed in response to the remark of getting enough time off or breaks for self-care and mental wellness. A significant number of respondents are neutral (30.3%), with just a tiny minority strongly disagreeing (4.7%) or disagreeing (19.7%) with the statement. In the meanwhile, 15.3 % strongly agree and 30% agree that they have enough time off or breaks to priorities their self-care and mental health.

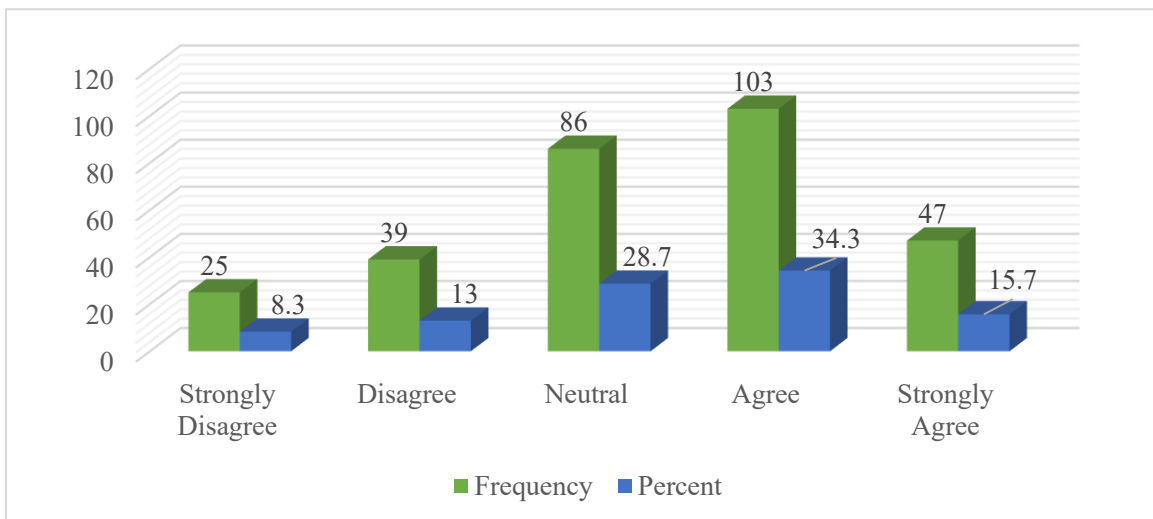


Figure 4.30: I feel emotionally supported by my colleagues and supervisors.

The above figure 4.30 present the variability of experiences are reflected in the answers given to the statement about the emotional support that coworkers and superiors provide. Fewer respondents disagreed (13%) or strongly disagreed (8.3%), but a sizable portion (28.7%) remained indifferent. Nonetheless, most respondents agree (34.3%) or strongly agree (15.7%) that their superiors and coworkers provide them with emotional support.

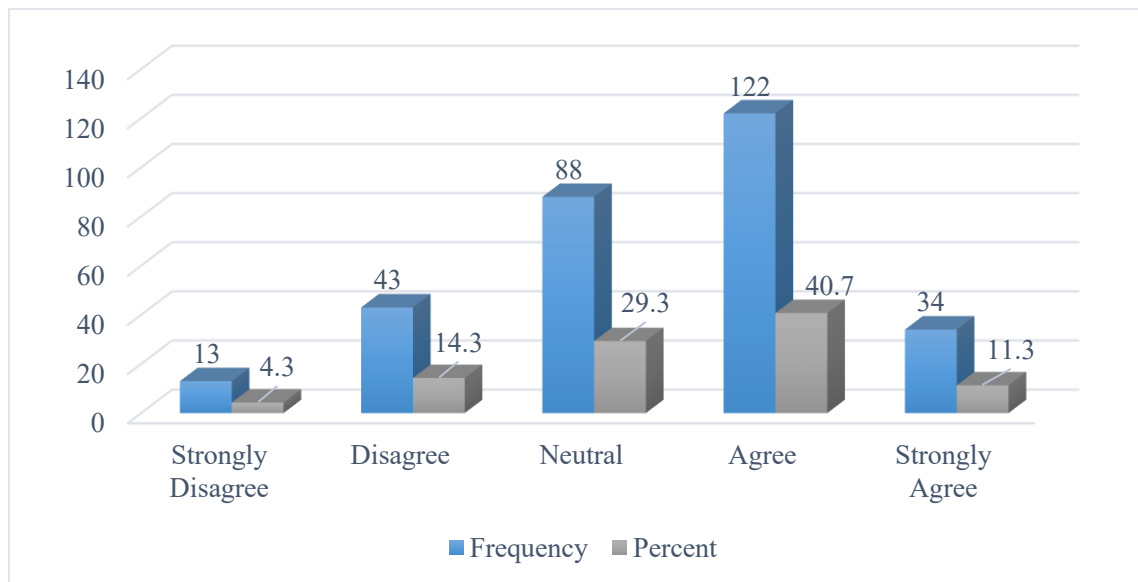


Figure 4.31: The organization fosters a positive and inclusive work environment that promotes emotional well-being.

The above figure 4.31 represent the differing sentiments expressed in reaction to the statement about the company's initiatives to foster an inclusive and supportive work environment for emotional well-being. There are some who disagree (14.3%) and those who strongly disagree (4.3%), yet a significant number of respondents (29.3%) are indifferent. Nonetheless, the majority agree (40.7%) or strongly agree (11.3%) that the organization does a good job of creating such an atmosphere.

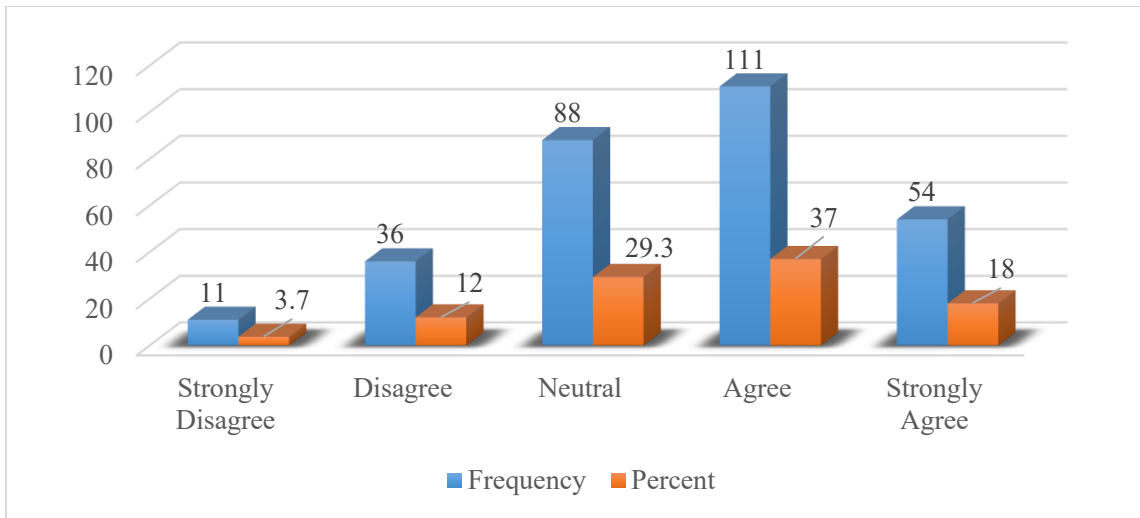


Figure 4.32: I am able to express my emotions freely without fear of judgment.

The above figure 4.32 displays the thoughts are articulated in the replies to the statement on the freedom to express feelings without worrying about being judged. Just 3.7% of respondents said they strongly disagreed, and 12% said they were disagreed. Nonetheless, the majority agree (37%) or strongly concur (18%) that they may express their feelings honestly without worrying about being judged. 29.3% of the respondents were neutral.

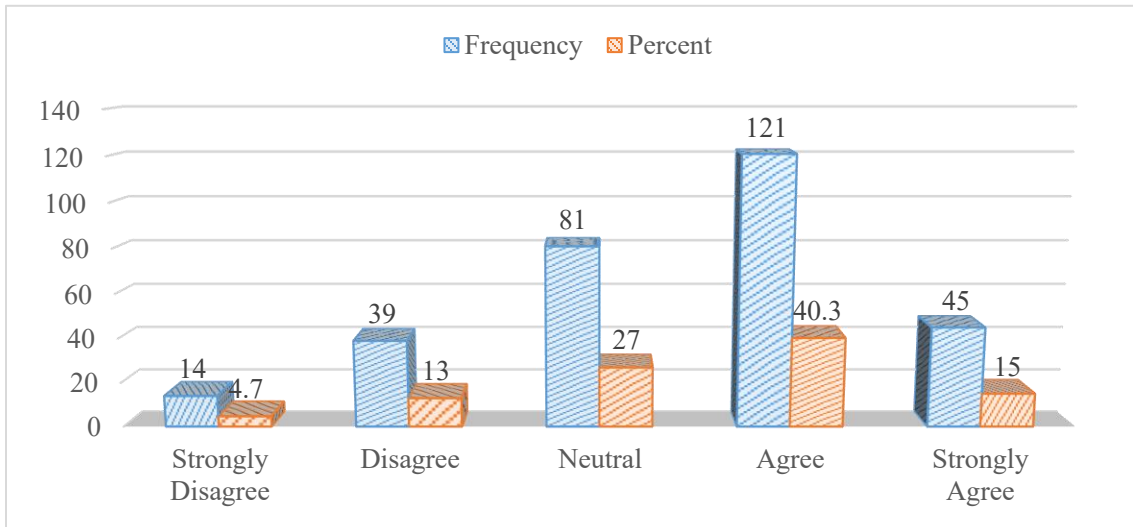


Figure 4.33: I am encouraged to take breaks or time off when needed to prioritize emotional well-being.

The above figure 4.33 displays the reactions to the suggestion of promoting breaks or time off for emotional well-being exhibit a variety of viewpoints. Although a minority of respondents express extreme disagreement (4.7%) or disagreement (13%), and a significant proportion remain indifferent (27%), the majority feel encouraged to take required breaks, with 40.3% in agreement and 15% strongly in agreement.

Table 4.10 Satisfaction with work Environment (e.g., safety, comfort)

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization prioritizes safety measures to ensure a secure work environment.	Frequency	42	35	60	112	51
	Percent	14	11.7	20	37.3	17
The work environment fosters collaboration and teamwork among colleagues.	Frequency	8	53	84	109	46
	Percent	2.7	17.7	28	36.3	15.3
The organization addresses and promptly resolves any safety concerns or hazards.	Frequency	12	37	96	107	48
	Percent	4	12.3	32	35.7	16
I feel valued and respected by my colleagues and supervisors in the work environment.	Frequency	16	37	81	108	58
	Percent	5.3	12.3	27	36	19.3

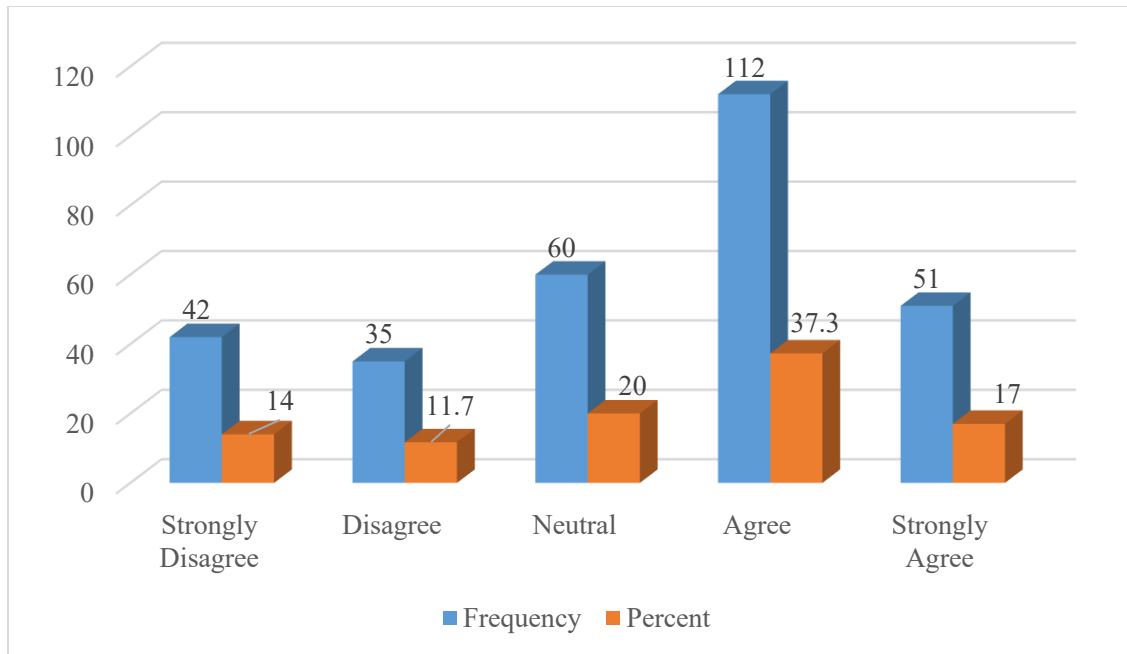


Figure 4.34: The organization prioritizes safety measures to ensure a secure work environment.

The survey results, as illustrated in Figure 4.34 above, indicate that a sizable percentage of participants believe the company places a high priority on safety measures to provide a safe work environment. More precisely, 37.3% of the participants agreed with this statement, while 17% strongly agreed. These figures together indicate a favourable perception of the organization's dedication to safety. Nevertheless, a significant portion of the participants, namely 14% who strongly disagreed and 11.7% who disagreed, expressed reservations or differing opinions about the efficacy of these safety measures. 20% of the respondents remained neutral, expressing their lack of agreement or disagreement with the statement.

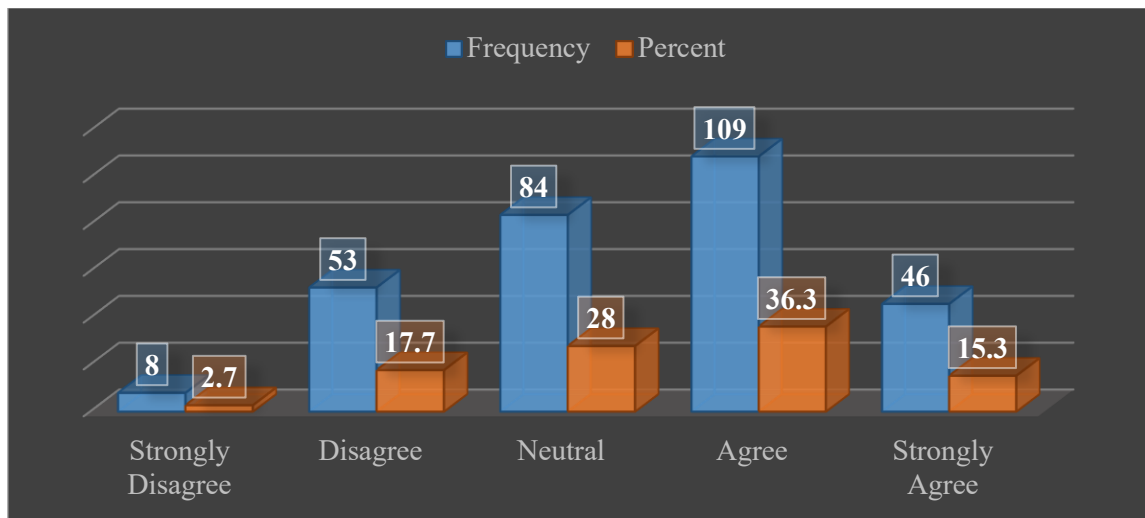


Figure 4.35: The work environment fosters collaboration and teamwork among colleagues.

The above figure 4.35 represent the Specifically, 36.3% agreed with this statement, and 15.3% strongly agreed, indicating a favorable view of the collaborative culture within the organization. However, 17.7% disagreed and 2.7% strongly disagreed, suggesting that a minority of respondents do not perceive the work environment as supportive of teamwork. Additionally, 28% of respondents remained neutral, which shows some ambivalence or uncertainty about the effectiveness of the collaborative efforts in the workplace.

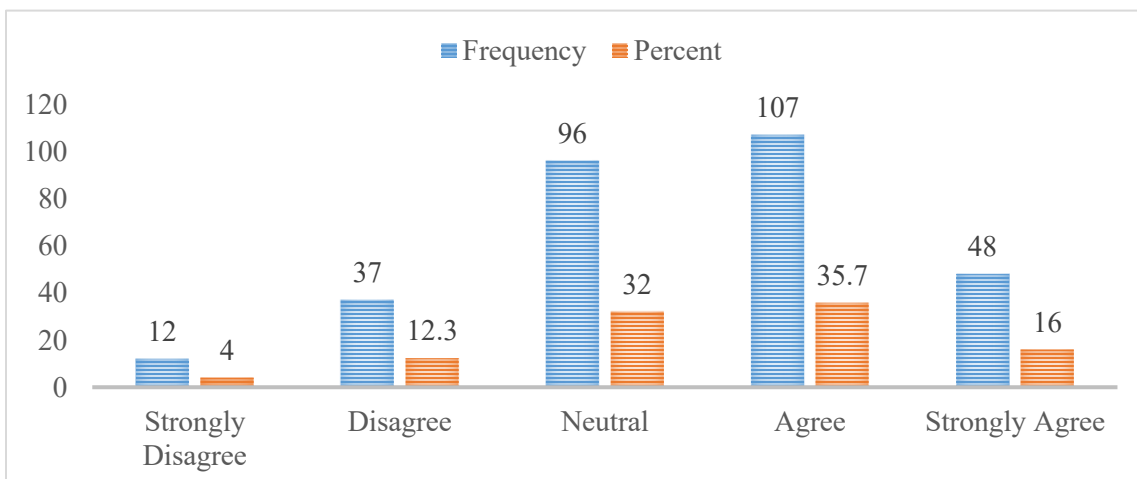


Figure 4.36: The organization addresses and promptly resolves any safety concerns or hazards.

The above figure 4.36 presents the inspection the majority of respondents hold the belief that the organization effectively deals with and immediately resolves safety problems or dangers. More specifically, 16% strongly agreed and 35.7% of respondents agreed with this statement, demonstrating a positive perception of the organization's promptness in addressing safety concerns. Nevertheless, 12.3% expressed disagreement and 4% strongly expressed disagreement, indicating that some respondents have reservations about the organization's proficiency in handling safety matters. In addition, 32% of the participants had a neutral stance, which might indicate a lack of understanding or personal involvement in the organization's safety resolution procedures.

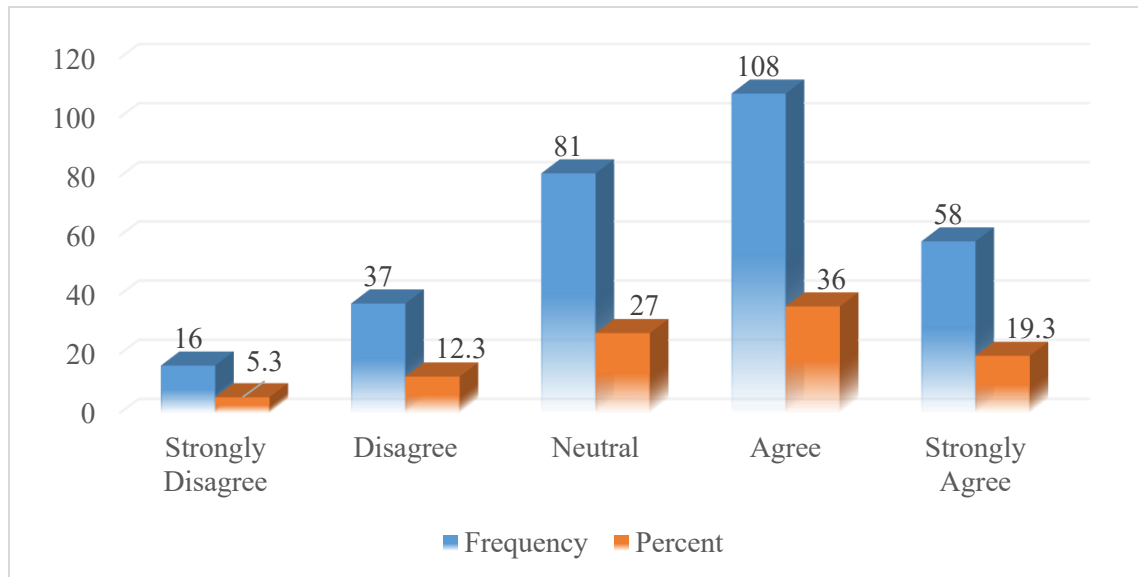


Figure 4.37: I feel valued and respected by my colleagues and supervisors in the work environment.

The above figure 4.37 represent the valued and respected by my colleagues and supervisors in the work environment. In particular, 36% of respondents agreed with this statement, and 19.3% strongly agreed, demonstrating a favorable attitude towards value and respect in the workplace. Nonetheless, 5.3% strongly disagreed and 12.3% disagreed, indicating that some people may not feel sufficiently respected or appreciated. Furthermore, 27% of

respondents had no opinion, which may indicate that they were unsure of how they would be treated at work or that they did not have strong sentiments.

4.6 Descriptive

Table 4.11: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	300	1	4	1.56	.628
Age	300	1	6	1.78	1.121
Education	300	1	6	3.33	.979
Employment Status	300	1	4	1.94	1.152
Output Quantity	300	1.00	5.00	3.7167	.85175
Output Quality	300	1.00	5.00	3.8400	.82259
Time Efficiency	300	1.00	5.00	3.7933	.90924
Physical Health	300	1.00	5.00	3.6933	.88802
Mental Health	300	1.00	5.00	3.7367	.87361
Emotional Well-being	300	1.00	5.00	3.7700	.87157
Satisfaction with Work Environment (e.g., safety, comfort).	300	1.00	5.00	3.7767	.89225
Satisfaction with Job Role (e.g., tasks, responsibilities).	300	1.00	5.00	3.8500	.85827
Satisfaction with Organizational Support (e.g., resources, recognition).	300	1.00	5.00	3.8367	.85190

Satisfaction with Work-Life Balance (e.g., flexibility, personal time).	300	1.00	5.00	3.8967	.81334
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The dataset's descriptive statistics table above shows that, on average, participants' judgements of their work satisfaction and employee well-being are positive, as seen by the relatively high mean values for the various metrics. One gender is predominant, as seen by the gender mean of 1.56 (ranging from 1 to 4). The distribution of age and education levels is similar, with means of 1.78 and 3.33, respectively. The average employment status is 1.94. The means of several important well-being and job satisfaction metrics, including work environment and job role, as well as output quantity and quality (means = 3.7167, 3.8400, and 3.7933), are all above 3.5, suggesting a generally positive perception. The results' range of standard deviations, from 0.81334 to 1.121, indicates some variability.

4.7 Hypothesis 1

- **H0:** There is no significant relationship between corporate wellness programs and employee productivity in the manufacturing industry.
- **H1:** There is a significant relationship between corporate wellness programs and employee productivity in the manufacturing industry.

Table 4.12: Correlation

			Corporate Wellness Programs	Employee Productivity
Spearman's rho	Corporate Wellness Programs	Correlation Coefficient	1.000	.667**
		Sig. (2-tailed)	.	.000
		N	300	300

	Employee Productivity	Correlation Coefficient	.667**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300
		**. Correlation is significant at the 0.01 level (2-tailed).		

According to the correlation value of 0.667, Above, you can see the distribution of Spearman's rho correlation analysis, which shows that corporate wellness efforts have a strong positive link with staff productivity. This implies that employee productivity usually rises when the degree of corporate wellness program adoption or quality also rises. At the 0.01 level ($p = 0.000$), the correlation is statistically significant, indicating a low probability of this association being random. Therefore, the alternative hypothesis, which asserts that "In the manufacturing industry, there is a significant relationship between employee productivity and corporate wellness programs," is accepted.

4.8 Hypothesis 2

- **H0:** There is no significant impact of corporate wellness programs on employee well-being in the manufacturing industry.
- **H1:** There is a significant impact of corporate wellness programs on employee well-being in the manufacturing industry.

Table 4.13: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	210.204			
Final	72.713	137.491	1	.000
Link function: Logit.				

The PLUM ordinal regression analysis findings are shown in the table above; the predictor-

rich model fits the data significantly better than the intercept-only model. When the -2 Log Likelihood reduces from 210.204 (Intercept Only) to 72.713 (Final), the model fit is significantly better. The Chi-Square value of 137.49 with 1 degree of freedom is statistically significant ($p = 0.000$), suggesting that the system's dependent variable is significantly influenced by the included predictors.

Table 4.14: Goodness of Fit

	Chi-Square	df	Sig.
Pearson	38.486	15	.001
Deviance	29.945	15	.012
Link function: Logit.			

The data from the ordinal regression model's goodness-of-match test results, which are displayed in the above table, imply that the model may not accurately match the data. At a significance level of 0.001, the Pearson χ^2 value is 38.486 with 15 degrees of freedom, while the Deviance χ^2 value is 29.945 with 15 df and a significance level of 0.012. A significant difference between the actual and expected values is indicated by both p-values being below the acceptable limit of 0.05, indicating that the model may not fully capture the underlying trends in the data.

Table 4.15: Pseudo-R-Square

Cox and Snell	.368
Nagelkerke	.403
McFadden	.188
Link function: Logit.	

The table above shows the ordinal regression model's pseudo-R-square values, therefore indicating the explanatory strength of the model. With corresponding values of 0.368 for

the Cox and Snell values and 0.403 for the Nagelkerke value, the model suggests explaining around 36.8% to 40.3% of the variation in the dependent variable accordingly. Often favoured as it transforms the Cox and Snell value to its greatest feasible value is the Nagelkerke R-Square. Though lower, the McFadden R-Square value of 0.188 is likewise very typical in logistic regression settings and shows that the model explains around 18.8% of the variance.

Table 4.16: Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[EW = 1.00]	.266	.779	.116	1	.733	-1.261	1.793
	[EW = 2.00]	2.736	.528	26.812	1	.000	1.700	3.772
	[EW = 3.00]	5.392	.576	87.537	1	.000	4.263	6.522
	[EW = 4.00]	8.302	.688	145.549	1	.000	6.953	9.650
Location	CWP	1.758	.164	115.498	1	.000	1.438	2.079
Link function: Logit.								

According to the Corporate Wellness Programs (CWP) and Employee Well-Being (EW) have a significant positive link shown by the table above about parameter estimations. Important criteria for EW ($p < 0.001$) reveal interesting divides in the areas of well-being. With a 1.758 ($p = 0.000$) location value for CWP, improved wellness initiatives boost employee well-being. This finding is supported by the confidence interval (1.438 to 2.079), therefore verifying a consistent and favourable correlation. Hence, alternate hypothesis which states that “There is a significant impact of corporate wellness programs on employee well-being in the manufacturing industry” is approved.

4.9 Hypothesis-3

- **H0:** There is no significant relationship between corporate wellness programs and job satisfaction among employees in the manufacturing industry.
- **H1:** There is a significant relationship between corporate wellness programs and job satisfaction among employees in the manufacturing industry.

Table 4.17: Correlations

			Corporate Wellness Programs	Employee Job Satisfaction
Spearman's rho	Corporate Wellness Programs	Correlation Coefficient	1.000	.679**
		Sig. (2-tailed)	.	.000
		N	300	300
	Employee Job Satisfaction	Correlation Coefficient	.679**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300
	**. Correlation is significant at the 0.01 level (2-tailed).			

The results from the Spearman's rho correlation study, which is shown in the above table, indicates a strong positive link (correlation coefficient of 0.679) between corporate wellness initiatives and employee job satisfaction. Therefore, there is a connection between increased corporate wellness program levels and increased job satisfaction among employees. Statistical significance of the link at the 0.01 level ($p = 0.000$) suggests that this connection is not the result of chance. Thus, a different theory that claims that “There

is a significant relationship between corporate wellness programs and job satisfaction among employees in the manufacturing industry” is approved.

4.10 Hypothesis 4

- **H0:** There is no significant impact of the interconnectedness between employee productivity, well-being (as influenced by corporate wellness programs), and job satisfaction in the manufacturing industry.
- **H1:** There is a significant impact of the interconnectedness between employee productivity, well-being (as influenced by corporate wellness programs), and job satisfaction in the manufacturing industry.

Table 4.18: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	330.688			
Final	77.656	253.031	2	.000
Link function: Logit.				

The final model's fit compared to the intercept-only model was significantly better, as can be seen from the data in the above table. The Log -2 The final model's likelihood is 77.656, while the intercept-only model's likelihood is 330.688. With two degrees of freedom, the χ^2 statistic for the change in fit is 253.031; the outcome is highly significant ($p = 0.000$). The intercept-only model did not fit the data as well as the model with predictors, according to the results. This demonstrates the significance of the predictors in the model for elucidating the variance of the dependent variable.

Table 4.19: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	32.658	62	.999

Deviance	29.878	62	1.000
Link function: Logit.			

The distribution of Goodness-of-Fit test results, which shows how well the ordinal regression model fits the data, is shown in the above table. With 62 degrees of freedom, the Pearson Chi-Square value is 32.658 ($p = 0.999$), while with 1.000 degrees of freedom, the Deviance Chi-Square value is 29.878. Given that both p-values are significantly greater than the generally recognised cutoff of 0.05, there is no appreciable difference between the actual and anticipated values.

Table 4.20: Pseudo R-Square

Cox and Snell	.570
Nagelkerke	.635
McFadden	.371
Link function: Logit.	

The data for the pseudo R-squared values are shown in the following table, which suggests that the ordinal regression model has a strong explanatory power. Between 57.0% and 63.5% of the variation in the dependent variable appears to be explained by the model, according to the Cox and Snell R-Square value of 0.570 and the Nagelkerke R-Square value of 0.635. McFadden R-Square indicates that 37.1% of the variation in the result can be explained by the model.

Table 4.21: Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[EJS = 1.00]	3.385	1.241	7.437	1	.006	.952	5.819
	[EJS = 2.00]	6.313	.826	58.370	1	.000	4.694	7.933

	[EJS = 3.00]	11.150	.958	135.448	1	.000	9.273	13.028
	[EJS = 4.00]	15.035	1.154	169.892	1	.000	12.774	17.296
Location	EP	1.504	.221	46.260	1	.000	1.070	1.937
	EW	1.784	.223	63.735	1	.000	1.346	2.221
Link function: Logit.								

The parameter estimates for the ordinal regression model measuring employee job satisfaction (EJS) are displayed in the above table, which yields noteworthy findings. With values rising from 3.385 for EJS = 1.00 to 15.035 for EJS = 4.00, the thresholds for EJS categories show a considerable departure from zero, indicating higher cut-off points on the logit scale for each subsequent job satisfaction category. With estimates of 1.504 and 1.784, respectively, the location parameters for employee productivity (EP) and employee well-being (EW) are also noteworthy. Hence, an alternate hypothesis that states that “There is a significant impact of the interconnectedness between employee productivity, well-being (as influenced by corporate wellness programs), and job satisfaction in the manufacturing industry” is approved.

4.11 Summary

The presented measures of central tendency indicate that participants respond rather positively to the aspects related to their job satisfaction state of well-being among the employees, as evidenced by the averaged results in each index. The gender is quite sensitive, with one gender being dominant while age distribution and educational level distribution are quite standardized. Other measures of work conditions reveal a positive attitude as well: employment status and well-being also have fairly high mean scores for job content satisfaction, organizational support, work climate, and work/leisure flexibility. This implies that most of the respondents had a positive attitude towards their work conditions and well-being though some variations were detected.

Molecular knowledge of correlation reveals a positive correlation between corporate wellness programs and employees' productivity levels. This has caused a significant coefficient meaning that as the quality or implementation of wellness programs escalates, productivity of the employees avoids being left in the backdrop. The above findings do not leave much to the chance to argue the importance of wellness that enables improvement of productivity in the manufacturing industry.

In order to assess the hypothesis that the planned study is pertinent to the effect that employee health has on corporate wellness initiatives, the latter assessed through the application of the ordinal regression analysis, it can be stated that there is a notable better fit of the model with the included predictors as compared with the intercept-only model. This goes a long way in supporting the fact that corporate wellness programs have health benefits to the employees as depicted by the enhancement of the -2 Log Likelihood and a highly significant Chi-Square value. This, however, brings into question whether the model can portray the data, especially when the goodness-of-fit tests are returning results that may suggest high levels of discrepancy between the fitted and observed data. Hence, the evaluation of the estimated pseudo-R-squared values indicates that the applied model accounts for quite a high degree of variance in the applicants' well-being, which, in turn, supports the notion of the positive effects of the programs.

To supplement this assertion, an ordinal regression on job satisfaction indicates that there is a significant correlation between corporate wellness programs and the job satisfaction of the employees. Regarding wellness initiatives, research indicates a favourable correlation between employee job satisfaction and the extent of wellness initiatives offered by employers. All this emphasizes importance of utilized of wellness programs to boost the morale of employees and their satisfaction with their jobs. This relationship can be considered statistically significant and thus it would be unlikely that it

has occurred by chance thus supporting the idea of using corporate wellness initiatives to enhance the job satisfaction rate.

Lastly, the study conducted to compare the associations between the levels of employee productivity, well-being, and job satisfaction using an expanded ordinal regression model indicates a significant increase in the model fit. Compared with the intercept model, the final model presents a notably higher level of fit; this means that all the indicators included in the analysis for the final model can be considered critical in explaining the variation in the level of job satisfaction as an outcome. Besides that, in the goodness-of-fit tests section, it was established that there is a good fit of the model, meaning model perfectly describes the collected data. The analysis's conclusion is further clarified in light of the pseudo-R-squared values obtained from the BMPM, which show how well the model performs in assessing the effects of corporate wellness initiatives on workers' job satisfaction, productivity, and health. It is for these reasons that the importance of conducting corporate wellness programs to cultivate a happier, healthier, and indeed more balanced workforce in the manufacturing field cannot be overemphasised.

4.12 Conclusion

The findings presented in this analysis provide a general view of effect of the corporate wellness program on the structure and management of health and satisfaction of the manufacturing industry workers. Analyzing the participant's responses to the questionnaires did not indicate major concerns among the participants about their work and well-being. This means that independent of the specific job or industry, employees give positive self-estimations concerning the perceived work climate, tasks, and support in the organization. The results obtained for the mean scores of multiple domains of well-being and job satisfaction present a positive perspective of these factors by the broad sample.

In the specificity of the nonparametric correlation analysis, it is crucial to note a fairly strong positive correlation between corporate wellness programs and employee productivity. This means that whereby the implementation or quality of wellness programs is low or average, so is the performance of employees in organizations. This is highly significant to infer that the organization can associate wellness initiatives with enhancement in the productivity outcomes.

Ordinal regression analysis also confirms the probability of strong effects of the corporate wellness programs on the health of employees. This means that better wellness programs translate into a higher level of wellness among the employees. As the model shows the programmes have a significant impact, and there is evidence to consider that the fit of the model could be enhanced. The results of the goodness-of-fit tests do indicate some differences between the actual and the sample frequencies indicating that, although the overall model hence the method was reasonably good, it could not be able to capture tiny specifics of the given data.

One more finding that has been obtained from the correlation analysis for the present research is Fight between job satisfaction and corporate wellness programs. which is noticeably positive. This means that more involvement in wellness leads to better levels of job satisfaction from the employees. This research finding is statistically significant thus adding further credence to the existing notion that corporate wellness programs add value to workplace job satisfaction.

The final aspect of the analysis explores interconnectedness between employee productivity, well-being, and job satisfaction about corporate wellness programs. The ordinal regression model shows that incorporating these predictors into the model significantly improves its fit compared to a model with only an intercept. This means that there is integration between productivity, organizational wellbeing and job satisfaction and

that corporate wellness programmes are central to these factors. Ljung-Box Q-statistics reveal a very satisfactory goodness-of-fit of the obtained model, which can be concluded from the results presented above.

In summary, the result of this research strongly supports the hypothesis that corporate wellness program enhances and improves the employee's productivity, health, and satisfaction at the workplace within the manufacturing firms. The perceived relationships and the regression coefficients that were produced are strong and significant, implying the need to reinforce and sustain effective wellness program to ensure motivated and satisfied workers. On the whole, the outcomes of the presented model do support the effectiveness of corporate wellbeing programs for the improvement of the different aspects of employee experience in the organization. It is therefore evident that there is still a need to consider wellness programs as one of the important factors towards enhancing the desired employee outcomes as well as the success of organization.

CHAPTER V:

DISCUSSION

5.1 Overview

Thus, corporation's focus on employee health and well-being has given rise to corporate wellness programs as a business tool for enhancing employee satisfaction, productivity, and health across various organizations. It is possible to study these programs in the manufacturing industry since they set the workers and subject them to arduous conditions of work and physically demanding tasks. The purpose of the current study was to determine how wellness programs relate to certain elements such as performance, health, and job satisfaction. The research adds to the body of information about how corporate wellness initiatives affect the functioning of organisations. An analysis of the study's findings covers the implications of the relationships that exist between corporate wellness initiatives and significant variables. The results that were obtained based on the correlation and ordinal regression analyses offer significant support for the hypothesis that corporate wellness programs have a profound impact on the productivity, health, and satisfaction of employees. These conclusions are in line with earlier research indicating that wellness programs are important in enshrining a healthy workplace environment, as well as improving the productivity of the workers (Goetzel and Ozminkowski, 2008; Grossmeier et al., 2016).

This research also aimed at identifying leading determinants of effectiveness of MWPs and WWP in the workplace as well as probable hurdles. The study established that the following factors are critical to the implementation of wellness programmes; leadership support, employee commitment, and programme–organisation fit. These results are similar to the findings of Ducci & Mazzoli, (2018) who states that organizational culture plays a significant role in wellness programme. The study also unveiled some of the challenges

like resource constraints, low employee engagement and lack of program adaptation when implementing these interventions. These barriers give significant understanding for organizations who want to make the wellness programs more effective (Noblet and LaMontagne, 2006).

The effects of corporate wellness programmes and employees' productivity considered in the course of the research produced numerous important statements, which point out that properly developed and applied corporate wellness programmes do boost the productivity of the employees involved. These outcomes support the research of Grossmeier et al., (2016) to indicate that the wellness programmes enhanced productivity in organisations that offer the wellness programmes than in those that do not offer the wellness programmes. The study also focuses on the need to consider issues of program flexibility tied to the needs of the employees whose productivity may be enhanced with the intervention of the program in question, for the best results (Baicker, Cutler and Song, 2010). In light of the findings of this undertaking, statistical analysis for corporate wellness programmes suggested a positive influence on the health of those workers backing wellness programmes' importance in boosting employee' health in the manufacturing industry. The Goetzel et al., (2014) provide evidence of same by stating that wellness programs must contain a more comprehensive approach in endeavouring physical health, mental and even emotional well-being. It therefore calls for more organizations to commit themselves to overhauling wellness initiatives that address the heterogeneous needs of employees (Berry, Mirabito and Baun, 2011).

The study's findings demonstrate a positive correlation between the two variables, indicating that wellness initiatives raise workers' job satisfaction levels. This is in line with the theoretical framework of employee satisfaction which asserts that wellness programs including effective work and personal life balance are directly associated with employee

health (Ron Z. Goetzel et al., 2008; Sorensen et al., 2016). The study takes it further in an endeavor to establish the correlation between productivity, well-being and job satisfaction and determines that all three components are mutually reinforcing and enhance the status of the organization.

Altogether, findings of this study are discussed in light of the extant literature, which provides a comprehensive review of effects of corporate wellness programs for manufacturing sector employees. The strong effect that wellness programs have on critical organization-based outcomes is evident from the rejection of all the other hypotheses. This study has useful implications for organizations seeking to implement or improve wellness programming, thus improving the levels of employee satisfaction and wellness.

5.2 Success Factors and Barriers in Workplace Wellness Programs

The following factors are known to influence corporate wellness programs in the manufacturing industry; According to outcome of the present study, it is possible to approve the results of the alternative hypotheses that suggest a positive correlation with the effectiveness of the programs under discussion with increasing employee productivity, their well-being, and level of satisfaction at work. These are commitment at the organizational level, program design that reflects the organizational context, and engagement of the employees. Leadership support is considered a key factor in establishing wellness programs in the corporate culture to ensure long-term success (Peiró and Rodríguez, 2008; Montano et al., 2017; Dyrbye et al., 2020).

Another factor is need to develop program design to meet the needs of the workforce and where wellness initiatives are closely matched with the identified needs. This is very vital especially in manufacturing sector since physical demands and stressors are not the same as in other sectors. The delivery of wellness programs that are sensitive to the health hazards and working conditions of manufacturing employees will go a long way

in improving their effectiveness (Baxter et al., 2014). But to the dismay of proponents of these programs, their implementation is not without challenges. The first challenge that is realised is the constraint of resources; there is often not enough funding available, and in some cases, there is not even a specific staff assigned to the work on wellness. Lack of resources is one of the major challenges faced in implementation of wellness programs especially in organizations with low profit margins (Goetzel, 2005).

Yet another potential drawback is the low engagement of employees which may be due to their lack of awareness or relevance of the offer. This is an area that needs more than communication strategies but also the inclusion of wellness programs in the overall employee value proposition. Incentives, effective communication and showing the positive returns of the engagement are some of the key activities that should be implemented (O'Donnell, 2015).

In conclusion, corporate wellness initiatives in manufacturing must overcome resource and employee engagement challenges to maximise their influence on productivity, well-being, and work satisfaction. These results emphasise the need of strategic program design and execution based on workforce context and requirements.

5.3 Impact of Wellness Programs on Employee Productivity in Manufacturing

A major concern that has received much attention in the recent past is a correlation between corporate wellness programs and workers' productivity especially within manufacturing firms. The results of this study support the fact that wellness programs positively influence employee productivity to a large degree. This finding resonates with the increased literature on the effects of wellness programs in enhancing organizational performance with particular reference to the health of employees. The organizations that implement corporate wellness programs benefit from reduced cases of absenteeism, lower healthcare expenditure, and enhanced morale hence higher productivity. As highlighted by

Berry et al., (2011), organizations that support their employees through wellness programs normally recoup their investments through reduced employee turnover and improved productivity. From their work, the authors emphasize that it is also the psychological and emotional health and satisfaction with work and job content which is important for production.

As it has been highlighted in the case of manufacturing industry, where the physical working environment is challenging and stress levels are high, wellness programs are critical in improving and sustaining productivity. For example, a study by Parks & Steelman, (2008) has shown that stress management, ergonomic check-up, and fitness programs cut down the rate of work-place accidents and enhanced organisational commitment as well as productivity among employees. These results are corroborated by the results of the study: it has been revealed that employees who engaged in the wellness programs do not complain about fatigue as often as others and are more productive.

However, these programs are not very effective depending on how they are administrated. According to Grossmeier et al., (2016), Program efficacy is a function of the organization's leadership in wellness promotion. This entails not only delivering health promotion activities but also embedding health-promoting policies and practices in the organization including having healthy meals in the workplace, encouraging breaks, and having awareness of mental health. The current research establishes that wellness programs that are integrated into business culture and are backed by management enhance productivity.

Another factor that has been considered in the course of the literature is the problem of matching the wellness programs to the employees. For example, Garbarino et al., (2020) argue that wellness programs can be less effective due to the general nature of the programs as compared to those that target the specific issues of the workers depending on their

sectors. In manufacturing, this could mean emphasizing weight loss programs that improve stamina and decrease muscle issues, which are frequent in this arena. This paper affirms this since the wellness programs that were customized for the employees had a higher impact on their productivity than the generalized wellness programs.

The correlation between the well-being of employees, their performance and morale also strengthens the concept of organizational wellness. Research has revealed that when employees get support from their employers about their health status, they are likely to be content with their jobs hence leading to higher productivity. Pawar & Kunte, (2022)'s study showed that, positive aspects such as employee wellness programs which cover the physical as well as the psychological well-being of the employee and the flexibility within the workplace. The wellness initiatives produce the highest levels of productivity and job satisfaction. This is particularly true in the industrial sector because of the demanding nature of the work, which makes it simple for employees to burn out if they do not receive adequate support.

This research shows that corporate wellness initiatives boost manufacturing staff productivity, which is backed by the literature. Wellness programs may boost productivity when well-designed, targeted to employee requirements, and integrated into the company culture. Wellness initiatives will likely become increasingly important in maintaining productivity and employee well-being as the industrial industry evolves.

5.4 Influence of Wellness Programs on Employee Well-Being in Manufacturing

Another way by which wellness programs affect the well-being of the people is through the elimination of stress and burn which are prevalent in the production industry. According to Johnson et al., (2020), the wellness program that comprises stress management forms of training including mindfulness and resilience training helps to reduce psychological distress among employees therefore improving the general mental

health of the employees. Other physical health elements like fitness activities and ergonomic evaluations enhance of improved physical well-being as pointed out in the study by Pronk, (2009), where, employees who took part in physical activities reported of reduced cases of musculoskeletal ailments.

However, it is equally important to note that the ideal wellness programmes are holistic as they cover both health and mind. The conclusion derived from this study are in agreement with Sivris & Leka, (2015) who opined that if wellness promotion is both preventive and reactive, then there would be better results in the overall wellness of the employees. This is especially the case especially in manufacturing industries where physical health hazards are most likely to occur as a result of physical exposures.

In addition, the effect of wellness programs is not only limited to the health aspect of the employees but social well-being is also improved. Shiri et al., (2023) have pointed out that the practice of social support interventions in workplace environments increases job satisfaction and decreases turnover. These findings are in line with these results, therefore, overall well-being of employees who receive support from their employers and other colleagues through wellness programs is likely to be higher. Therefore, this research supports the importance of corporate wellness programs for the improvement of the well-being of the employees within the manufacturing sector. Such programs are not only focused on the eradication of physical and mental health issues but also help to foster a workplace with interested and committed employees. The correspondence of these findings with existing research highlights the need for extensive and holistic approaches to employee wellness programs to support staff in stressful workplaces.

5.5 Relationship Between Wellness Programs and Job Satisfaction in Manufacturing

According to this research, corporate wellness programs help to increase the levels of job satisfaction among industrial workers. Following this, wellness increases happiness at work. The following factors account for the positive relationship; Other workplace benefits are related to work satisfaction since healthy employees are less stressed, hence performing their duties efficiently. These findings support the current literature that stresses the role of workplace wellness programs in improving staff satisfaction and thus motivation. For instance, Abdullah & Lee, (2012) noted that wellness activities such as aerobics and stress management workshops were rewarding in that the employees had improvements in physical and psychological well-being; and overall job demands-contentment. It was assumed that the wellness promotion activities, which are well incorporated into the organizational culture enhance social inclusion and thus job satisfaction.

In addition, other studies by Fink et al., (2020) also suggest that wellness programs do contribute a lot towards the perception of support and care that employees have from their employers in terms of job satisfaction. Our study also supports this assertion in the sense that when employees feel that their employers are concerned with their welfare, they are likely to be satisfied with their jobs. This feeling of being wanted can help enhance the morale and thus the loyalty of employees making workforce more productive.

Also, the findings such as those of Marshall, (2020) have pointed out that the level of job satisfaction that results from wellness programs depends on the extent of the programs that are offered. The incorporation of such elements like counselling, fitness, and nutrition makes wellness programs comprehensive by addressing all facets of employees' well-being, which enables such programs to make deeper satisfaction at work. This is

supported by the present study which revealed that use of multiple wellness programs would have a positive effect on the level of satisfaction of employees.

Also, the correlations depicted between the employees' wellbeing, productivity, and satisfaction highlighted in this study augment the argument for holistic corporate wellness programs. This supports claims made by Chawla et al., (2022), who argued that a wellness program is not a standalone construct, but is in a cycle that includes well-being, productivity, and job satisfaction. They recommend that the employers should ensure that their employees are satisfied in the workplace since this leads to increased performance of the employees and in turn benefiting the employer.

5.6 Interconnectedness of Productivity, Well-Being, and Job Satisfaction in

Manufacturing

Manufacturing employees' performance is not only a function of how healthy they are but how satisfied they are in their workplaces. The findings of correlation and the ordinal regression analyses suggest that the corporate wellness programs promote the general health of the employee which in turn thus improves workers' satisfaction and performance. This is in line with the existing literature as Gubler et al., (2018) concluded that wellness programs positively impact health and productivity when the organization's support is high. According to their research, workers who see organisational health promotion initiatives favourably are more likely to be content with their positions and provide better work. The relationship found in this study lends credence to the work Demands-Resources (JD-R) paradigm, which holds that work resources such as wellness initiatives can lessen burnout and enhance job satisfaction and productivity (Bakker and Demerouti, 2017). According to the approach, workers' job performance and productivity improve when they have access to health and well-being services. In manufacturing, where physical and emotional demands are great, wellness initiatives may benefit personnel.

Also, the promotion of wellness comprising of enhanced employee well-being as evidenced in this study corresponds with Parks & Steelman, (2008) work that showed that physical and mental well-being programs increase job satisfaction. This work also affirms that indeed with wellness programs, the health of the employees is boosted not just physically but also in terms of their morale thus job satisfaction is boosted, working environment is improved and therefore productivity is boosted. More so, the interdependency of these variables supports the concept of a comprehensive strategy for manufacturing sector employees' well-being. In study conducted by Lerner et al., (2013), organizations supporting/providing the enhancement of health and well-being in physical, psychological, and social dimensions through introducing and implementing the concept of wellness programs were likely to gain high returns with special reference to the well-being of individuals, less absenteeism in this case and increased productivity at the organizational level. Therefore, it is possible to consider all crucial aspects, connected with employees' health, both their physical and mental health, which is crucial in highly demanding, frequently physically intense manufacturing companies.

5.7 Strategies for Effective Wellness Programs in Manufacturing

As observed, corporate wellness programs do affect employees' productivity, health status, and job satisfaction within manufacturing companies. In order to reap these benefits, it is necessary to establish as well as enhance strategies of meeting its requirements more appropriately in the manufacturing setting.

- **Customization of Wellness Programs:** Manufacturing employee workplaces have physical requirements, time practices and place context that could be unique to the manufacturing sector only. The steps which can be taken to optimize wellness programs for these situations will also help in improving these program's efficacy. For instance, offering the facility for exercise equipment or ergonomic evaluation

of work can immediately tend to the physical requirements of the workers leading to fewer cases of injuries and better health (Schultz, Chen and Edington, 2009). Further, a communication strategy that factors in employee shift-working can be useful in making an effective wellness program open to all employees, thus increasing chance of employee participation (Shiri, Nikunlaakso and Laitinen, 2023).

- **Employee Involvement and Feedback:** This is another important strategy that entails the recognition of employees' feedback about wellness programs in their design and execution. Engagement of employees results in higher engagement levels and satisfaction when it comes to wellness programs. Another method is using self-administered questionnaires such as questionnaires administered through surveys and focus group discussions to identify the needs and preferences of employees, and perceived barriers to participation as suggested by Grawitch et al., (2006). In this way, the sense of ownership and involvement can improve the importance and interest in the wellness initiatives that thus can affect job satisfaction and productivity.
- **Integration with Overall Organizational Culture:** For any wellness program to work and to be sustained, it should therefore form part of the overall organizational culture and not be mere add-on program. Sometimes, the health of the workers can be enhanced because the company makes it a policy that is in line with the organization's culture. Superior endorsement is essential in this respect since the CEOs or managers' actions can influence the ways the employees participate in wellness promotion and their perception of how crucial the wellness issue is in the organization structure (Baicker, Cutler and Song, 2010).

- **Continuous Monitoring and Adaptation:** Another factor is the requirement to engage in the constant evaluation of the wellness programs to determine their effectiveness and make changes if needed. This involves the need to examine the outcome of the program about productivity, health, and job satisfaction from time to time besides establishing any emerging issues or opportunities (Ron Z Goetzel et al., 2008). It is suggested that the concern of watching KPIs regularly is one of the most effective ways to adjust wellness initiatives in line with the needs and goals of an organization.
- **Addressing Psychological and Social Well-being:** The wellness programs in the manufacturing sector should also encompass not only physical aspect of the employee's health but also the psychological and social aspects. Measures like offering stress management workshops, or allowing mental health days, or social support groups can enable the employees to cope with stress and also foster the development of a community at the workplace (Garbarino, Tripepi and Magnavita, 2020). It can be assumed that only those programs, that take into account the physical condition of the employee, as well as their mental state, will be more effective in increasing the well-being of the employees and, consequently, their productivity.
- **Incentivization and Recognition:** The utilized of incentives such as offering gifts or other privileges to those who participate in the wellness programs encourages employees to take part in the programs. Such incentives could include monetary incentives, or extra paid time off, to name a few, or recognition through tokens such as badges. Promoting wellness has been proven to increase level of participation and commitment to program in the long term when employee's efforts are rewarded (Soler et al., 2010).

These strategies will help manufacturing companies to design effective wellness programs that will be effective in enhancing the satisfaction levels and productivity of the employees while at the same time promoting wellness of the employees. It is therefore important that efforts be made to develop a holistic approach consisting of customization, engagement, cultural assimilation, ongoing evaluation, employee psychological health, and incentives to ensure that wellness programs have the greatest possible effect on the manufacturing sector.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

With an emphasis on the manufacturing industry, the current study assessed the effects of corporate wellness programs on employees' productivity, health, and job satisfaction. To support the hypothesised association between these variables, the study employed a quantitative research technique and ordinal regression and correlation analysis. The following research questions and hypotheses were tested in order to investigate the relationships between corporate wellness programs, employee satisfaction, health, and productivity. The findings of this research can be useful to further understand influence of corporate wellness programs in improving the work experience of the workforce in manufacturing industry. These results confirm the positive and statistically significant correlations among the considered variables based on the rejection of all the other alternative hypotheses. More specifically, the results pointed out that corporate wellness programs; are directly associated with improvements in workers' productivity, health status, and satisfaction levels. These strategies made the workplace improve the health, morale, and engagement of employees, hence increasing their satisfaction and productivity at the workplace.

Further, the study also determined success factors and issues likely to affect the Manufacturing industry when implementing corporate wellness programs. The success factors were good management support, good program coverage, and involvement of workers. On other hand, the barriers were mainly associated with resource limitations, lack of information, and inadequate fit of programmes to the employment situation of the manufacturing workforce. As highlighted in this study, there is need to remove such barriers to improve the sustainability and efficiency of the wellness programmes. The other

aspect of research covered in this paper was the effectiveness of corporate wellness programmes in employees' productivity, health, and job satisfaction. The research conducted also highlighted that organisations' enhanced health promotion programs contributed to raising job satisfaction as well as organisational production levels by raising the health standards of the personnel involved. This proposal imposes the conclusion that corporate wellness programs is, in fact, a multi-faceted solution that is not only healthful for the employee but also propitious for organisational effectiveness.

Therefore, this study offers strong evidence for the promotion of corporate wellness programmes as a strategic intervention for the manufacturing industry with respect to the health, work output, and satisfaction of its employees. Continued success of manufacturing organisations requires a healthy and motivated workforce, and positive effects from these programs effectively make the case for these initiatives. Future research could extend the present study by investigating the sustained consequences of wellness programs and by comparing wellness programs among the various sectors and organizational environments. Furthermore, as the corporate wellness programs are to be implemented in the manufacturing industry, the specific issues of this sector have to be taken into account when designing the corresponding strategies for development of corporate wellness programs.

6.2 Implication

The implications of this study extend to an area of theory and practice in corporate wellness programs in the manufacturing industry. The positive associations between corporate wellness programs and other important areas of organizational performance like productivity, well-being, and job satisfaction mean that these programs are not only good to have for organizations but are indispensable in promoting the health of employees. This goes to show that manufacturing firms need to make wellness programs a strategic part of

their human resource management plan and invest in them. From a theoretical perspective, this research contributes to available body of knowledge since it introduces a dependency between the corporate wellness program effects on productivity, well-being, & job satisfaction. The acceptance of the other hypotheses supports the argument that wellness programs also have the capacity of improving those important employee outcomes thus expanding the knowledge on how such programs can be utilized to foster organizational success. This study also implies that the context of the manufacturing industry should be taken into account, as the workload and stresses on the workers may not be the same as in the other industries, thus the need for industry-specific approaches to wellness.

From the practical perspective, the work provides guidance for industry stakeholders and policymakers. The research points to the following conclusions for the employers: the wellness programs are valuable since they increase the satisfaction and productivity of the employees which may result in higher retention rates and reduced cases of absenteeism. The findings related to key success factors and challenges give a clear direction for organizations that are interested in developing and delivering successful wellness programs. Also, the study suggests that to achieve the greatest effectiveness of the wellness initiatives, all aspects of the employees' health – physical, mental, and emotional – should be addressed.

In the case of policymakers, the findings indicate that incorporating and encouraging corporate wellness programs might be a useful approach for improving population health and workforce resilience. If wellness programs are required by law or encouraged through several policies in the working environment, then several numbers of employees will be affected positively and this will enhance health and productivity of workforce. The study also provides opportunities for future studies most notably

concerning the durability of these programs and the effects on organizational performance in various settings and sectors.

6.3 Recommendations for future research

Based on the results of this investigation, it can be said that corporate wellness initiatives can help manufacturing companies' workforces be more productive, healthy, and satisfied with their jobs. However, the fact that the dynamics of these relationships are not without their complications underscores the following research directions that may contribute to the enhancement of the understanding of such relationships: Firstly, future research should try to cover other industries as well not only the manufacturing industry. Comparisons with other industries would give a more general picture of how contextual factors affect the organization's corporate wellness programs. Such a cross-industry study could identify factors that might be unique to each industry and provide better recommendations on how to design and implement wellness programs that fit well into the different contexts. Similarly, as this research used quantitative methods to examine relations and effects, the subsequent qualitative methods could be useful in exploring employee's attitudes and experiences regarding wellness programs. By employing interviews and focus groups, it would be possible to identify more personal characteristics of wellness plans and initiatives, including the attitudes and feelings of workers. Such qualitative data would augment the quantitative data results and would give a more rounded picture of what leads to the effectiveness or lack thereof of wellness programs.

The second important angle, which requires additional investigation in the future, is related to the evaluation of wellness programs over time. The current study provides a cross-sectional view of the associations between wellness programs and employees' experience, while temporal changes and dynamic effects of wellness programs have not been investigated. Moreover, more longitudinal studies could track the effect of

productivity, health, and satisfaction of the employees of a given firm as well as the effect of wellness programs on them and whether these sorts of programs can effectively respond to ever-evolving needs of workforce. Consequently, the subsequent researchers should investigate organizational culture and leadership as possible mediating variables of well-being programs. Such information may help to improve wellness initiatives if it provides insight into relationships between leadership styles and communication practices, organizational values, and wellness initiatives. It is also important to research the possible social ramifications that come with the application of wellness programs like privacy issues or the possibility of some employees being discriminated against for not participating in a wellness program or otherwise investigating the various other issues that may be regarded as unethical in the promotion of wellness programs to come up with better and more ethical ways of handling the same.

Lastly, with the emerging increased concern of psychological health in workplace as the subject of attention within the course of further investigations, it is essential to study the further impact of the issue as the wellness programs on psychological health. This could include reviewing programs in place for stress, anxiety, and burnout, and enhancing psychological capital and mental health among the workforce. In that vein, the ensuing research can help advance knowledge on the design of more efficient, long-term, and culturally appropriate corporate wellness programs.

6.4 Conclusion

The research of this purpose offers great implications for the extent to which corporate wellness programs influence the results of manufacturing workforce. The fact that positive correlations have been established between corporate wellness programs and various metrics including productivity, job satisfaction, and employee well-being proves the effectiveness of such programs. The rejection of all the other competing hypotheses

means that corporate wellness programs act as important intervention mechanisms for improving workforce performance and productivity. Notably, results of the present study reveal that corporate wellbeing programs are useful in enhancing employees' psychological well-being and overall performance as well as job satisfaction. This interconnectivity shows that wellness is an integrated concept and positive changes in one aspect (for instance, well-being) will have positive effects on another aspect (for example, productivity and job satisfaction). These results support the need to integrate multiple factors as key components of wellness that can affect health and productivity of employees and organization.

The study also provides an understanding of success factors and issues connected with the application of workplace wellness programs. It is important for organizations that would wish to design and implement wellness programs properly. Thus, knowledge of these factors will help companies adjust their programs according to the needs of the workers, thus increasing the efficiency and applicability of such interventions in the long run. Thus, present paper contributes to the existing literature by offering a quantitative comparison of corporate wellness programs on manufacturing sector. The positive findings observed in this study appear to suggest that the organization's effort and investment in the health of the employees will not only benefit the employee but the organization as well. Future work could build on these findings by evaluating the wellness program's possible life cycle advantages and calculating how wellness programs work in various segments and across countries.

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APPENDIX A:
QUESTIONNAIRE

5. Gender

- a. Male
- b. Female
- c. Non-binary
- d. Prefer not to say

6. Age

- a. 18-24 years
- b. 25-34 years
- c. 35-44 years
- d. 45-54 years
- e. 55-64 years
- f. 65 years or above

7. Education

- a. High school
- b. High secondary school
- c. Bachelor's degree
- d. Master's degree
- e. PhD
- f. Other

8. Employment Status

- a. Employed full-time
- b. Employed part-time
- c. Govt. employed
- d. Other

Structure Questionnaires

1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree.

9. Corporate Wellness Programs

Statements	1	2	3	4	5
The corporate wellness program offers a variety of activities that cater to different interests and needs.					
I feel supported by my company in participating in the corporate wellness program.					
I am satisfied with the resources and facilities provided by the corporate wellness program.					
Participating in the corporate wellness program has improved my work-life balance.					
The corporate wellness program has enhanced my sense of belonging and community within the company.					

10. Employee Productivity

Statements	1	2	3	4	5
Output Quantity					
I consistently meet my production targets.					
The production processes in my organization are streamlined and effective.					
I feel empowered to suggest improvements to enhance productivity.					
I receive adequate training to perform my tasks efficiently.					
Output Quality					

The organization provides adequate resources and tools to ensure high-quality output.					
I receive feedback on the quality of my work that helps me improve.					
I am encouraged to take the time necessary to ensure the quality of my work.					
I am equipped with the necessary skills and training to maintain high standards of quality.					
Time Efficiency					
I efficiently manage my time to prioritize tasks effectively.					
I am able to minimize distractions to maintain focus on tasks.					
I receive support from my team or supervisors to meet deadlines.					
Feedback on time management is provided to help improve efficiency.					

11. Employee Well-being

Statements	1	2	3	4	5
Physical Health.					
The organization promotes initiatives that support physical health.					
The organization values and prioritizes the physical well-being of its employees.					
I feel physically energized and able to perform my job effectively.					
I receive support from my colleagues or supervisors in maintaining physical health.					
Mental Health.					

The organization promotes initiatives that support mental well-being					
I have access to resources and support for managing stress and anxiety.					
The workload is manageable, reducing stress levels and promoting mental well-being.					
I receive adequate time off or breaks to prioritize mental health and self-care.					
Emotional Well-being.					
I feel emotionally supported by my colleagues and supervisors.					
The organization fosters a positive and inclusive work environment that promotes emotional well-being.					
I am able to express my emotions freely without fear of judgment.					
I am encouraged to take breaks or time off when needed to prioritize emotional well-being.					

12. Employee Job Satisfaction

Statements	1	2	3	4	5
Satisfaction with Work Environment (e.g., safety, comfort).					
The organization prioritizes safety measures to ensure a secure work environment.					
The work environment fosters collaboration and teamwork among colleagues.					
The organization addresses and promptly resolves any safety concerns or hazards.					
I feel valued and respected by my colleagues and supervisors in the work environment.					

Satisfaction with Job Role (e.g., tasks, responsibilities).					
I find my job tasks and responsibilities meaningful and fulfilling.					
I have the necessary autonomy and authority to perform my job effectively.					
The job responsibilities align with my skills, interests, and career goals.					
I feel challenged and stimulated by the tasks I perform in my job.					
Satisfaction with Organizational Support (e.g., resources, recognition).					
The organization provides adequate resources for me to perform my job effectively.					
I feel supported by the organization in achieving my goals and objectives.					
The organization recognizes and rewards employee contributions appropriately.					
The organization provides opportunities for career advancement and growth.					
Satisfaction with Work-Life Balance (e.g., flexibility, personal time).					
The organization offers flexible work arrangements that suit my lifestyle.					
I am able to manage my work schedule to accommodate personal commitments.					
The organization promotes a culture of work-life balance among employees.					
I am satisfied with the level of flexibility offered in managing my work hours.					

APPENDIX B:

DATASET

Gender	Age	Education	Employment	The corpora	I feel support	I am satisfie	Participating	The corpora	I consistently	The product	I feel empow	I receive ad	The organiz	I receive fee	I am encour	I am equip	I efficiently n	I am able to	I receive sug	Feedback o
2	2	4	1	5	5	4	4	5	4	4	5	3	4	4	4	4	5	5	5	5
2	1	3	1	5	5	5	4	4	4	5	4	4	4	5	3	4	4	4	4	4
1	1	4	4	4	4	3	4	5	4	5	3	5	5	4	3	5	4	5	4	4
2	3	4	1	4	5	5	5	4	4	4	5	4	5	5	4	4	4	5	5	5
2	1	4	2	1	1	3	2	4	3	2	3	1	3	4	3	3	4	4	2	5
2	1	4	1	2	4	4	5	2	4	4	4	2	2	5	3	3	3	3	5	5
2	3	3	2	4	4	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4
2	1	3	4	3	2	3	1	2	2	3	1	2	2	2	2	2	2	3	1	1
2	1	4	4	3	4	2	3	3	4	2	1	2	3	2	3	2	3	2	4	2
1	1	4	1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1	1	3	2	3	4	4	4	4	3	3	3	4	4	4	4	4	4	3	4	4
1	1	2	1	3	3	3	3	4	4	4	3	5	4	5	4	5	5	5	4	5
2	1	3	1	2	4	3	3	4	2	4	4	5	3	3	5	4	5	5	5	4
2	1	4	1	2	3	3	3	4	5	4	3	5	2	3	5	4	1	2	3	2
1	1	3	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5
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2	1	3	1	4	4	5	4	4	5	3	4	3	3	4	3	3	4	4	3	4
2	1	4	1	2	1	2	1	1	2	3	1	2	1	2	1	2	2	1	2	2
2	1	4	1	4	3	3	4	3	2	3	4	4	4	4	4	4	4	4	4	4
1	1	4	1	4	4	3	3	4	4	4	4	4	4	5	3	4	3	4	5	4
1	1	3	2	5	3	4	4	3	4	4	4	4	3	4	3	3	3	4	4	4
1	1	3	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
2	1	3	2	3	4	5	4	3	4	2	4	3	4	3	4	4	3	4	4	4
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1	1	3	4	2	3	2	2	3	2	2	3	3	3	3	3	3	3	3	3	3
1	1	3	4	3	4	4	3	4	3	4	3	3	4	3	3	3	3	3	3	3
1	1	3	4	2	2	2	3	2	2	3	2	2	3	2	2	2	3	2	2	2

The organiz	The organiz	I feel physic	I receive sup	The organiz	I have acces	The workloa	I receive ad	I feel emotio	The organiz	I am able to	I am encour	The organiz	The work en	The organiz	I feel valued	I find my job	I have the ne	The job resp	I feel challen
4	5	4	5	4	5	4	4	5	5	2	3	5	4	5	4	5	4	5	3
4	4	4	4	4	4	3	4	3	4	4	4	4	4	4	5	4	4	4	4
3	3	4	3	5	4	5	3	5	4	5	4	5	5	4	5	4	5	4	5
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4	4	3	4	4	4	3	4	4	4	4	3	4	3	4	4	3	3	4	3
3	2	2	2	2	3	2	3	1	2	1	3	2	3	2	1	1	3	1	1
3	4	4	3	3	2	4	3	4	4	3	4	5	4	3	5	4	3	4	4
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2	3	3	5	3	3	4	3	5	4	4	2	3	4	3	5	1	1	1	3
4	1	3	4	1	3	4	3	3	3	5	4	3	1	3	2	2	1	4	5
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3	4	4	4	5	5	5	4	3	5	4	4	4	4	4	2	4	5	5	4
2	3	3	2	3	2	3	2	2	2	2	3	2	2	3	3	3	2	2	2
3	4	3	4	3	4	3	4	3	4	3	4	3	4	3	4	3	4	3	4
2	3	2	3	2	2	2	2	2	2	3	3	3	2	3	3	2	3	2	2

The organiz	I feel suppor	The organiz	The organiz	The organiz	I am able to	The organiz	I am satisfied
5	4	5	4	5	3	4	5
5	4	5	5	4	4	5	4
5	4	5	4	5	4	4	5
4	3	3	4	3	4	4	3
2	4	3	2	3	2	3	4
4	4	3	2	3	2	4	4
4	3	4	4	4	4	3	4
1	1	2	1	1	2	1	2
3	4	4	4	4	4	4	3
3	3	3	3	3	3	3	3
3	2	4	3	4	3	4	3
4	4	4	4	3	4	4	3
4	3	2	4	3	2	2	2
3	5	1	5	4	3	2	2
5	5	3	4	4	4	4	4
5	5	4	4	4	5	5	5
3	4	3	4	4	4	4	4
4	5	4	5	5	4	4	4
1	3	4	3	2	3	3	4
4	4	5	4	5	5	5	4
3	4	4	3	4	4	3	4
4	4	3	3	4	4	4	5
3	4	3	4	3	2	4	3
4	4	3	4	3	3	3	4
4	4	5	5	1	4	3	4
5	5	1	4	2	3	4	4
3	3	3	3	3	3	3	2
3	4	3	4	3	4	3	4
3	2	3	3	2	3	3	2