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Research paper

Wellness Programs and Engagement of Information Technology Workforce

M John Britto[1]*, R Magesh[2]

[1]*Research Scholar, Sathyabama Institute of Science and Technology, Chennai, India.*
[2]*Research Supervisor and Associate Professor, Anna University, Chennai, India.*
**Corresponding author E-mail: johnbritto73@gmail.com*

Abstract

Physical, mental and spiritual well-being is the secret to success but employees in their quest for glory and money fail to maintain a balance between the three. Their workplace is the most affected when wellness of employees is at stake which would eventually decide the culture and fate of organisations in a dynamic global village. The current research analyses the effect of wellness programs at the workplace on employee engagement.

Keywords: *Wellness Programs, Information Technology, Vigour, Dedication, Absorption, Engagement.*

1. Background

Employees spend at least one-third of the day at work except the weekend. This has an impact on their wellness status in addition to other forces stemming from personal life. Humans can perform at the optimum level only when their health permits them to accost various types of challenges. Companies try their maximum to engage the employees (Hewitt, 2017) in order to extract their best performance and also top keep them happy, motivated and committed.

2. Need for Research

Wellness programs in corporate is a recent phenomenon amidst worrying levels of attrition and performance issues. The scenario is dynamic and highly competitive and employees feel stressed and desperate to achieve targets in order to save their jobs. The effectiveness of such wellness programs is still being assessed as there is no formula for a successful program. Employees habits, behaviour and need sdiffer significantly and hence research was necessitated to analyse the impact of wellness programs and practices on the engagement levels.

3. Review of Literature

3.1. Employee Welness

Mousa and Alas (2016) explored the association between organisational culture traits and workplace spirituality aspects. Organizational culture traits include involvement, consistency, adaptability and mission. Workplace spirituality aspect includes meaningful work, community sense, and organisational values. In addition to that, knowledge sharing as a significant trait of organisational culture and it is imposed by promptness, originality, technological developments. Workplace spiritually has been directly associated with employee wellness, health consciousness, and psychological wellbeing. Results revealed that workplace spirituality aspects are strongly influenced by both adaptability and mission. It was also found that moderate relationship exists between involvement and meaningful work, and community sense of workplace spirituality. Moreover, positive relationship has been found between workplace spirituality aspects and knowledge sharing. Findings revealed that there has been significant positive relationship between organisational culture and workplace spirituality. It was concluded that health, wellness and psychological wellbeing can be improved through establishing workplace spirituality.

Sheng et al. (2016) aimed to check the wellbeing programme initiated in the organisation. This study recognized that organized team effort, health and weight management, stress management, anxiety management, energy boosting, healthy lifestyles, and personal welfare are the main wellbeing elements. This study revealed that promoting employee wellbeing programme in the workplace facilitates to increase personal qualities and wellness of employees. Results of the study provided that employee wellbeing programme have positive effect on employee engagement. Moreover, wellbeing programme has effective role on promoting employees' belief in the organisation. Findings also revealed that organized team effort, weight management, stress management, anxiety management, energy boosting, healthy lifestyles, and personal welfare have significant association with employee engagement. It was concluded that the employee wellbeing programme develops and increases both employee and organisational performance. It was suggested that organisations should develop employee wellbeing for the overall organisational development.

Goswami (2015) empirically evaluated the influence of job stress on employee performance. This study ascertained that job stress have a harmful effect on the health and wellbeing of employees and productivity of the organisation. The reasons of job stress could be the inability to face job demands, job profile mismatch, job insecurity, and poor relations with colleagues. It has been found that improper working standards leads work stress among

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employees. Moreover, lack of resources, repetitive work, insufficient information, and improper career development also causes low engagement and satisfaction in the workplace. The findings indicated that job stress has effects like, fear, anger, and anxiety among employees in the workplace, which bring poor mental and psychological wellness. It was concluded that job stress have impact of employee wellness and performance in the organisation. It was suggested that proper and healthy working standards to be offered with all resources in order to bring high satisfaction and engagement.

Khadka (2015) investigated the significance of employee wellbeing through wellness and spa services. This study revealed that wellness and spa service enhance employee wellbeing in the workplace. It was found the spa service renders a main role to enhance overall health of the employees. Results showed that wellness and spa facilitates to reduce weight, gives massage, and provides beauty treatment, get tips for healthy eating, healthy lifestyle for personal wellbeing of employees. Similarly, wellness and spa helps to improve balance between work and life, reduces stress, increases morale and motivation, and develops quality of work life for professional wellbeing of employees. Moreover, it was found that wellness increase overall organisational performance in terms of productivity, turnover and profitability. It was concluded that wellness programs and spa service have positive association with employee wellbeing.

Krainz (2015) attempted to check enhancement of wellbeing of employee through corporate social responsibility perspective. It was found that wellbeing of employees in workplace refers to physical, psychological, and behavioural aspects connected with employee life. The study revealed that managing employee wellbeing is concerned with satisfaction, health and professional improvement of the employees in order to increase organisational performance. This study asserted that strategic management of human resource covers the essential coordination between health and performance facets of employees. Results revealed that work setting, personality traits, and occupational stress have direct effect of health condition and well-being in the workplace. Moreover, it has significant effect on physical, psychological and behavioural consequences of employees. Furthermore, health costs, productivity, and absenteeism have also been influenced by the employee wellness. It was concluded that corporate social responsibility factors tremendously enhance employee performance.

Martinez-Lemos (2015) evaluated the economic impact of corporate wellness programs. This study identified that health condition of employees and productivity of the organisation has close connection, which means that healthy employee is connected with healthier performance. This study revealed that wellness programs are linked with educational, organisational and environmental activities, which is also designed to encourage healthy lifestyle and behaviour. The study emphasised that the reason behind in the wellness program is to increase employee productivity and health so as to boost organisation performance. Findings also stressed that employee wellness activities service as a motivation factor and enhance the efficiency of the organisation. Moreover, it brings creativity in solving unique tasks of organisation, which finally lead to achievement of performance and efficiency of the organisation. It was concluded that employee wellness programs have significant effect on improving organisational productivity.

Fink (2014) examined the influence of incentivised employee wellness programs. This study highlighted that organisations are largely adopting employee wellness programs in order to increase employee health and decrease costs involved in health insurance and absenteeism. The health consequences of being overweight lead to poor fitness and decrease productivity of the employees. Being overweight enhances an employee's predisposition to various diseases. Employees are disclosing various health concerns in the workplace due to the overload, monotony work, repeated work, and work in highly stressed condition. Results found that the effective employee wellness programs will increase employee engagement in work. Organisations have offered incentive to enhance employee involvement in wellness programs. Findings revealed that the incentive based wellness programs help employees to maintain balanced dietary, angry and stress management, focus on work and freshness in work. It was concluded that incentive based wellness program have positive impact on employee performance.

Oraso and Sma (2014) assessed the employee wellness programs and its significant influence on the performance of employees in the organisation. This study revealed that wellness programs are planned to support workforce to understand their health problems and adopt better health factors to reduce their risks. This programme can cover health risk management in terms of cardiovascular diseases, smoking cessation, substance abuse and so on. Results revealed that the execution of employee wellness programs such as, gym, smoking cessation, counselling, day-care, and healthy eating will remove stress and increase job satisfaction. Moreover, the support of better organisational policies, employee participation programs will increase organisational productivity and decreases employee absenteeism. Findings of the study divulged that wellness programmes prove that prevailing health risks are avoided in the workplace. It was concluded that good health, increased morale, lesser stress and burnout, and enhanced productivity of the organisation have significant impact on employee wellness programs.

Ramesh and Shyamkumar (2014) assessed the role of employee empowerment in organisational development. This study revealed that employee empowerment is directly involved with the employee wellness in the organisation. It was found that employee empowerment is recognised as a crucial issue in employee management and it is essential to the employee development and their competency. This study emphasised that employee empowerment makes open communication, willingness to work in team, wisdom gaining, uncertainly tolerance, resilience and courage, and responsibility acceptance among its employees. Moreover, health maintenance, health fitness to make higher productivity, physical strength to complete work, attaining target, and quality of work delivery are the main benefits associated with the employee wellness through empowerment. Findings revealed that employee empowerment enhances the wellness of employees both in their personal and professional life. It was concluded that freedom, flexibility, and authority in decision making and problem solving assists an employee to feel energised, proficient and determined to make organisation successful.

Bhalla (2013) checked the influence of workplace spirituality and employee wellbeing. This study revealed that spirituality in workplace concerned with employee development, sympathy, honest, trust, meaningfulness and joy at work, job commitment and wellbeing of the workforce. It was found that the workplace spirituality enhances both the physical and mental wellness of employees in workplace. The finding established that interrelatedness by means of spirituality in workplace lead to the employee wellbeing in the organisation. Moreover, the interrelatedness of spirituality involves the psychological and physical wellness relations among employees. The empirical results demonstrated that the meaningful work, purposeful work and sense of interrelatedness' have positive effect on the wellbeing of the employees. It was suggested that management has to take adequate initiatives to improve employee wellbeing through spirituality.

Dobre (2013) aimed to analyse the drivers of employee motivation to organisational performance. This study recognised that motivation and performance are the crucial tools for the development of organisation in the long-term. It was found that a qualified and motivated employee is important to enhance organisational productivity. This study emphasised that employee value, health

and wellness initiatives, training programs, and welfare facilities in the workplace can motivate employees to contribute more in the organisation. Organisations have to establish job satisfaction, recognition, appreciation activities in order to enhance employee motivation and engagement in the work. Results revealed that employee motivation can increase efficiency, innovation and growth of the organisation. It was concluded that employee wellness in their work will enhance enthusiasm and motivation which eventually lead to higher productivity.

Jain et al. (2013) examined that mediating influence of organisational commitment on the association between organisational stressors and employee health and well-being. This study recognised that perceived commitment of the organisation to employees and commitment of employees to the organisation are the two main organisational stressors. Both the stressor has direct impact on physical health and psychological well-being. Results indicated that stressors have negative influence on employee commitment and their wellness. Moreover, commitment acts as an influential mediator in regulating the negative influence of stressors on employee well-being. Furthermore, it was found that self-efficacy, education, age, tenure, equality and justice, organisational support, optimistic emotional responses of employees are reducing negative impact of stressors. It was concluded that employee commitment to the workplace, perceived commitmentof the organisation to employees have effect on controlling negative form of stress, health and well-being.

Joel andJebaseelan (2013) examined the role of training programme in employee wellbeing. It was found that focusing on employee wellbeing at workplace helps employees to feel happy, capable, satisfied, healthier, and make better performer in the work. This study highlighted that the training enhances quality of work and productivity of the employees. Moreover, knowledge, attitude, behaviour, skill can also be increased due to the training programme. The study was found that the employee wellbeing training helps to increase confidence, skill, health management, career advancement, higher earnings, and resilience to change, safety, and work performance. Findings of the study revealed that effective training helps to develop working environment, employee engagement, quality of work life, and physical and mental wellbeing of employees and so on. It was concluded that employee wellness in the workplace leads for creative, loyal, more productive, and perform better to achieve organisational goals. It was suggested that organisations should make effective training plan to increase employee health standard and quality service for the betterment of the organisation.

Waliand Zahid (2013) intended to measure wellness programs and employee's organisational commitment. This study disclosed that wellness programs are intended to enhance employee health for sustainable productivity and efficiency. Organisations desire to enhance productivity, decrease absence and manage health care of employees together through wellness programs. It was found that health awareness, fitness services, health screenings and control, employee support programs, and organisation policy are the main factors in employee wellness programs. The organisational commitment has direct connection with the employee wellness in the workplace. Results indicated that health awareness have significant positive association with organisational commitment. Likewise, health screenings and control have significant effect on the organisational commitment. Moreover, fitness services, employee support programs and organisation policy have moderate effect on organisational commitment of the employees. It can be concluded that wellness programs have direct and positive relationship with organisational commitment.

3.2. Employee Engagement

Aveline and Mohankumar (2017) attempted to find out employee engagement and influence of work life balance among software employees. This study revealed that employees have to face high pressure to balance with work and family. Imbalance between work and life creates dissatisfaction and lowers employee engagement in work. It was found that work life balances render a main role in employee engagement. Results revealed that the middle age group employees are highly satisfied in the work and able to balance their work life. The employees are satisfied while working in day shift than night shift work, balance of work life is higher in day shift. It was found that shift work creates high effect on employees' family life. Results indicated that in order to balance family life and increase employee engagement, currently software organisations permit its employees to work in home. It was concluded that work life balance have positive association with employee engagement.

Devi (2017) investigated the influence of employee engagement on organisational performance. It was found that employee engagement quickly gains reputation and magnitude in the workplace and influences the organisation in many ways. It was found that organisations with high employee engagement have outperformance in terms of profitability and productivity. Moreover, employee engagement is the continuous process of learning, development, and action. Results showed that engaged employee can support the firm to attain its vision, mission, execute its strategy and generate better results. Furthermore, organisations need to know how different employees are influenced by various factors of engagement so as to attain organisational goals and overall effectiveness. Findings showed that employees are fulfilled with their job; their engagement level will be increased, which ultimately leads them to increase productivity. It was concluded that the employee engagement positively contribute to enhance organisational performance.

Gitonga et al. (2016) examined the workforce diversity and it influence in performance of organisations. The workforce diversity can be in the form of age, gender, culture and work experience. It was found that young workforce can be more innovative, absorb speedily and can drive creativity than older employees leading to greater performance in the organisation. This study revealed that workforce diversity issues may have adverse effect on reputation, competitiveness, and threaten from the bottom line employees. It was also found that workforce diversity along with employee engagement have significant influence on organisational performance. Results revealed that organisational performance can be in the form of growth in sales, customer growth, and technology innovations. Findings concluded that employees from different cultures can bring diverse experiences, attitudes, perspectives, approaches to work and show multiple levels of commitment to work; it may have influence on overall performance of the organisation.

Joy andSinosh (2016) assessed the role of employee engagement on psychological well-being of employees. This study considered that pleasure and purpose aspect of psychological wellbeing in engagement. This study revealed that positive emotional experience and general sense of motive are basis for generating two aspects of psychological wellbeing. It was found that engaged employee is well known on the business goals, unite co-workers for higher performance, and facilitates to smooth functioning of organisation. The results showed that employee engagement have strong influence on psychological wellbeing of employees in workplace. Employee engagement has positive influence on pleasure and purpose aspect of psychological wellbeing. It was also found the pleasure aspect of psychological wellbeing has strong association than purpose aspect of psychological wellbeing with employee engagement. It was concluded that employee engagement is positively associated with the psychological wellbeing of employees in the organisation.

KaliannanandAdjovu (2016) endeavoured to check the effective employee engagement and organisational success. This study re-

vealed that the employee engagement strategies are concerned with work ambience, human resource policy, workplace relationship, culture, and job satisfaction. It was found that employee engagement has positive effect on bringing organisational success. Employee engagement is highly based on the concept of trust and belief on the employees in the organisation. It was also found that engaged employee show high level of motivation, job satisfaction, and performance towards the achievement of organisational goals. Results revealed that better work policies, remuneration, career growth, and superior relationship will increase their engagement. Findings indicated that work ambience, human resource policy, workplace relationship, culture, and job satisfaction have significant association with organisational success.

Mariza (2016) examined the influence of employee's motivation and engagement on their performance. This study revealed that motivation is found in two ways; that is monetary benefit in the form of salary, bonus, incentives and non-monetary benefits such as working atmosphere, job status, job security, job enrichment. Likewise, employee performance can be checked in three ways, such as job productivity, job quality, and job accomplishment. This study stressed that motivation in workplace puts employees into action, enhances efficiency, leads to attain organisational objectives, builds relationship and leads stability of workforce. Moreover, proper communication, equality, profile matched work, support from the superior make employees to be more active, dedicated, innovative and it significantly contribute to higher engagement. Findings revealed that motivation and engagement increases turnover, profitability, and productivity of the organisation. In conclusion, it was found that employee motivation and engagement have direct impact on organisational performance.

Ramadeviand Lakshmi (2016) examined the influence of leadership style on employee engagement. This study considered that transactional leadership and transformational leadership as leadership styles. Engaged employees perform constantly at greater productivity and passionate on workplace to ensure work and highly involved in bringing best results for the organisation. It was found that healthy, committed and motivated workforce will make their organisation to operate efficiently. Results showed that transactional leadership focus on supervision and group performance, whereas transformational leadership encourages the growth of employee engagement. The findings indicated that there was a significant positive association between transactional leadership and employee engagement in the workplace. It also showed that positive association between transformational leadership and employee engagement. It was also found that transformational leadership is the perfect forecaster of employee engagement while comparing with transactional leadership. Moreover, it was concluded that the demographic features of employee have significant association with employee engagement.

Sarangi andNayak (2016) examined the role of employee engagement and its influence on organisational success. Organisational success is largely depending upon the commitment, dedication and engagement of employees in their work. This study revealed that employee engagement is concerned with the commitment and participation towards work, organisation value and success. This study considered 6 Cs out of 10Cs proposed by Gambler, which includes, clarity, confidence, connect, credibility, convey and career in organisational success. This study emphasised that the organisational success relied on productivity of employees accelerated through commitment of employees. Results of the study revealed that employee engagement variables such as, clarity, confidence, connect, credibility, convey and career have significant influence on organisational success. It was concluded that employee engagement is directly associated with the organisational success.

Shmailan (2016) examined the association between job satisfaction, job performance and employee engagement. This study revealed that successful organisations understood that job satisfaction, employee job performance and engagement of employees are important for its development. Results of the study revealed that employee job performance helps both the employees and the organisation to enhance productivity, which have influence in employee engagement and their organisational performance. Moreover, employee job satisfaction depends on the proper evaluation of job performance of employees. It was found that salary, bonus, increment, incentives and promotion should be provided based on the performance evaluation of employees in workplace. Findings showed that satisfied employees will perform better and assists foster engagement. In addition to that engaged employees produce high financial performance, and proud of their organisation and show enthusiasm. It was concluded that job satisfaction, job performance and employee engagement are interrelated.

KoskeyandSakataka (2015) examined the influence of reward on employee engagement and commitment. This study revealed that successful reward system would provide for the needs of employees in workplace. It was found that reward may be financial or non-financial, tangible or intangible, physical or psychological and provided to the employees as compensation. This study emphasised that promotion opportunities, health benefits, job pertinent training and dealings with colleagues freely contributed to engagement and commitment. Findings revealed that employee engagement grows when three psychological conditions are satisfied; such as, psychological meaningfulness, safety, and availability. It was concluded that rewarding make greater employee engagement and commitment in the organisation. It was suggested that the organisations should focus to reward their employees with the view of raising employee engagement and commitment towards work.

Ali andFarooqi (2014) attempted to check the influence of work overload on job satisfaction along with influence of job satisfaction on employee performance and employee engagement. This study revealed that employee engagement, performance and job satisfaction are important factor in every organisation. Work overload is a main concern for all organisations. Employees are experienced pressure because of work overload which may lead for job dissatisfaction among employees. It was found that employees motivated by training, rewards, promotion, personal welfare have position link with job satisfaction and enhanced employee performance in the workplace. It was also showed that job satisfaction has effective relationship with job performance. This study also confirmed that significant positive association between job satisfaction and job performance of employees. Moreover, work overload leads to low performance which eventually leads for job dissatisfaction in the workplace.

Milton andOkaya (2014) assessed the determinants of employee engagement in the work place. This study revealed that employee engagement is main factor of organisations vigour toward high performance and competitive advantage. This study identified that performance management, employee growth, workplace recreation, and compensation as the determinants of employee engagement. This study emphasised that organisations should take measures on programmes and activities that encourage employee engagement. Employee engagement programmes leads for two-way communication, prompt in work, and dedication and perfection in work delivery. Findings revealed that increase in workplace recreation, employee growth, performance management, and compensation system would enhance employee engagement. It was concluded that providing adequate training to enhance skills and knowledge, rewarding in the form of monetary and non-monetary incentives, and building better culture leads for higher employee engagement. It was suggested that the organisations should make suitable plan to increase employee engagement in work.

Khawaja and Nadeem (2013) aimed to check training and development program and its benefits to employees and organisation. This study recognised that employees are esteemed as of the firm and its performance relied on the employee dedication and engagement in work. It was found that training and development program develops career competency, satisfaction and performance of the employees. Moreover, market growth, employee retention and organisational performance are the outcomes of training and development to the organisation. Results showed that there is a significant motivation and benefits for individual employees and the organisation through efficient execution of training. Moreover, it contains efficiency and directly connected with employee engagement in work. Findings revealed that profitability, efficiency and output are the main benefits to the organisation through training and development initiatives. In conclusion, it was found that training and development supports organisation to discover and develop knowledge, expertise and ability of employees.

Swarnalatha and Prasanna (2013) studied the change management and employee engagement in the organisational affairs. This study emphasised that change management formalities in the organisation facilitates for high employee engagement. It was found that employee engagement is the major predicator of organisational performance based on its connection with the organisation change management. Engaged employees are physically and emotionally attached to their workplace and highly involved in their task with a greater passion for the success of the firm and performing more than their target. Findings showed that employee engagement can be improved by means of executing more change attitude, behaviour and health practices. It was also found that proper job design, friendly command, enormous resource access, better work ambience, employee value, and good leadership style are the main factors in change management. Findings showed that employee engagement can be improved through career growth practice, freedom, motivation, better organisational culture, and workplace recognition of change management practices.

4. Methods

The 889 employees belonging to the workforce in Information Technology companies at the capital of Tamil Nadu State, Chennai, were surveyed by employing cluster and random sampling. The wellness (Myers and Sweeney, 2014) and engagement (Schaufeli and Bakker, 2003) constructs had 15 rating scale items and 9 rating scale items respectively at the time of the survey. The Subsequent to performing confirmatory factor analysis, the engagement construct remained unchanged. However certain wellness construct items like WEL3, WEL5, WEL6, WEL7, and WEL9 were deleted.

5. Analysis and Discussion

Structural equation modelling resulted in the following results (Table 1 and Figure 1).
The hypotheses and the outcome of SEM follows. It can be noted from Table X that p value is significant for all paths and hence the null hypotheses are all rejected.
$H_{1.1}$: WEL1 hasanimpact on wellness.
Wellness increases by one-unit for every 2.387-unit increase in WEL1.
$H_{1.2}$: WEL2 has an impact on wellness.
Wellness increases by one-unit for every 1.527-unit increase in WEL2.
$H_{1.3}$: WEL4 has an impact on wellness.
Wellness increases by one-unit for every 2.321-unit increase in WEL4.
$H_{1.4}$: WEL8 has an impact on wellness.
Wellness increases by one-unit for every 2.324-unit increase in WEL8.
$H_{1.5}$: WEL10 has an impact on wellness.
Wellness increases by one-unit for every 1.967-unit increase in WEL10.
$H_{1.6}$: WEL11 has an impact on wellness.
Wellness increases by one-unit for every 0.906-unit increase in WEL11.
$H_{1.7}$: WEL12 has an impact on wellness.
Wellness increases by one-unit for every 1.497-unit increase in WEL12.
$H_{1.8}$: WEL13 has an impact on wellness.
Wellness increases by one-unit for every 2.053-unit increase in WEL13.
$H_{1.9}$: WEL14 has an impact on wellness.
Wellness increases by one-unit for every 2.062-unit increase in WEL14.
$H_{1.10}$: WEL15 has an impact on wellness.
Wellness increases by one-unit for every 1-unit increase in WEL15.
$H_{2.1}$: VIG1has an impact on engagement.
Engagement increases by one-unit for every 1.310-unit increase in VIG1.
$H_{2.2}$: VIG2has an impact on engagement.
Engagement increases by one-unit for every 1.160-unit increase in VIG2.
$H_{2.3}$: VIG3has an impact on engagement.
Engagement increases by one-unit for every 1.476-unit increase in VIG3.
$H_{2.4}$: DED1has an impact on engagement.
Engagement increases by one-unit for every 1.468-unit increase in DED1.
$H_{2.5}$: DED2has an impact on engagement.
Engagement increases by one-unit for every 1.713-unit increase in DED2.
$H_{2.6}$: DED3has an impact on engagement.
Engagement increases by one-unit for every 1.515-unit increase in DED3.
$H_{2.7}$: ABS1has an impact on engagement.
Engagement increases by one-unit for every 1.324-unit increase in ABS1.
$H_{2.8}$: ABS2has an impact on engagement.
Engagement increases by one-unit for every 1.253-unit increase in ABS2.
$H_{2.9}$: ABS3has an impact on engagement.
Engagement increases by one-unit for every 1-unit increase in ABS3.
H_{3}: Wellnesshas an impact on engagement.
Engagement increases by one-unit for every 0.397-unit increase in wellness.

The fit indices for the structural model were ascertained to establish whether fit existed and all major indices were observed to be in the acceptable range.

Table 1: Structural Model Path Analysis

Model Path			Unstandardised Estimate	Standardised Estimate	t	p
WEL15	<--	Wellness	1.000	0.411		
WEL14	<--	Wellness	2.062	0.866	12.679	***
WEL13	<--	Wellness	2.053	0.820	12.686	***
WEL12	<--	Wellness	1.497	0.631	12.401	***
WEL11	<--	Wellness	0.906	0.439	15.794	***
WEL10	<--	Wellness	1.967	0.814	12.477	***
WEL8	<--	Wellness	2.324	0.953	12.613	***
WEL.4	<-	Wellness	2.321	0.952	12.76	**

Model Path			Unstand-ardised Estimate	Stand-ardised Estimate	t	p
	--				7	*
WEL2	<--	Wellness	1.527	0.669	12.379	***
WEL1	<--	Wellness	2.387	0.953	12.955	***
ABS3	<--	Engage-ment	1.000	0.471		
ABS2	<--	Engage-ment	1.253	0.646	15.067	***
ABS1	<--	Engage-ment	1.324	0.655	13.764	***
DED3	<--	Engage-ment	1.515	0.710	13.147	***
DED2	<--	Engage-ment	1.713	0.824	13.452	***
DED1	<--	Engage-ment	1.468	0.793	13.476	***
VIG3	<--	Engage-ment	1.476	0.651	12.517	***
VIG2	<--	Engage-ment	1.160	0.667	13.491	***
VIG1	<--	Engage-ment	1.310	0.616	10.657	***
Engage-ment	<--	Wellness	0.397	0.332	6.882	***

*** - Significant at p < 0.001; WEL – Wellness; VIG – Vigour; DED – Dedication; ABS – Absorption.

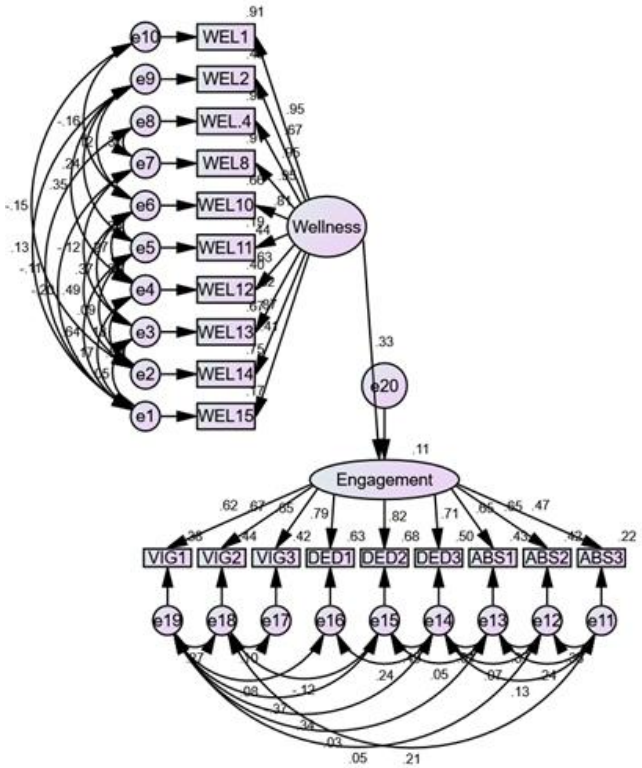


Fig. 1: Structural Model with Standardized Estimates

Table 3: Structural Model Fit Indices

Model Fit Indi-ces	Structural Model Vales	Acceptable Values #
CMIN/df	3.187	<3
GFI	0.960	>0.9
AGFI	0.933	>0.9
NFI	0.975	>0.9
CFI	0.982	>0.9
RMSEA	0.050	<0.06

6. Conclusion

All antecedents of wellness and engagement were found to have an impact on respective constructs and this stems from the p value being significant. Whenever wellness rises by 0.397 units, engagement would increase by one unit.

The pressing need of the hour is to primarily raise awareness about wellness in corporate, especially among the highly stressed workforce in the information technology industry. Wellness is a grossly misunderstood terms and is usually perceived as a periodical master health check. Wellness goes beyond medical laboratory reports. Wellness should rather be considered as a way of life where all dimensions relating to the body are held as important to foster a balanced state. This means that one should constantly monitor the mental (cognitive and intellectual), the physical, and the spiritual being in order to coexist peacefully with fellow workers thereby establishing synergy and unity of work to eventually achieve prescribed goals.

It must be comprehended that the absence or indifference of any element will disturb the wellness of the employee and may lead to disastrous consequences inclusive of conflicts, unruly behaviour, digression of focus and loss of property and lives.

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