

Original Article

A Study on the Effectiveness of Employee Wellness Programs in Reducing Stress and Improving Morale at Uzhavarbumi Pvt Ltd, Mathurathakam

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Abstract - This study examines the effectiveness of employee wellness programs in reducing workplace stress and improving employee morale at Uzhavarbomi Agro Products Private Limited, an agro-processing firm located in Madhuranthakam, Chengalpattu District, Tamil Nadu. The study adopted a descriptive and cross-sectional research design using both primary and secondary data. Primary data were collected from employees through a structured questionnaire focusing on three key dimensions of wellness programs: Physical Wellness Programs, Mental Health Support, and Work-Life Balance Initiatives. The study confirms that employee wellness programs significantly reduce workplace stress and enhance morale, with work-life balance initiatives emerging as the most influential factor. Among the wellness dimensions, work-life balance initiatives emerged as the most influential factor, followed by mental health support and physical wellness programs. The study also found variations in employees' perceptions of wellness program effectiveness across different age groups. Overall, the results highlight the importance of implementing comprehensive wellness initiatives that address employees' physical, mental, and work-life needs to foster a healthier, more productive, and motivated workforce.

Keywords - Employee Wellness Programs, Stress Reduction, Morale Improvement, Mental Health Support, Work-Life Balance Initiatives.

1. Introduction

The contemporary world of work has been reshaped by intensifying competition, technological disruption, rising performance expectations and an increasingly diverse workforce. These forces have brought to the foreground the question of how organisations can keep their employees physically healthy, mentally resilient and emotionally engaged. Employee wellness has therefore moved from being a peripheral welfare concern to a strategic management priority that influences productivity, attendance, retention and ultimately organisational competitiveness. In sectors such as agro-processing, where employees handle physically demanding work, long shifts, perishable produce and seasonal pressures, the case for systematic wellness programs becomes even more compelling. The present study, conducted with reference to Uzhavarbomi Agro Products Private Limited at Madhuranthakam, examines how a structured set of wellness initiatives affects stress levels and morale among employees of an agro-products firm operating in a rural-industrial setting.

Wellness programs in modern organisations have evolved into a comprehensive set of interventions that go beyond traditional health camps and insurance schemes. They now incorporate ergonomic workplace design, periodic medical check-ups, fitness facilities, nutritional counselling, mental health support such as employee assistance programs, mindfulness training, flexible working arrangements, family-support measures, recognition schemes and

grievance redressal mechanisms. The breadth of these initiatives reflects a growing recognition that an employee's wellbeing has physical, psychological and social dimensions, each of which contributes to the overall experience of work. Where these initiatives are deployed coherently and supported by leadership, the literature consistently reports lower absenteeism, fewer accidents, stronger engagement and improved organisational performance.

1.1. Statement of the Problem

Although Uzhavarbomi Agro Products Private Limited has progressively expanded its employee wellness offerings, the management has not yet undertaken a systematic assessment of how these initiatives translate into measurable reductions in workplace stress and improvements in employee morale. Anecdotal feedback from supervisors and the human-resource team suggests that participation in physical wellness activities varies across age groups, that mental health support remains under-utilised relative to its potential, and that work-life balance measures are valued but perhaps not equally accessible across functions. In the absence of structured evidence, the management is unable to prioritise investments, target communications, or refine policies in a way that maximises return on its wellness expenditure.

1.2. Objectives of the Study

- To study the influence of Physical Wellness Programs on employee stress reduction and morale improvement.
- To analyse the impact of Mental Health Support on employee stress reduction and morale improvement.
- To assess the role of Work-Life Balance Initiatives in employee stress reduction and morale improvement.
- To identify the demographic factors that are associated with the perception of wellness effectiveness.
- To examine the relationship between the independent variables and the dependent variable using appropriate statistical tools.

1.3. Scope of the Study

- The study is confined to the employees of Uzhavarbomi Agro Products Private Limited at its Madhuranthakam unit.
- The study covers three dimensions of wellness, namely Physical Wellness Programs, Mental Health Support and Work-Life Balance Initiatives.
- The dependent construct considered is the combined outcome of stress reduction and morale improvement.
- The sample is restricted to 120 respondents selected through convenience sampling.

1.4. Need for the study

- Employee wellness is now widely recognised as a determinant of productivity, retention and organisational reputation.
- Agro-processing employees face physically demanding work, seasonal peaks and rural-industrial pressures that warrant a structured wellness response.
- Mid-sized firms typically lack the in-house research capacity to evaluate their human-resource interventions, leaving managers to rely on intuition.
- A study that quantifies the effect of each wellness pillar on stress and morale provides a defensible basis for prioritising investments.

2. Review of Literature

Virtanen (2025) Workplace health promotion interventions such as fitness, nutrition counselling, and ergonomic redesign significantly reduced absenteeism and stress across industries. **Amirabdollahian, Pare & Tams (2025)** Meta-review of digital wellness programs found strong evidence for physical activity and weight management delivered via mobile apps, though long-term sustainability remains uncertain. **Gaur & Tarkar (2025)** Remote work, family-friendly policies, and parental leave improved job satisfaction and psychological well-being in Indian firms. **Dhimmar (2025)** Statistical review of government work-life balance policies (maternity benefits, flexible work, childcare) showed positive impacts but uneven implementation across sectors. **Murphy et al. (2023)** Employees value stigma-free, participatory mental health programs, with manager training identified as a key success factor. **Mpower**

Survey (2023) Found 42% of corporate India suffers depression/anxiety; only 10% have access to structured Employee Assistance Programs. **BMC Public Health (2023)** Disclosure of mental health challenges remains low due to stigma, highlighting the importance of confidential support systems. **Banerjee, Roy & Sen (2022)** Periodic health screening programs reduced absenteeism and stress symptoms in manufacturing units. **Iyer & Krishnan (2021)** Ergonomic redesign lowered physical strain and improved morale, especially when employees were consulted in the process. **Sharma & Pathak (2020)** Structured health promotion activities, including medical check-ups and ergonomic interventions, were associated with lower stress and higher energy levels.

3. Research Gap

The reviewed literature collectively establishes that physical wellness programs, mental health support and work-life balance initiatives are each associated with lower stress and higher morale in a variety of organisational settings. However, three notable gaps remain. First, the bulk of the evidence has been generated in large urban firms, in IT and services, and in metropolitan India, with comparatively limited attention to rural-industrial settings such as agro-processing plants in semi-urban locations.

4. Research Methodology

Research methodology provides a systematic framework for conducting a scientific investigation. It outlines the procedures, techniques, and tools employed to collect, analyse, and interpret data in order to arrive at meaningful conclusions. This chapter presents the research methodology adopted for the study titled "A Study on the Impact of Employee Wellness Programs on Stress Reduction and Morale Improvement", conducted at Uzhavarbomi Agro Products Pvt Ltd, Madhuranthakam. The study examines the relationship between three independent variables, namely Physical Wellness Programs, Mental Health Support, and Work-Life Balance Initiatives, and the dependent variable, Employee Stress Reduction and Morale Improvement. A total of 120 respondents were surveyed using a structured questionnaire. The methodology ensures reliability and validity; however, the use of convenience sampling limits generalisability.

4.1. Data Collection Method

Data was collected through a structured questionnaire method. The questionnaire was divided into two sections. Section I captured the demographic profile of the respondents, including Gender, Age, Educational Qualification, Marital Status, Department, Years of Experience in the Company, and Monthly Income. Section II consisted of Likert-scale items designed to measure the four constructs of the study. Physical Wellness Programs (PWP) were measured using 5 items covering periodic health check-ups, medical facilities, fitness initiatives, ergonomic conditions, and safety training. Mental Health Support (MHS) was measured using 5 items covering counselling awareness, stress-management sessions, confidentiality, supervisor approachability, and company attitude towards mental wellbeing. Work-Life Balance Initiatives (WLB) were measured using 5 items covering working hours, leave policy, supervisor support, facility provisions, and overall work-family balance. Employee Stress Reduction and Morale Improvement (ESM) was measured using 5 items covering stress relief, energy and focus, morale improvement, organisational pride, and likelihood to recommend. All Likert-scale items were measured on a 5-point scale where 1 represents Strongly Disagree and 5 represents Strongly Agree.

4.2. Hypothesis of the Study

- **H₀:** There is no significant relationship between Physical Wellness Programs, Mental Health Support, Work-Life Balance Initiatives and Employee Stress Reduction and Morale Improvement.
- **H₁:** There is a significant relationship between Physical Wellness Programs, Mental Health Support, Work-Life Balance Initiatives and Employee Stress Reduction and Morale Improvement.

5. Data Analysis And Interpretation

5.1. Pearson Correlation Analysis

- **H₀:** There is no significant relationship between Physical Wellness Programs, Mental Health Support, Work-Life Balance Initiatives and Employee Stress Reduction and Morale Improvement.

- **H₁:** There is a significant relationship between Physical Wellness Programs, Mental Health Support, Work-Life Balance Initiatives and Employee Stress Reduction and Morale Improvement.

Table 1: Pearson Correlation Analysis Correlations

	Physical Wellness Programs	Mental Health Support	Work-Life Balance Initiatives	Employee Stress Reduction and Morale
Physical Wellness Programs	1	0.405	0.45	0.467
Sig. (2-tailed)		0	0	0
N	120	120	120	120
Mental Health Support	0.405	1	0.493	0.485
Sig. (2-tailed)	0		0	0
N	120	120	120	120
Work-Life Balance Initiatives	0.45	0.493	1	0.565
Sig. (2-tailed)	0	0		0
N	120	120	120	120
Employee Stress Reduction and Morale	0.467	0.485	0.565	1
Sig. (2-tailed)	0	0	0	
N	120	120	120	120

Source: Correlation is significant at the 0.01 level (2-tailed).

From the above table, the Pearson correlation analysis reveals that Physical Wellness Programs has a correlation coefficient of $r = 0.467$ ($p = 0$) with Employee Stress Reduction and Morale Improvement. Mental Health Support has a correlation coefficient of $r = 0.485$ ($p = 0$) with the dependent variable. Work-Life Balance Initiatives has a correlation coefficient of $r = 0.565$ ($p = 0$) with Employee Stress Reduction and morale improvement.

5.2. Multiple Linear Regression Analysis

- **H₀:** There is no significant impact of Physical Wellness Programs, Mental Health Support and Work-Life Balance Initiatives on Employee Stress Reduction and Morale Improvement.
- **H₁:** There is a significant impact of Physical Wellness Programs, Mental Health Support and Work-Life Balance Initiatives on Employee Stress Reduction and Morale Improvement.

Table 2: Model Summary

R	R Square	Adjusted R-Square	Std. Error of the Estimate
0.641	0.41	0.395	0.497

- Predictors: (Constant), Work-Life Balance Initiatives, Physical Wellness Programs, Mental Health Support

Table 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	19.97	3	6.657	26.919	.000
Residual	28.685	116	0.247		
Total	48.655	119			

- Dependent Variable: Employee Stress Reduction and Morale Improvement
- Predictors: (Constant), Work-Life Balance Initiatives, Physical Wellness Programs, Mental Health Support

Table 4: Coefficients

Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	0.793	0.361		2.196	0.03		
Physical Wellness Programs	0.226	0.086	0.217	2.637	0.009	0.754	1.327
Mental Health Support	0.216	0.083	0.22	2.613	0.01	0.715	1.398
Work-Life Balance Initiatives	0.34	0.082	0.359	4.156	.000	0.682	1.466

- Dependent Variable: Employee Stress Reduction and Morale Improvement

From the above tables, the multiple linear regression analysis shows that the model is statistically significant with $F(3, 116) = 26.919$, $p < 0.001$. The R Square value of 0.41 indicates that 41.0% of the variance in Employee Stress Reduction and Morale Improvement is explained by the three independent variables. Among the predictors, the coefficients table reveals the individual contribution of each variable. The standardised beta coefficients indicate the relative importance of each predictor. Since the overall model is statistically significant ($p < 0.05$), the null hypothesis is rejected. Therefore, it is concluded that Physical Wellness Programs, Mental Health Support and Work-Life Balance Initiatives have a significant combined impact on Employee Stress Reduction and Morale Improvement among employees of Uzhavarbomi Agro Products Pvt Ltd.

6. Findings & Suggestions

1. Work-Life Balance Initiatives showed the strongest positive impact on employee stress reduction and morale improvement ($\beta = 0.359$, $p < 0.001$).
2. Mental Health Support had a significant influence on reducing stress and improving morale ($\beta = 0.22$, $p = 0.01$).
3. Physical Wellness Programs **also** contributed meaningfully to stress reduction and morale improvement ($\beta = 0.217$, $p = 0.009$).
4. Correlation analysis confirmed that all three wellness dimensions are positively related to stress reduction and morale ($r = 0.467-0.565$, $p < 0.01$).
5. The regression model explained 41% of the variance in employee stress reduction and morale improvement, indicating a substantial combined effect of the three wellness dimensions.
6. Age factor was significantly associated with perception of wellness program effectiveness, suggesting demographic differences in how initiatives are valued.
7. Reliability analysis confirmed that the measurement scales used in the study were internally consistent and dependable.
8. Employee feedback indicated general agreement with the effectiveness of wellness programs, validating the organisation's current initiatives while highlighting scope for expansion.

6.1. Suggestions

1. Enhance periodic health check-ups to cover all employees across departments, ensuring early detection and prevention of health issues.
2. Upgrade medical and first-aid facilities so they are well-stocked, easily accessible, and staffed with trained personnel at all times.
3. Conduct ergonomic workstation assessments regularly and implement modifications to reduce physical strain and musculoskeletal risks.
4. Strengthen awareness and accessibility of counselling services through campaigns and confidential access to qualified professionals.-
5. Integrate wellness programs with HR practices such as recognition schemes and supervisor training to sustain long-term impact.

7. Conclusion

The study confirms that employee wellness programs have a significant impact on reducing workplace stress and improving morale among employees of Uzhavarbomi Agro Products Pvt Ltd, Madhuranthakam. Analysis of 120

respondents revealed that work-life balance initiatives exert the strongest influence, followed by mental health support and physical wellness programs. Correlation and regression results established that all three dimensions are positively associated with stress reduction and morale improvement, collectively explaining 41% of the variance. Age was found to be a key demographic factor shaping perceptions of wellness effectiveness, indicating the need for tailored approaches. Overall, the findings highlight that comprehensive wellness strategies, when systematically implemented, foster a healthier, more motivated, and more productive workforce.

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