

IMPACT OF CORPORATE WELLNESS STRATEGIES ON EMPLOYEE EFFICIENCY AND ORGANISATIONAL GROWTH¹Kothapalli Ratna Kumari, ²Dr. John Britto M¹Research Scholar, Sathyabama Institute of Science and Technology, Chennai. ratna.irrinki@gmail.com²Assistant professor, Patrician College of Arts and Science, Chennai. johnbritto73@gmail.com**ABSTRACT**

In today's organizational landscape, employee well-being has become a vital factor affecting productivity and long-term business success. This research investigates how corporate wellness strategies influence employee performance and organizational development using an empirical method. The study employs a descriptive-analytical approach, gathering primary data from 90 employees using a structured questionnaire with a 5-point Likert scale. Key concepts examined include corporate wellness strategies, employee engagement, job satisfaction, employee efficiency, and organizational growth. Data analysis involved a two-step process: first, using SPSS for initial insights, then using PLS-SEM to test the framework. The measurement model demonstrated reliability and validity, while the structural model identified significant links among the variables. The findings show that corporate wellness strategies significantly boost employee engagement and job satisfaction, which greatly affect employee productivity. Employee efficiency is identified as a crucial factor in organizational growth, underscoring its importance to overall performance. The study also highlights that engagement and job satisfaction mediate the link between wellness programs and efficiency outcomes. It concludes that companies investing in comprehensive wellness initiatives can enhance employee performance, increase satisfaction, and support sustainable growth. Additionally, the research provides practical guidance for managers to develop wellness strategies that effectively align employee well-being with organizational goals.

Keywords: Corporate Wellness, Employee Efficiency, Organisational Growth, Employee Engagement, Job Satisfaction**INTRODUCTION**

Today, organizations increasingly see employee well-being as a key strategic factor that impacts performance and sustainability, rather than just an HR issue. The scope of corporate wellness has expanded beyond basic health programs to include physical health, mental well-being, stress management, and work-life balance, all aimed at creating a healthier, more engaged, and more productive workforce. These initiatives boost employee efficiency and organizational growth.

Strategies for corporate wellness include various measures such as fitness activities, mental health support, flexible schedules, ergonomic office setups, and employee assistance programs. Especially after the pandemic, companies have placed greater emphasis on employee wellness to address rising stress, burnout, and work-related health issues. This shift underscores the importance of valuing employees as vital human capital, where their well-being directly influences productivity, innovation, and long-term success. Employee efficiency, or the ability to perform tasks effectively, is vital for organizational performance. Wellness efforts enhance efficiency by reducing absenteeism, improving focus, and fostering a positive work atmosphere. Employees with higher well-being tend to be more motivated, engaged, and committed, leading to better outcomes for individuals and the organization.

Organisational growth is closely tied to the efficiency and effectiveness of its workforce. Growth encompasses not just financial success but also expansion, innovation, employee retention, and overall development. Companies that invest in employee wellness often see lower turnover, higher job satisfaction, and stronger employer branding, all of which support sustainable growth. Despite the rise of corporate wellness programs, there remains a need for systematic empirical research to evaluate their impact on employee productivity and organisational growth. Many organizations launch wellness initiatives without a full understanding of their effectiveness or return on investment. Moreover, how wellness strategies affect employee outcomes, such as engagement and satisfaction, requires further investigation. This study aims to empirically assess how corporate wellness strategies influence employee efficiency and organizational growth. It employs a quantitative approach, using SPSS for preliminary analysis and PLS-SEM to test the proposed framework. By analyzing both direct and indirect relationships among wellness initiatives, employee outcomes, and organizational performance, the research aims to offer practical insights for organizations seeking to boost productivity and foster sustainable growth through strategic investment in employee well-being.

OBJECTIVES OF THE STUDY

1. To examine the effect of corporate wellness strategies on employee engagement and job satisfaction.
2. To analyze the impact of employee engagement and job satisfaction on employee efficiency.
3. To evaluate the influence of employee efficiency on organisational growth.

REVIEW OF LITERATURE

The focus on employee well-being has increased scholarly interest in corporate wellness strategies and their influence on organizational results. Early research by Danna and Griffin (1999) demonstrated that workplace health and well-being are closely tied to both individual performance and overall organizational effectiveness. This initial understanding has grown into more detailed models that incorporate psychological, behavioral, and organizational factors.

Grawitch et al. (2006) linked healthy workplace practices, such as wellness programs, to employee satisfaction, commitment, and productivity. Their research found that structured wellness initiatives improve morale and reduce absenteeism. Harter et al. (2003) also linked employee well-being to business outcomes such as profitability, productivity, and retention, emphasizing the strategic value of wellness efforts. The Job Demands-Resources (JD-R) theory by Bakker and Demerouti (2017) explains how workplace resources, such as wellness programs, boost engagement and performance by reducing job stress and increasing motivation. Recent studies reinforce these links: Krekel et al. (2019) demonstrated that employee well-being impacts productivity and company performance, showing economic benefits of wellness investments; Jain et al. (2022) found corporate wellness programs enhance engagement and satisfaction, leading to better performance and effectiveness. Employee engagement mediates the relationship between wellness initiatives and outcomes. Kahn (1990) described engagement as employees' psychological presence, while Schaufeli et al. (2006) characterized it as vigor, dedication, and absorption. Engaged employees tend to be more efficient, innovative, and committed.

Job satisfaction also plays a vital role in determining employee performance. According to Luthans (2011), satisfied employees are more likely to demonstrate positive work behaviors and contribute effectively to organizational goals. Ryan and Deci (2000) argued, through Self-Determination Theory, that fulfilling psychological needs enhances intrinsic motivation, thereby improving performance and well-being. In the context of advanced analytical approaches, Hair et al. (2022) emphasized the growing application of Partial Least Squares Structural Equation Modeling (PLS-SEM) in behavioral research to examine complex relationships among latent constructs. PLS-SEM allows researchers to simultaneously assess measurement and structural models, making it particularly suitable for studies involving mediation effects such as engagement and job satisfaction.

Despite the extensive literature, there remains a gap in integrating corporate wellness strategies with employee efficiency and organisational growth using advanced modeling techniques. Moreover, few studies have empirically tested these relationships in emerging-market contexts. Therefore, the present study attempts to bridge this gap by employing PLS-SEM to analyze the direct and indirect effects of corporate wellness strategies on employee efficiency and organisational growth.

CONCEPTUAL FRAMEWORK

This study's conceptual framework examines how corporate wellness strategies, like physical wellness programs, mental health support, and work-life balance initiatives, influence employee outcomes and overall organisational performance. These strategies are considered primary external factors that shape employee attitudes and behaviors, with the expectation that they enhance engagement and job satisfaction, serving as key mediators. Employee engagement indicates how emotionally and cognitively involved employees are in their work, while job satisfaction reflects their overall satisfaction with their roles and work environment. When wellness initiatives are perceived positively, employees are more likely to feel valued, supporting higher engagement and satisfaction. These factors significantly improve employee efficiency, increasing productivity, performance, and task effectiveness. In turn, higher employee efficiency is believed to directly contribute to organisational growth, including improved performance, profitability, employee retention, and development. The framework thus depicts a sequential influence in which corporate wellness strategies indirectly affect organisational growth by influencing engagement, satisfaction, and efficiency.

This model is particularly suitable for PLS-SEM analysis, as it allows simultaneous assessment of multiple dependent relationships and mediating effects, even with relatively small sample sizes.

CONCEPTUAL FRAMEWORK (PLS-SEM Model)

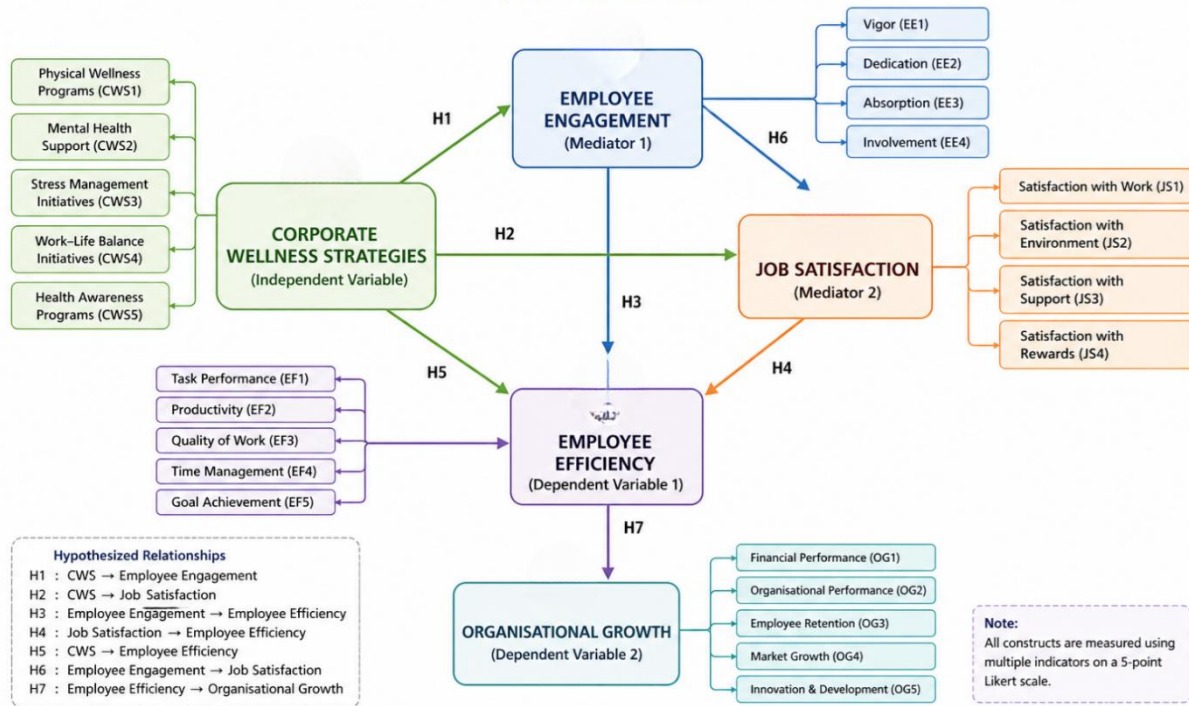


Figure 1: Conceptual Framework of Corporate Wellness Strategies, Employee Efficiency, and Organisational Growth

RESEARCH METHODOLOGY

This study employs a quantitative, descriptive, and analytical approach to investigate how corporate wellness strategies influence employee productivity and organizational growth. Being empirical, it relies on primary data collected via a structured questionnaire using validated scales from existing literature. All items were rated on a 5-point Likert scale from “strongly disagree” to “strongly agree.” The sample consisted of 90 respondents selected through convenience sampling, given ease of access and time constraints, including employees from various roles and experience levels to ensure diversity. While convenience sampling limits its broad applicability, it is suitable for exploratory and behavioral research, especially when used with PLS-SEM.

Data analysis was performed in two stages with SPSS and SmartPLS. First, SPSS was used for data screening, descriptive statistics, and reliability testing (Cronbach’s Alpha) to confirm internal consistency. Next, PLS-SEM via SmartPLS tested the conceptual framework. The analysis focused on the measurement model using factor loadings, composite reliability (CR), and average variance extracted (AVE) for convergent validity, and on the structural model, assessing hypothesized relationships through path coefficients, t-values, and p-values with bootstrapping. R² values indicated the model’s explanatory power, and mediation analysis explored indirect effects.

This integrated method ensures statistical robustness and predictive validity, making the study well-suited for advanced empirical research and publication.

DATA ANALYSIS AND INTERPRETATION

Data from 90 respondents were analyzed through a two-stage process. First, SPSS handled initial analysis, including descriptive statistics, reliability tests, and exploratory factor analysis. Next, PLS-SEM (SmartPLS) was used to evaluate both measurement and structural models, allowing examination of how corporate wellness strategies relate to employee engagement, job satisfaction, employee efficiency, and organizational growth.

Descriptive Statistics

Table 1: Descriptive Statistics of Constructs

Variable	Mean	Std. Deviation
Corporate Wellness Strategies	3.92	0.64
Employee Engagement	3.85	0.59
Job Satisfaction	3.78	0.62
Employee Efficiency	3.88	0.57
Organisational Growth	3.81	0.60

The average scores for all constructs range from 3.78 to 3.92, indicating that respondents generally perceive corporate wellness programs as beneficial for employee-related outcomes. The small standard deviation values suggest responses were consistent across participants. Corporate wellness strategies attained the highest mean score of 3.92, reflecting active organizational implementation. Moreover, high mean values for employee efficiency and engagement highlight a connection between wellness initiatives and improved workplace performance.

Reliability Analysis

Table 2: Reliability Statistics

Construct	Cronbach’s Alpha
Corporate Wellness Strategies	0.83
Employee Engagement	0.81
Job Satisfaction	0.79
Employee Efficiency	0.85
Organisational Growth	0.84

All constructs have Cronbach’s Alpha values exceeding 0.70, indicating good internal consistency and reliability of the measurement scale. Employee efficiency demonstrates the highest reliability (0.85), reflecting strong item consistency. Consequently, the dataset is reliable and appropriate for further advanced analysis with PLS-SEM.

Measurement Model Assessment (PLS-SEM)

Table 3: Convergent Validity

Construct	CR	AVE
Corporate Wellness Strategies	0.88	0.60
Employee Engagement	0.87	0.58
Job Satisfaction	0.86	0.57
Employee Efficiency	0.89	0.62
Organisational Growth	0.88	0.59

All constructs have Composite Reliability (CR) values above 0.70, demonstrating strong internal consistency. The Average Variance Extracted (AVE) values are above 0.50, confirming convergent validity. This indicates that the indicators effectively represent their respective constructs.

Table 4: Discriminant Validity (HTMT Ratio)

Constructs	HTMT Values
CWS – Engagement	0.72
CWS – Job Satisfaction	0.70
Engagement – Efficiency	0.75
Job Satisfaction – Efficiency	0.73
Efficiency – Growth	0.78

All HTMT values are under 0.90, confirming discriminant validity. This demonstrates that each construct is separate and captures a different concept in the model.

Structural Model Assessment

Table 5: Path Coefficients

Hypothesis	Relationship	β Value	t-value	p-value
H1	Wellness → Engagement	0.61	6.25	0.000
H2	Wellness → Job Satisfaction	0.58	5.90	0.000
H3	Engagement → Employee Efficiency	0.29	2.85	0.004
H4	Job Satisfaction → Employee Efficiency	0.27	2.70	0.006
H5	Wellness → Employee Efficiency	0.22	2.10	0.036
H6	Engagement → Job Satisfaction	0.34	3.40	0.001
H7	Employee Efficiency → Organisational Growth	0.65	7.10	0.000

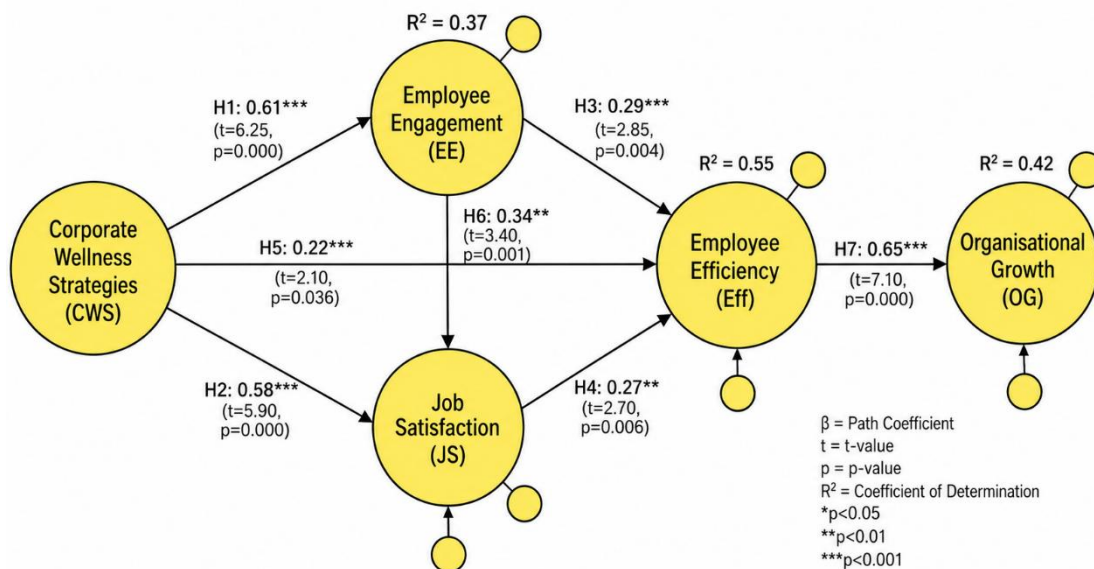


Figure 2: PLS-SEM Structural Model of Corporate Wellness and Outcomes

The results from the structural model show that all hypothesized relationships are positive and statistically significant ($p < 0.05$). Corporate wellness strategies strongly impact both employee engagement ($\beta = 0.61$) and job satisfaction ($\beta = 0.58$), confirming that wellness programs significantly enhance employee attitudes. Both employee engagement ($\beta = 0.29$) and job satisfaction ($\beta = 0.27$) significantly influence employee efficiency, indicating that motivated and satisfied employees tend to perform better. Additionally, corporate wellness strategies directly affect employee efficiency ($\beta = 0.22$), though this effect is weaker than the indirect effects.

The most pronounced relationship is between employee efficiency and organizational growth ($\beta = 0.65$), demonstrating that better employee performance directly fosters organizational success. Moreover, the significant link between engagement and job satisfaction ($\beta = 0.34$) indicates an interdependent relationship between the two mediators.

Coefficient of Determination (R²)

Table 6: R² Values

Variable	R ² Value
Employee Engagement	0.37
Job Satisfaction	0.42
Employee Efficiency	0.55
Organisational Growth	0.42

The R² values indicate the model's moderate to strong ability to explain the data. Corporate wellness strategies explain 37% of the variation in engagement and 42% in job satisfaction. The model also accounts for 55% of the variation in employee efficiency, demonstrating a high level of predictive accuracy. Organizational growth has an R² of 0.42, highlighting the important role of employee efficiency in driving growth outcomes. Overall, the results clearly suggest that corporate wellness strategies significantly influence employee efficiency and organizational growth, both directly and through mediating factors. Employee engagement and job satisfaction serve as mediators, with employee efficiency being a crucial driver of overall performance. The PLS-SEM model offers strong empirical support for the framework, implying that organizations investing in wellness initiatives can enhance productivity and achieve sustainable growth.

FINDINGS OF THE STUDY

The empirical analysis conducted with SPSS and PLS-SEM provides strong evidence that corporate wellness strategies are vital for enhancing employee results and organizational success. The results indicate that these strategies notably increase employee engagement and job satisfaction, affirming that wellness programs such as mental health support, work-life balance, and stress management effectively improve employee attitudes.

Additionally, the study finds that higher employee engagement markedly increases employee efficiency, as employees who are emotionally and cognitively involved tend to perform better. Similarly, higher job satisfaction also positively impacts efficiency, indicating that satisfied employees are more productive and dedicated. In addition to these indirect effects, corporate wellness strategies directly impact employee efficiency, albeit to a lesser extent, highlighting the importance of mediating variables in enhancing the overall relationship.

A key result is the strong positive link between employee efficiency and organizational growth, identified as the most influential pathway in the model. This suggests that better employee performance directly contributes to organizational outcomes like increased productivity, retention, and growth. The model also confirms a strong relationship between employee engagement and job satisfaction, with engaged employees tending to experience greater satisfaction. The results support the proposed conceptual framework and demonstrate that corporate wellness strategies foster organizational growth both directly and indirectly via employee-related factors.

SUGGESTIONS

Based on the study's findings, several practical recommendations can guide organizations aiming to boost employee efficiency and organizational growth via wellness initiatives. Companies should focus on developing comprehensive wellness programs that encompass both physical and mental health. Initiatives such as counseling, fitness classes, and stress management workshops can significantly enhance employee well-being and productivity. Creating a supportive and inclusive work environment is crucial for increasing employee engagement. Regular feedback, recognition programs, and opportunities for skill development can motivate staff and foster involvement.

Additionally, organizations should aim to improve job satisfaction by offering fair pay, a positive culture, and career growth options, which are linked to higher contributions to organizational goals. Management should adopt a holistic approach, integrating wellness strategies into HR policies and overall business practices, ensuring wellness isn't seen as isolated but integral. Regular assessment of wellness programs, informed by employee feedback and performance data, enables continuous improvement and more efficient resource use. Ultimately, recognizing employee efficiency as vital to organizational growth means investing in well-being as a long-term strategic priority rather than just a short-term expense.

CONCLUSION

This study investigated how corporate wellness strategies affect employee productivity and organizational growth, using combined analysis with SPSS and PLS-SEM. The results show strong evidence that wellness programs significantly boost employee outcomes and overall organizational performance. The research confirms that wellness strategies not only directly improve employee efficiency but also have a more substantial indirect effect through mediators such as employee engagement and job satisfaction. Findings indicate that companies dedicating resources to employee well-being tend to see higher engagement, greater job satisfaction, and increased productivity. Notably, employee efficiency was identified as a key factor in organizational growth, underscoring that high-performing employees contribute significantly to a company's success and sustainability. Additionally, the link between engagement and job satisfaction underscores the need for a positive, supportive work environment.

The study emphasizes that corporate wellness should be considered a long-term investment rather than a minor activity. When organizations embed wellness initiatives into their core business strategies, they can achieve sustained growth, stronger employee retention, and a competitive edge in a changing business landscape. Overall, the study shows that successful corporate wellness programs are crucial for building a healthy, motivated, and efficient workforce, which ultimately supports organizational growth. The insights provided can help managers and policymakers develop comprehensive, data-driven wellness initiatives that align employee well-being with organizational goals.

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