

Establishing Healthy Workplaces: A Case Study on the Employee Well-Being Initiatives in the IT Sector

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ABSTRACT

Purpose: *Over the past year, the dynamics at work have undergone a significant change. Business leaders are starting to understand the value of employee wellbeing as HR teams and IT industries help the workforce navigate and adapt throughout these transformations. The capacity to approach well-being holistically and align it with the distinct culture of the business is essential. Employers have to find solutions to meet the growing demands for empathy toward their employees because they are distressed and worried about what is happening to them. Employee wellbeing is the term used to describe the staff's general mental, physical, emotional, and financial health. Employee well-being is influenced by every aspect of work-life, including an employee's performance, interactions with fellow colleagues, personal standards, and workplace environment. Many IT companies are embracing employee well-being as a measure of teachable and everyday behaviour to address these issues. The present paper attempts to study employee well-being initiatives in the IT sector.*

Methodology: *To meet the objective of the paper, secondary sources of data like the IBEF report on the information technology sector, annual reports from selected IT companies, journal articles in Google Scholar, newspapers, and business websites are used.*

Findings: *According to the findings, many companies in the IT sector are promoting employee well-being by offering various initiatives and resilience-building training, and many more are adopting a preventative strategy to manage stress by working to identify risks and causes. However financial well-being is still an area that gets little attention*

Originality/Value: *This study will assist in comprehending the various employee well-being initiatives introduced by IT sector companies. To assist the companies in fostering a compassionate workplace culture and putting employees first, SWOC Analysis of those initiatives is carried out.*

Paper Type: *Case Study.*

Keywords: Well-being, Employee well-being, Employee well-being Initiatives, IT Sector, SWOC Analysis

1. INTRODUCTION :

The Information Technology (IT) sector plays a crucial role in the shift to the Digital Age because it is responsible for developing the industrial equipment for the new era. The IT industry not only assists other industries in making the shift, but it is also a pioneering user of its tools. Success in this geographically diverse, intensely competitive, and multidimensional sector depends on efficient information seeking and quick decision-making. Both the external economic environment and firms' internal management practises move at breakneck speed. As an increasing number of sectors of the economy exhibit similar traits, the IT sector serves as an example for all other industries as they complete their transition into the Digital World [1]. The most valuable assets in the IT sector are its people. Human beings, unlike physical assets, have feelings, and we all have good days and bad days.

For many years, the concept of holistic employee wellness (physical and mental) has been a focus area for the industry, and companies have established definitive structures to roll out employee engagement initiatives and track their impact. Many companies have been providing these programs for almost a year, assisting employees with their heavy workloads [2]. Good environment and organisation depend heavily on the well-being of the workforce. When employers prioritise employee wellbeing it is relatively easy for people to manage stress while upholding a collaborative and supportive environment. Examples of well-being include emotional health as well as more complicated problems like gratification and employee engagement [3].

Employees in the IT industry experimented with a new work-life balance while working from home in the area as a result of the COVID-19 health crisis and the recession, increasing the popularity of well-being. In order to overcome the problems and transitions that the growing economy, new globally connected economy, and competency economy have managed to bring to our culture, there is growing interest in fostering creativity across all significant domains. Additionally, it was found that concentrating on staff members' well-being while fostering creativity and innovation is a crucial step in promoting mindfulness at work - and is regarded as a good corporate investment - based on the experts' meticulous and extensive documentary evidence [4]. As technology continues to advance, companies made significant investments opportunities in modifying the working atmosphere in an effort to better meet the social, psychological, and physical needs of their workforce. This is the main justification behind choosing the IT sector for the study. In the modern workplace, it's crucial to evaluate employees' sense of wellbeing focused on aspects like work-life balance, work performance, and career development opportunities [5].

2. RELATED WORKS :

Successful management depends on the welfare of the workforce. The term "workplace well-being" refers to a comprehensive concept that encompasses all facets of the organisation, from the physical system's quality level to employee treatment, workplace environment, organizational climate, and work engagement. Initiatives for employee well-being aim to maintain employees' wellbeing, wellness, satisfaction, and ability to engage at work. The efficiency of an organisation over the long run is greatly influenced by its employees' well-being [6]. Numerous studies have discovered a significant link between workers' overall health and well-being and job performance.

Some scholarly papers on employee wellbeing, healthy workforce, employee happiness and employee mental health are shown in the following table No.1, along with focus area, input and references. Google Scholar is used to compile the literature that is currently available for articles published between 1999 and 2022.

Table 1: Related publication on employee wellbeing by different authors

S. No.	Focus Area	Contribution	Reference
(1)	Well- being	The authors have identified the various elements of well-being, including the life/non-work satisfactions that humans experience, such as satisfaction and/or dissatisfaction with social relationships, family obligations, relaxation, and spiritual growth, as well as the various elements of work/job-related satisfactions, such as satisfaction and/or dissatisfaction with remuneration, career growth, the employment itself, fellow employees, and overall health.	Danna & Griffin (1999). [7]
(2)	Healthy workforce	The authors conclude that the organisations must create a healthy workforce in the twenty-first century through effectively managed workplace health promotion programmes. This will improve employee commitment, performance, and well-being.	Sparks, Faragher, & Cooper (2001). [8]
(3)	Employee well-being and organisational improvements	The connection between employee well-being and organisational improvements reinforces the beneficial effects of innovative organisational practises. Considering the relationship that exists between them is advantageous to the wellbeing of the workforce and organisational improvements.	Grawitch, Gottschalk, & Munz (2006). [9]

(4)	Workplace happiness	This article's results show that workplace happiness is not solely dependent on the external conditions of the working and organisational environment in which an individual operates. Accordingly, it could be promoted both from above, through management actions, and from below, through individual traits and behaviours.	Biggio & Cortese (2013). [10]
(5)	Employee well-being and performance.	Individual or individuals, team, supervisor, and organisational factors were found to be significantly related to employee performance and well-being in the study. Employee performance and well-being may be enhanced by interventions that focus on one or more of these resources, individually or in combination.	Nielsen, Ogbonnaya, Käsälä, Saari & Isaksson (2017). [11]
(6)	Employee well being	The authors came to the conclusion that climate was an essential cofactor between HR and performance outcomes and that favourable and unfavourable techniques could have a balancing effect on employee well-being. Furthermore, they understand that accomplishing more with fewer individuals can still enable strong levels of overall happiness if an organisation cultivates an environment that makes workers feel more empowered.	Kowalski, & Loretto (2017). [12]
(7)	Social Distancing related measures on employee well-being	The paper proposed two opposing concepts—service continuity and service hibernation—as potential countermeasures to social distance measures. The authors contend that a thorough examination of macro, meso, and micro-level variables is required to fully comprehend the impacts of social distancing-related measures on employee well-being..	Tuzovic & Kabadayi (2018). [13]
(8)	Employees' mental health	Given that mental health is one of the key determinants of employee performance, organisations need to do more to safeguard their employees' mental wellness. It also discusses the impact a person's wellbeing can have on those around them, which affects everyone's performance in a group or organization as a whole, not just the person.	Haddon, J. (2018). [14]
(9)	Employees' mental health	Employee participation should be a top priority for every organisation. Maintaining employee morale and level of productivity is a difficult task. Employees' mental health should be a concern for employers of each and every organisation.	Saxena & Gautam (2020). [15]
(10)	Employee well- being and employability culture	The study found a relationship between worker satisfaction and the culture of employability in the IT sector. The three factors that make up employee wellbeing—creating an employability work atmosphere, developing employee perceptions of their own employment prospects, and the impact on that wellbeing—were discovered to be partially mediated by perceived employability.	Nimmi, Zakkariya, & Philip (2022). [16]

3. RESEARCH GAP :

As technology develops and puts more strain on IT industry workers, the organisation should find creative ways to promote the employees' health and safety, and make sure healthy lifestyle to improve happier wellbeing in professional life at work. Although managers now place a higher value on employee well-being at work, there are very few studies on employee well-being initiatives in the IT sector, despite the fact that many researchers have studied employee well-being and its role in various sectors. The current study therefore focuses on employee well-being initiatives and a SWOC analysis of those initiatives in the IT Sector.

4. RESEARCH AGENDA :

Based on the research gaps the study has following agenda:

- (1) What is the employee well-being and its dimensions?

- (2) What are the initiatives taken by the organisations in the IT Sector towards promoting the wellbeing of its employees?
- (3) What are the strengths, weakness, opportunities and challenges in the implementation of Employee well-being initiatives in the IT sector?

5. OBJECTIVES OF THE STUDY :

- (1) To study the nature and state of dimensions of employee well-being in the IT sector.
- (2) To explore the enhancement of employee well-being through various initiatives in the IT sector.
- (3) To conduct SWOC Analysis of Employee well-being initiatives in the IT sector.

6. METHODOLOGY :

The data for the study is gathered from secondary sources. The information is gathered from reports that have been published about the IT industry, such as the IBEF report on the information technology sector, annual reports from selected IT companies, journal articles in Google Scholar, newspapers, and business websites. The study mainly used SWOC Analysis for the analysis of data collected and to attain the results.

7. EMPLOYEE WELL BEING :

One of the most frequently studied topics by academic scholars is employee well-being. Work satisfaction, stress, employee engagement, and positive/negative affect are just a few examples of well-being indicators that have been the subject of extensive research—either as outcomes or as significant mediating variables between workplace standards and work performance [17]. Well-being has evolved over time to mean different things to different people. A successful workplace and organisation depend on the wellbeing of their employees. Positive emotions and behaviours are often used to define well-being, which goes beyond the absence of unhealthy or negative states [18]. In the 1960s, a global study involving 150 nations was conducted by the American analytics and advisory firm Gallup. In this study, hundreds of questions about health, wealth, relationships, employment, and communities were asked in an effort to better understand wellbeing around the world. The study's findings inspired the development of five "wellbeing elements" that apply to everyone. The popular 2010 book "Well Being: The Five Essential Elements" by Tom Rath and Jim Harter PhD went into greater detail about these five components. They consist of: Career, Social, Financial, Physical and Community well-being [19]. Employee well-being is influenced by every aspect of work-life, including an employee's performance, relationship with co-workers, perceptions, and corporate culture. Furthermore, by encouraging a worker's physical and mental health, an organisation can support their long-term happiness and contentment. Employee wellbeing refers to the staff's physical health, mental, emotional, and financial health. It is affected by a variety of factors, such as how they connect with their fellow employees, the decisions that they make, and the available skills and resources. Health and safety at work, pay, and length of service all have a big impact on employee wellbeing [20].

7.1 Dimensions of Employee Well Being:

Despite the fact that there is no single definition of employee health and well-being, according to the International Labour Organization, workplace well-being encompasses all components of professional life, including the physical environment's quality standards as well as employees' mindsets toward their workplaces, their employment conditions, the corporate culture, and working practices. This lends credence to the idea that worker health and well-being is an integrated idea with physical, emotional, intellectual, and social aspects. The dimensions of well-being as shown in Fig. 1.

1. Physical Well-Being:

Physical health helps avoiding or treating physical ailments. Physical well-being is related to our level of productivity at work, which is ultimately influenced by healthy habits like consistent exercise, stretching, sound sleep, and a nutritious diet. One of the four quadrants that make up overall health is physical well-being. Employees are typically happier, more engaged, and significantly more productive when this area of health is improved. Workplaces must encourage and support employees' physical wellbeing. It relates to the aspects of diseases, injury, exercise, nutrition and life style [21].

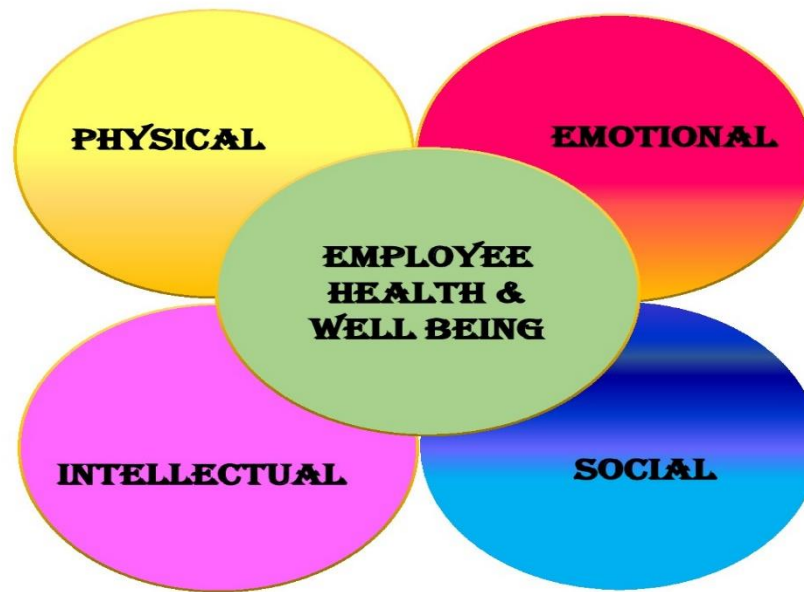


Fig. 1: Employee Well-being and its dimensions

Source: Author

2. Emotional Well – Being:

Emotional well-being is the ability to produce positive feelings, emotional reactions, thoughts, and attitudes as well as the capacity to adapt in the face of challenging and stressful events. It alludes to a number of interrelated, empirically validated determined notions, including psychological well-being, prospering, and situational well-being. These concepts encompass a variety of psychological dimensions, including satisfaction with one's life overall, a sense of meaning and purpose, living standards, and gratification with positive feelings and emotions (such as happiness), as well as the relative absence of negative emotions, mood changes, and states (such as stress, sadness, and loneliness) [22].

3. Social Well-being:

A state of social well-being is one in which basic human needs are met and individuals can coexist peacefully in areas with abundant employment prospects. The characteristics of the final state include the accessibility of both primary and secondary education the return or resettlement of those displaced by war, and the rehabilitation of society and community life. In addition, there will be easy accessibility to and provision of services for basic needs (water, food, shelter, and health services). Integrity, peer assistance, mutual benefit, leader-member exchange, coexistence, teamwork, and connectivity are all aspects of social well-being that organisational researchers examine [23-24].

4. Intellectual Well-being

Recognizing one's creative talents and seeking out opportunities to broaden knowledge and abilities are two characteristics of intellectual wellness. When we use our intellectual abilities in meaningful and satisfying ways, we are in a state of intellectual well-being. It entails pursuing intellectually stimulating and demanding endeavours all throughout one's life. This includes the pursuit of knowledge and wisdom as well as learning, creativity, communicating, critical thinking, and problem-solving [25].

8. EMPLOYEE WELL-BEING AND THE IT INDUSTRY :

8.1 Over view of IT industry:

Information technology and services that are made possible by technology (IT-ITeS) are developing quickly and changing the nature of Indian business standards. Business process outsourcing, business consulting, software management, and programme management are all part of this sector (BPO). The global sourcing market in India is growing more quickly than the IT-BPM industry. India is the world's

top sourcing location in 2019–20, with a market dominance of about 55% of the US\$ 200–250 billion global services sourcing market.

India moved up four positions to position 46 in the 2021 Global Innovation Index (GII). The IT industry made up 8% of India's GDP in 2020. In the first quarter of FY22, STPI (Software Technology Park of India)-affiliated IT firms exported software worth a total of Rs. 1.20 lakh crore (US\$ 16.29 billion) [26]. The Indian IT sector is expected to generate US\$ 227 billion in revenue in FY22, up from US\$ 196 billion in FY21, according to the National Association of Software and Service Companies (NASSCOM). The Indian IT industry exported goods worth US\$149 billion in FY21. The export of IT services has been the biggest contributor, accounting for more than 51% of all IT exports (including hardware). 20.78% of all IT exports in FY21 came from BPM, engineering and R&D (ER&D), and software products. The ER&D market is projected to grow to \$42 billion by 2022. The IT sector hired 4.5 lakh new workers in FY22 (as of February), the most ever in a single year. Women made up 44% of the workforce among all new hires. Due to the industry's "people first, employee centric" philosophy and the expansion of its digital capacity/capability building programmes, tech firms quickly adapted to hybrid work models. A third of workers now possess digital skills, solidifying India's position as the world's top producer of digital talent. Currently, between 30 and 32 percent of all revenue comes from digital sources [27].

8.2 Employee Well-being initiatives undertaken by Selected IT Companies:

The majority of an employee's day is spent at work. As a result, employers are required to directly effect a variety of aspects of employees' lifestyles and health, including their eating patterns, how much physical activity they must or must not get, and the climate at work. A healthy work-life balance has become harder to maintain as a result of the recent Covid pandemic because the lines separating work and family have become hazier. Many employers have launched programmes to enhance employee wellbeing over the past ten years. These initiatives not only boost an organization's employee well-being but also lower the rate of resource attrition. The following table shows a list of initiatives undertaken by Selected IT Companies.

Table 2: Initiatives undertaken by Selected IT Companies

Company	Initiatives Undertaken	Outcomes
TCS	Radio Maitree, living my Values, Build My Career and Lifelong Learning, mentoring sessions, Safety First, Fit4life, Purpose4life	<ul style="list-style-type: none"> • A total of 712,000 employee interactions have been made possible by targeted interventions like Living my Values, Build My Career, and Lifelong Learning. • Over 23,000 employees worldwide took part in Radio Maitree, a special, interactive radio programme to improve employee connection. • More than 15,000 1x1 HR career conversations and over 22,000 1x1 mentoring sessions. • Over 22,000 volunteers contributed to 617,000 volunteer hours in community initiatives that benefited over 353,000 beneficiaries, according to the Purpose4life Forum for volunteering for community projects in the fields of education, health, and the environment 28-29].
Infosys	Infosys created a programme called HALE-(Health Assessment & Lifestyle Enrichment). It is a well-known engagement tool that focuses on employee safety and health (both physical and mental), promotes leisure, and builds and maintains a productive	<ul style="list-style-type: none"> • 1,50,000+ participants • 850+ interventions focused on employee wellbeing • 4.76/5 employee feedback across HALE interventions • 89% wellbeing satisfaction score [30].

	and healthy workforce. The HALE journey is supported by the four pillars of safety, emotional, social, and physical wellness.	
Wipro	The three facets of employee well-being—physical, emotional, and financial—are covered by Wipro’s employee wellness programmes.	<ul style="list-style-type: none"> • More than 8,000 permanent and contract employees across India took part in committees on safety, food, transportation, etc. to represent the interests of the workforce. More than 100,000 employees were served by 21 locations in India and 8 locations outside of India with ISO 14000 and ISO 45001 certifications. • More than 20,196 employees took part in health drives and awareness campaigns during FY’22. • Wipro provides performance stock units (PSUs) and restricted stock units (RSUs) as long-term incentives (LTI) to top personnel (PSUs) [31].
Accenture	<ul style="list-style-type: none"> • Accenture quickly shifted to managing employee wellbeing thanks to a sustained investment in Employee Assistance over a decade. • Increasing employee support through the use of technological tools like an AI-based chatbot for self-care. • Promoting community involvement and proactive conversations about eradicating stigma encouraged a better reaction to EAP 	In the past two fiscal years, 100,000 employees have been reached through various touchpoints, and EAP use has increased by five times. People recognised the resources and assistance available in difficult times, which led to more workers reaching out and seeking support [32].
Mindtree	<ul style="list-style-type: none"> • Living Mindfully is a series of workshops centred on the central themes of "Calm Mind" and "Mindful life" that address the mental, physical, social, and psychological well-being of Mindtree Minds. • SmitFit: This app chalks out a health and wellness plan • Men’s health sessions 1 to 1 help 	<ul style="list-style-type: none"> • Won three Brandon Hall Group Human Capital Management Excellence Awards for 2021 for innovative leadership development, HR data analytics, and employee benefits, wellness and wellbeing programs in August 2021 • 94.76 percent of permanent workers who underwent safety and skill improvement training • INR 63,278 million- employee benefit expense [33].
Optum	The prestigious employee wellness programme at Optum is called LiveWell. It was started in 2014 and has grown over time to become	<ul style="list-style-type: none"> • 2000+ employees are being equipped by Plan Well programmes to maintain their financial wellness in 2021. • Fit Well - In 2021, 12000+ employees were reached by physical fitness and lifestyle management programmes.

	<p>an all-encompassing programme for employee wellbeing. It includes Plan Well, Fitwell and Raise Well.</p>	<ul style="list-style-type: none"> • 2000+ parents were impacted by the Raise Well programmes for parents and their kids in 2021 [34].
<p>Tech Mahindra</p>	<ul style="list-style-type: none"> • In a pre-emptive, personalised, and best, the Wealth of Wellness (WoW) programme ensures health and wellness across all 8 aspects of wellness, including physical, mental, emotional, and financial factors. • The Company has implemented new policies, including the Bereavement Support for Dependents (COVID Support) Policy, the Sabbatical Leave Policy, and others in response to the specific difficulties the pandemic has brought about. • To emphasise the importance of physical well-being, the company launched the Wellness 101 Challenge and the Run Anywhere virtual marathon to engage and inspire its primarily at-home associates to reclaim their fitness. • Mental health was given priority by programmes like the Mind Plan, People Care Manager Program, and Emotional Wellness Self-Assessment. 	<ul style="list-style-type: none"> • More than 32,000 employees took part in the wellness programmes, and more than 250 employees received financial assistance from the Associate Welfare Trust Fund for medical expenses. • More than 7,700 emails were sent, 400 engagement activities, 150 of which had a mental health theme, and 190 video aids, 70 of which had a mental health theme. The wellness engagement experience has a rating of 4.7/5. • Virtual wellness services were adopted 2.5 times more widely overall [35].

9. SWOC ANALYSIS OF EMPLOYEE WELL-BEING INITIATIVES IN THE IT INDUSTRY :

The SWOT analysis measures a company's strengths, weaknesses, opportunities, and threats. A SWOT analysis is a tool for assessing and understanding the factors both internal and external that might present opportunities or challenges for a business. Strengths and weaknesses come from internal factors. These are characteristics of an organisation that give it a small competitive advantage.

In contrast hand, opportunities and threats are external forces. Opportunities are characteristics within the external environment that management can use to increase operational effectiveness. Threats are elements of the external environment that could endanger a company's competitive advantage(s) or even its ability to remain in business [36-37]. The following summarises the SWOC Analysis of Employee Well-Being Initiatives in the IT Sector [38-40].

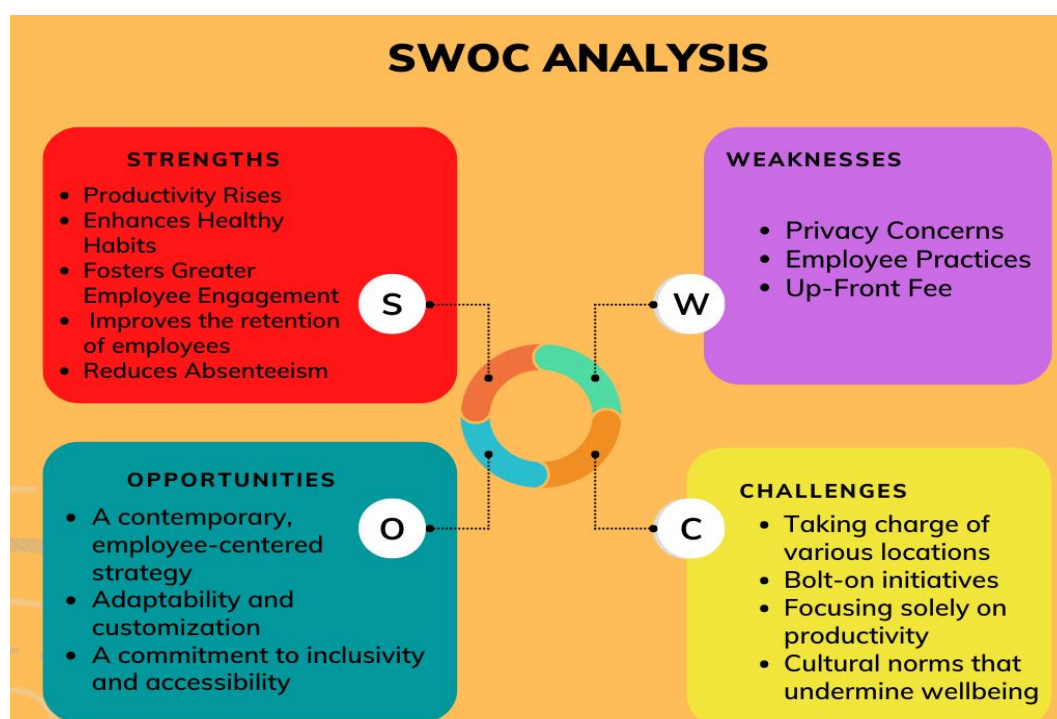


Fig. 2: SWOC Analysis of Employee Well-being Initiatives

Source: Author

9.1 Strengths:

The Strengths of Employee well-being initiatives are

(1) Productivity Rises

Participating in wellness activities that emphasise developing healthy habits like regular exercise boosts performance and productivity. The staff members will be more motivated and focused when completing tasks.

(2) Enhances Healthy Habits

Employees can adopt and maintain healthy habits, such as regular exercise and a balanced diet, with the aid of a well-designed wellness programme. Additionally, it might encourage them to cut back on unhealthy habits like smoking and substance abuse. By doing this, workers can lower their risk of health issues and prevent chronic diseases.

(3) Fosters Greater Employee Engagement

When a company promotes health and wellbeing, it builds a loyal, driven employees that sees well being as beneficial to their professional lives. Walking meetings, weight reduction challenges, and other group health and fitness activities will help employees feel more a part of the company and their coworkers. The wellness programme will increase social engagement among all company personnel.

(4) Improves the retention of employees.

By providing a wellness programme, employers can encourage employee retention and recruitment by making workers feel valued and appreciated. They are more likely to stay rather than look for work elsewhere when the organisation values its employees as valuable assets.

(5) Reduces Absenteeism

A wellness programme enhances employee health, which affects whether or not employees miss work. Employees are less likely to miss work when they are in good health and are not under stress. These workers are probably more invested in their work and more productive overall.

9.2 Weakness:

The Weakness of Employee well-being initiatives are

(1) Privacy Concerns

The primary drawback of wellness programmes is that they require employees to disclose their personal matters to their employers. When workers don't perform to expectations, a health problem might be to blame if the situation isn't properly investigated.

(2) Employee Practices

Employers find it difficult to force workers to follow a doctor's recommendation because adults are unable to be coerced into giving up their regular activities, such as binge drinking, etc.

(3) Up-Front Fee

Only over the long term can wellness programmes' advantages be fully realised. Employer is required to cover costs without receiving any benefits for the first one to two years.

9.3 Opportunities:

The Opportunities of Employee well-being initiatives are

(1) A contemporary, employee-centered strategy

It is even more crucial for HR professionals to get it right given the potential advantages of a strong wellness programme. In a remote working environment, the demand for wellness programmes has increased over the past few years, but the upcoming year will push wellness's limits even further. Employees today want a strategy that keeps them at the centre of creating wellness programmes.

(2) Adaptability and customization

It will be crucial for businesses hoping to use robust wellness programmes as a key component of their brands to create a variety of options and give employees the freedom to select and customise their wellness programmes. This might include choices like flexible work schedules, enhanced maternity and paternity leaves, compassionate care leave, etc. Customization shouldn't just be another task to check off a list; it should empower the employee.

(3) A commitment to inclusivity and accessibility

HR professionals need to carefully consider how they interact with and engage the employee when it comes to equitable access to wellness programmes. To make sure that all employees experience employee wellness programmes as inclusive and empowering, a multigenerational strategy is necessary. A renewed emphasis on wellness initiatives must result in improved employee well-being.

9.4 Challenges:

The Challenges of Employee well-being initiatives are

(1) Taking charge of various locations

Finally, one of the most common issues raised by HR managers concerned effectively implementing initiatives related to wellbeing across a wider geographic range.

Making sure all employees can access and use the initiatives you have in place, regardless of their location or work environment, is crucial as the use of working from home becomes more common and widespread.

(2) Bolt-on initiatives

Some businesses advertise that they have gym memberships. Or, "We offer a yoga class on Tuesday at 5 p.m. for workplace wellness." This does not represent a comprehensive approach to employee wellbeing. Offerings like gym memberships and yoga classes in the workplace are great, but in order to foster a culture of wellbeing, all offerings and programmes must be integrated into the values of the business and the development of employees.

(3) Focusing solely on productivity

Redistributing gym memberships might seem like a good idea, but implementing quick fixes for workplace wellness can put employees under more stress. When initiatives like these are started independently, there is a risk of producing fit workaholics—people who are physically fit and motivated to get things done but at risk of burnout, leading to high absenteeism, turnover, and decreased customer service.

(4) Cultural norms that undermine wellbeing

Some businesses offer comprehensive wellness programmes that take into account employees' social, emotional, mental, and physical health, but they lack the cultural backing needed to be successful. For instance, a company might mention that everyone appreciates a flexible schedule during the onboarding of new employees. At 5:30 pm, a new employee is packing up when a co-worker casts them a critical glance. Even though they were allegedly given the authority to have a flexible schedule, the employee settles in and adheres to the social convention of staying late to work.

10. FINDINGS :

(1) Employers and their partners are increasingly creating global health promotion policies that address a range of lifestyle issues, such as tobacco consumption, nutrition, workouts, and mental well-being, in addition to substance abuse and addiction.

(2) The corporate agenda is continuing to prioritise employee well-being.

(3) The majority of organisations are responding to COVID-19 by taking additional measures to support employee health and wellness, most frequently by focusing mental wellbeing, tailoring assistance to meet the needs of particular people, and providing more expertise to those who work from home.

(4) Financial health is still an area that gets less attention. Despite the fact that some organisations have increased their attention to financial wellbeing in response to the pandemic, activities to promote financial wellbeing, aside from directing people to outside sources of advice, have only slightly improved.

(5) Many companies offered employee assistance programmes and resilience-building training, and more are adopting a preventative strategy to manage stress by working to identify risks and causes.

11. RECOMMENDATIONS :

Even though every circumstance is different, an organisation trying to create a healthier workplace should take into account low-cost tactics like the ones listed below.

(1) The companies should design and analyse a comprehensive employee wellness program by seeking employee support and participation by creating a committee for wellness, developing and completing a survey to know employee needs and interests and review and design a benefits plan

(2) The businesses should develop a programme that is accessible to both employees and their families, foster a healthy work environment, and disseminate information about it via a variety of media.

(3) Complete the cost and benefit analysis of the programs

(4) Promote the program's advantages, share success stories, and give credit where credit is due to particular people, departments, or locations.

(5) Employees should be surveyed to obtain feedback on programmes, including recommendations and level of satisfaction.

12. CONCLUSION :

Most organisations in the IT sector are putting more emphasis on people's health and wellbeing and trying to support them holistically. It's encouraging that senior leaders are paying more attention to wellbeing issues because they have the power to change organisational culture and practises. When the threat from COVID19 recedes and it is no longer a pressing business continuity issue, it is a top priority for HR professionals to make sure that health and wellbeing continue to receive increased attention in the boardroom. To meet the needs of the workforce and the ever-changing influences of the outside environment, health and wellness practises must be constantly modified. It will be crucial for businesses hoping to use robust wellness programmes as a key component of their brands to create a variety of options and give employees the freedom to select and customise their wellness programmes. This might include choices like flexible work schedules, enhanced maternity and paternity leaves, compassionate care leave, etc. The approach of HR professionals needs to be adjusted in a number of other areas, such as placing a greater emphasis on financial security, enhancing line managers' capacity to support

employees' mental health, and enhancing procedures for handling employees with disabilities and chronic health conditions.

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