

# The Influence of Corporate Wellness on Organisational Climate and Employee Productivity: An Empirical Study in the Banking Sector of Kerala

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The study on corporate wellness among Kerala banking sectors explores its effect on organizational climate and employee productivity. It is an attempt to find out how a wellness program, which caters to physical health, mental well-being, stress management, and work-life balance, impacts the work environment of employees and their productivity at the workplace. For this, a questionnaire was prepared and administered among the employees in banking organizations in Kerala. It aimed at gathering insights regarding the diverse wellness initiatives being pursued in such organizations and determining their impacts on employee satisfaction, morale, and engagement. With this study, it probes into how wellness programs positively contribute to an organizational climate through improved employee relationships, low absenteeism rates, and greater job satisfaction. Further, the study looks at direct connectivity between wellness programs and staff performance, which revolves around metrics such as performance indicators related to task performance efficiency, quality of work performance, and overall job performance. The findings would bring relevant insight into the impact that corporate wellness has on an organizational climate and increases staff performance in the banking sector. More critically, the study aims to drive out the need for wellness initiatives in organizations, suggesting the possibility that such programs increase both the well-being of employees and the success of the organization. In understanding this, organizations can apply evidence-based practices that will aid in developing a more supportive work environment

**Keywords:** corporate wellness, banking sector, Kerala, organizational climate, employee productivity, wellness programs, employee well-being, stress management, work-life balance, employee satisfaction.

## 1. Introduction

The contemporary corporate environment has seen the dynamics of work life change considerably, and organizations are paying greater attention to employee wellness as a strategic imperative. Corporate wellness is one of the key emerging areas in organizational

management that incorporates various physical, mental, and emotional well-being programs that improve employees' overall health and productivity. The banking sector, known for being high-pressure with demands on employees' work schedules, is most susceptible to problems concerning employee stress, burnout, and lower productivity. In Kerala, where the banking sector is a central player in regional economies, implementing corporate wellness programs will be a very effective catalyst for improvement in organizational climate and employee productivity.

According to Bankimbhai, T. M., & Kapse, S. (2019), corporate wellness programs include a variety of activities intended to improve the health and lifestyle of employees, including physical fitness programs, mental health support, stress management workshops, and flexible work arrangements. These programs have developed from being an add-on to being an integral part of strategic human resource management. Organizations that consider employee wellness experience many tangible benefits, including reduced absenteeism, lower healthcare costs, and improved employee morale. A structured corporate wellness program is likely to make an organization's environment positive, which will be characterized by trust, cooperation, and a shared concern for organizational goals.

## **2. Aims and Objectives:**

The primary aim of the study is to examine how corporate wellness affects the organisational climate and employee wellbeing. Based on this aim, the study has the following specific objectives.

- To identify the factors influencing Corporate Wellness Programmes in the Banking Sector of Kerala.
- To address the relationship between Corporate Wellness Initiatives and the Organisational climate in the Banking Sector of Kerala.
- To examine the relationship between Corporate Wellness Programmes and Employee Productivity in the Banking Sector of Kerala.
- To assess the challenges and opportunities for corporate wellness programmes in the banking industry of Kerala.

## **3. Corporate Wellness and Employee Wellbeing:**

In the modern corporate era, organizations recognize corporate wellness and employee well-being as critical elements of the fundamental pillars of their strategic objectives. These are not add-on or supplementary initiatives but constitute a core element of organizational success. Britto, M. J., & Magesh, R. (2018) added that corporate wellness represents the systemic, organized programs, policies, and practices designed and introduced by organizations to support employees in being healthy in all facets - physical, mental, and emotional. Employee well-being is actually a much broader concept: an individual's holistic experience at work, encompassing physical health, emotional resilience, job satisfaction, social connections, and financial security. In any case, both elements are crucial for creating an atmosphere at work

that is beneficial for employees, increases employee productivity, reduces absenteeism, and thus improves organizational performance.

Berry, L., Mirabito, A. M., & Baun, W. B. (2020) found that lifestyle-related diseases are on the rise, as is workplace stress and other mental health issues. Such an increase has brought home the need for holistic corporate wellness programs in organizations. Organizations have finally realized that a healthy worker is a productive worker. Factors which are driving this shift to wellness-centric strategies include a steep rise in healthcare costs, the competitive job market, and growing awareness of how employee health impacts organizational performance. Studies have consistently demonstrated that organizations with robust wellness programs experience reduced healthcare costs, decreased employee turnover, and higher levels of engagement and morale. Such benefits improve individual health outcomes and yield real financial savings for organizations.

### 1. Corporate Wellness and Organisational Climate

Bharti, S. K. (2020) states that corporate wellness programs form a central and integral role in influencing organizational climate; indeed, wellness activities influence virtually all factors determining employee morale, job satisfaction, and organization dynamics. Indeed, a relationship exists between wellness activities and organizational climate, but it has started to feature as an increasingly important driver in creating the appropriate work climate. These wellness activities, with the focus areas in physical well-being, mental well-being, stress management, and maintaining work-life balance, do create an atmosphere for employees' self-esteem and motivates employees.

Chakraborty, A., & Mahanta, M. (2019) states that the impact of corporate wellness on employee morale is significant since employees who participate in wellness programs often experience improvements in their physical and mental health, which results in greater job satisfaction and reduced stress levels. This helps them engage more with the organization, leading to a more committed and motivated workforce. Wellness initiatives can also induce a feeling of belonging in the organization, where people feel their employer is invested in them as a whole and cares for their holistic wellness. It strengthens the bond between the organization and employees, creating an overall better organizational climate.

Dinesh, (2020) considered workplace stress, as one of the main sources of deteriorating organizational climates, may be reduced with an effective wellness program. Stress management services, such as counseling, mindfulness programs, or relaxing spaces, provided to workers can reduce burnout and absenteeism, and result in a more positive and productive working environment. Employees who are led to believe that the organization takes care of their health and well-being tend to feel better about the workplace. This can ultimately mean that workers have better relationships, are more collaborative and communicate more with their colleagues.

In addition, wellness programs can impact the enhancement of work-life balance, which is a major component of the organizational climate. Employees are more satisfied with their jobs and are likely to stay when they can balance work and personal obligations through flexible work schedules or support for family responsibilities. This work-life balance not only boosts morale but also creates an environment where employees are more focused, energetic, and

productive when at work.

Ultimately, corporate wellness programs are crucial in fostering a supportive and thriving organizational climate. Not only do they benefit the individual employee by promoting health and well-being but also add to the overall success of the organization. Kariuki, C. W., & Wamwayi, S. (2023), according to him, wellness initiatives improve morale, reduce stress, and enhance work-life balance, creating a workplace culture that fosters high employee engagement, satisfaction, and productivity leading to long-term organizational success.

## 2. Determinants of Effective Corporate Wellness Programme

Kassiem, W. (2014) states that the effectiveness of corporate wellness programs is dependent on the collective influence of organizational, individual, and external factors-all of which play an essential role in determining the effectiveness of these initiatives. Organizational factors, including commitment from leaders, adequate resources, and a culture conducive to supporting wellness initiatives, are instrumental in ensuring their implementation and sustainability. When top management manifests an overt commitment to employees' well-being and makes enough resources available to these programs, it develops an environment within which wellness initiatives can thrive. In addition, a health and well-being-oriented culture fosters employee involvement and engagement, thereby increasing the effectiveness of wellness programs.

Kitali, W. N. (2021) added that individual factors also contribute significantly to the effectiveness of wellness programs. Employee attitudes toward wellness, personal health goals, and readiness to participate in such programs can be very influential on participation levels and outcomes. Programs that are personalized or flexible, giving employees the freedom to select activities that suit their interests and needs, are likely to be successful. The motivation and personal responsibility of employees for their health determines the success of these programs.

External factors that influence the design and implementation of wellness programs include industry trends, legal regulations, and societal attitudes toward health and wellness. A good example would be increased emphasis on mental health in society or changes in workplace safety regulations.

Mkansi, R. B. (2019) argues that the best practices for designing and implementing wellness programs include a strategic approach that is aligned with the organization's goals, providing access to the program, offering a range of wellness activities to meet the different needs of employees, and continually assessing the impact of the program through feedback and data analysis. When all these are integrated, it maximizes the effectiveness of wellness initiatives in an organization and creates a healthier, more productive workforce.

## 3. Corporate Wellness in the Banking Sector

Mulwa, (2021) said recently, corporate wellness programs have taken precedence in banks due to increasing attention being given to organizations' acknowledgment of importance to improve their well-being and perform at a peak. Since the job is so grueling-the pressure in terms of prolonged hours of working and constant dealings with customers-solutions regarding healthy lifestyles become prime considerations in such a demanding profession like banking. Studies on corporate wellness in banking have revealed the positive effects of corporate

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wellness programs on employee morale, productivity, and job satisfaction. Such programs generally encompass fitness programs, mental health care, stress management, and work-life balance practices to avoid the negative effects of stress and burnout, which are prevalent in the industry.

According to Núñez-Sánchez,(2022),invested wellness programs on the part of banking institutions result in reduced stress, better clarity of mind, and higher job satisfaction rates for employees. For example, reviews concluded that wellness programs have incorporated stress-reduction and mental health services, resulting in lower absenteeism and turnover rates for organizations. Further, the implementation of wellness programs in the banking sector has shown a direct association with enhanced employee engagement. The workers report more commitment to the organization.

Despite these positives, however, the performance of corporate wellness programs implemented in the banking sector often depends on several factors that include employee participation, program quality, and organizational support. Studies have shown that while the implementation of wellness programs is extensive, their overall contribution can sometimes be negligible unless the program benefits the employees or the organizational culture. Hence, such programs need to be constantly evaluated and adapted for maximum efficiency in this sector.

#### 4. Challenges and Opportunities for Corporate Wellness Programmes in the Banking Industry:

Onunwor, A. A. (2023) explained that the corporate wellness programs in the banking industry are both challenging and rewarding as organizations try to maintain the well-being of their employees. The greatest challenge is the stressful environment in which banking takes place. Long working hours, time constraints, and expectations of customers all take a toll on employees, leading to burnout, anxiety, and other physical illnesses. Some banks have recognized these challenges yet still face failure in implementing wellness programs because resources are limited, management fails to buy into the practice or they lack adequate employee engagement in doing what ought to be done. The lack of accessibility for all bank staff is another major challenge mainly arising from branch and remote employment. Wellness initiatives that are required to be done during regular work hours cannot be feasible to employees with rigid schedules or those facing work overloads.

Moreover, assessing the impact of wellness programs may be challenging. Even though employee well-being may be improved through these initiatives, quantifying the direct effect on productivity, performance, or organizational climate can be quite complex. This has often made it difficult for organizations to justify continued investments in wellness programs.

Rotenbornová, L., & Egerová, D. (2022).on the other hand, states that there are many opportunities that enhance corporate wellness in banking. Increased interest in employee welfare has become an opportunity for banks to have a caring culture and promote a more satisfied employee with lower turnover, better organizational performance, etc. With digital wellness options in the form of online fitness programmes, mental health apps and virtual counseling, banks have a great opportunity in presenting accessible and flexible wellbeing choices to cater to the increasingly diversified workforce. Furthermore, if wellness programs are harmonious with the organizational culture, it creates a positive and friendly environment

at work that raises the confidence of employees and improves productivity as well. With the proper tools and tailored approach, corporate wellness programs can be a strategic tool for improving employee well-being and organizational success in banking.

#### 5. Research Gap:

Review of existing literature reveals significant insights into corporate wellness programs and their influences on the organizational climate as well as on employee productivity. At the same time, one major research gap exists-which is in relation to the banking sector in Kerala. Although there are extensive studies related to corporate wellness in almost all sectors of the industries, empirical works that consider the influence of the programs in the banking industry, given its stressors associated with the job, include high demand for work hours, face-to-face customer service are very scarce. Generally, studies have explored the general benefits of wellness programs; however, the specific factors responsible for the success or failure of any wellness program in the banking sector remain largely unexplored.

There is also a lack of research on how different wellness programs, such as physical health, mental well-being, stress management, and work-life balance, combine to support employee productivity and organizational climate in banking institutions. Much of the literature available only focused on individual components of wellness, not on the total effect of a holistic approach to wellness. There is also less research on the long-term impact of wellness programs on the engagement, retention, and performance of employees in banking.

#### 6. Research Hypothesis

H1: Corporate wellness programs have a positive impact on the organizational climate in the banking sector.

H2: There is a significant difference between corporate wellness programs and employee productivity in the banking sector

H3: Employee participation in wellness programs is positively correlated with job satisfaction and engagement in the banking sector

H4: The effectiveness of corporate wellness programs is influenced by organizational support and leadership commitment in the banking sector.

### 4. Methods and Materials

This section outlines the research methodology adopted for this study, providing a rationale for the components used in achieving the research objectives. The study employs a structured approach, utilizing quantitative methods to examine the impact of corporate wellness programs on organizational climate and employee productivity in the banking sector.

#### Data Collection Method

The study will adopt a quantitative research approach, using a survey-based method to gather data from banking employees in Kerala. This method is chosen due to its ability to efficiently capture large amounts of data and quantify relationships between corporate wellness programs and organizational outcomes. A structured questionnaire will be used to gather responses from participants regarding their perceptions of wellness programs, organizational climate, and



productivity.

#### Instrument

The data collection instrument for this study will be a self-administered questionnaire. The questionnaire will consist of closed-ended questions with Likert scale items, designed to assess various dimensions of corporate wellness, organizational climate, and employee productivity. This instrument will help measure the respondents' attitudes, behaviors, and perceptions related to wellness programs and their impact on the work environment and productivity.

#### Sample Population

The sample population for this study will consist of employees working in commercial banks in Kerala. The study will target a broad range of employees, including those in management, clerical, and customer service roles, to ensure a diverse representation of perspectives on the effects of corporate wellness initiatives.

#### Sampling Technique

The study will employ a stratified random sampling technique. This method will divide the banking employees into distinct strata based on factors such as job role, work experience, and departmental function. Random sampling will then be applied within each stratum to select participants, ensuring that the sample is representative of the overall population.

#### Sample Size

The sample size for the study will be 384 respondents. This sample size is large enough to provide statistically significant results and ensure the findings are generalizable to the larger population of banking employees in Kerala.

#### Data Analysis Tools

The collected data will be analyzed using SPSS (Statistical Package for the Social Sciences). Descriptive statistics will be used to summarize the demographic characteristics of the sample and responses to the survey questions. Inferential statistical methods, such as correlation analysis and regression analysis, will be applied to test the study hypotheses and assess the relationships between corporate wellness, organizational climate, and employee productivity.

## 5. Results and Discussion

This chapter presents the findings of the study, analyzing the collected data to address the research objectives and hypotheses. The results are organized systematically to provide a clear understanding of the impact of corporate wellness programs on organizational climate and employee productivity in the banking sector of Kerala.

#### Reliability Statistics

The test for reliability carried out by SPSS tested the dependability of the measuring instrument, which consists of items developed to measure corporate wellness initiatives in the banking industry. The response involved 384 and had an extremely high Cronbach's alpha, indicating strong internal consistency among the items. For each item, the Item-Total Statistics gives an insight into the item's contribution to the total reliability of the instrument, which could be seen from the scale's alpha value if the item was to be deleted.

Most of the items were with good contributions to the scale's reliability. The statement "My bank encourages regular physical activities which contribute to my overall wellness" had a corrected item-total correlation of 0.799, signifying a strong fit with the underlying construct. Similarly, "The company promotes a healthy work-life balance keeping in mind employee wellbeing" and "The culture in my organization prioritizes my wellness" had high corrected item-total correlations of 0.842 and 0.848, respectively. These values reflect the importance of organizational policies and culture in promoting wellness among employees. Removing these items would not significantly change the Cronbach's alpha overall, which supports their fit with the scale.

Items that referred to safety at work, financial wellness, and team collaboration were also highly correlated. For example, "There are clear policies in place to prevent workplace harassment and bullying" had a corrected item-total correlation of 0.694 and "The bank provides financial wellness programs that contribute to my overall wellness" had a correlation of 0.794. These results point toward the significance of the wholesome wellness programs that cater for both physical and psychological needs. Furthermore, items such as "I feel that my opinions and comments are taken into account during the decision-making process," and "The bank leadership shows concern for employees' well-being" had correlation values of 0.735 and 0.815 respectively, indicating the significance of inclusive leadership in creating an environment that is supportive in nature.

On the contrary, some items showed much weaker correlations, indicating scopes for improvement. For instance, corrected item-total correlations for the items "Physical wellness programs can effectively contribute to employee health" and "Nutritional wellness programs, such as healthy cafeteria options or nutrition education, can promote health and well-being among employees" stood at 0.292 and 0.347, respectively. These are smaller values; hence these items may need rewording or additional context for their proper expression in terms of the whole scale. Similarly, "Counseling services or stress management workshops can be offered by banks to ensure employee well-being" has a correlation of 0.349, indicating this item may be made more specific to better resonate with respondents.

The items about productivity and performance also had fair contributions. Examples of these items are the "I usually meet or even exceed the performance standard for my role" and the "I can maintain a good sense of being focused and productive during work hours," with corrected item-total correlations at 0.487 and 0.508, respectively. These studies then indicate how wellness can influence employee productivity. In the case of such items, there is something that necessitates further scrutiny to understand more.

### Factor Analysis

This is to determine the underlying factors which are affecting corporate wellness programs in the banking sector of Kerala. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy has a value of 0.817. Therefore, the sample would be appropriate for factor analysis as KMO values above 0.8 are regarded as meritorious. A high KMO value more than 0.8 indicates that correlations between the variables are sufficiently high enough to continue with factor analysis. This strong measure of sampling adequacy reflects the appropriateness of the dataset for revealing latent structures.



KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Approx. Chi-Square		17071.728
Bartlett's Test of Sphericity	df	595
	Sig.	.000

Bartlett's Test of Sphericity further supported the suitability of factor analysis. The test yielded an approximate chi-square value of 17,071.728 with 595 degrees of freedom and a significance level (Sig.) of 0.000. The highly significant p-value ( $p < 0.05$ ) rejected the null hypothesis that the correlation matrix is an identity matrix. This outcome means that there are indeed significant relationships among the variables and that they can be grouped into meaningful factors

Correlation Analysis

The correlation analysis explores the relationship between corporate wellness programs and organizational climate within the banking sector of Kerala. Strong positive correlation was found with a Pearson correlation coefficient of 0.714, which means that there exists a considerable and direct relationship between the two variables such that enhancements in corporate wellness initiatives are associated with the betterment of the organizational climate. Moreover, the p-value of 0.000 establishes that this correlation is statistically significant at the 0.01 level, meaning there is less than a 1% probability that this observed relationship is due to chance.

Correlations		Corporate Wellness Programmes	Organisational Climate
Corporate Wellness Programmes	Pearson Correlation	1	.714**
	Sig. (2-tailed)		.000
	N	384	384
Organisational Climate	Pearson Correlation	.714**	1
	Sig. (2-tailed)	.000	

These findings thus emphasize the significant role that corporate wellness programs play in creating a conducive organizational climate. It, thus, implies that prioritizing employee well-being contributes highly toward the creation of a healthier and more supportive and productive environment in the banking sector of Kerala.

Regression Analysis

The regression analysis was focused on how corporate wellness programs relate to employee productivity within the Kerala banking sector. Based on the model summary, ANOVA, and coefficients table, very strong evidence indicates a significant and positive relationship

between these two variables. In this simple linear regression model, corporate wellness programs was the independent variable while employee productivity was the dependent variable.

The model summary revealed an R-value of 0.324, which shows a moderate positive correlation between corporate wellness programs and employee productivity. This correlation indicates that as the quality and implementation of wellness programs improve, so does employee productivity. In addition, the R Square value of 0.105 indicates that 10.5% of the variance in employee productivity can be attributed to corporate wellness programs. Although this percentage seems small, it is essential to note that employee productivity is influenced by many factors other than wellness programs, such as organizational culture, leadership, and personal characteristics of the employees. The Adjusted R Square value, which accounts for the complexity of the model and provides a better estimate of the explained variance, was slightly lower at 0.102. The standard error of the estimate was found to be 0.87663, an average deviation of observed productivity values from the regression line which depicted the spread of data around the predicted values.

The outcome was further confirmed by the significance of the model as proved through ANOVA. The analysis carried out showed a regression sum of squares of 34.352 and a residual sum of squares of 293.557 while the total sum of squares was 327.910. The calculated F-statistic of 44.702 had a p-value of 0.000, signifying that the model is robust. These results indicate that the relationship between corporate wellness programs and employee productivity is not due to random chance but is statistically significant. The significance of the F-statistic underscores the model's reliability in explaining variations in employee productivity based on corporate wellness programs.

The coefficients table provided some more insight into the nature of the relationship between the variables. The unstandardized coefficient (B) for corporate wellness programs was 0.326, which meant that for each one-unit increase in the implementation or effectiveness of corporate wellness programs, employee productivity is expected to increase by 0.326 units. This positive relationship underscores the tangible payoffs in investing in wellness programs, including better health among employees, less absenteeism, and improved concentration and engagement at work. In standardized terms, the beta coefficient for corporate wellness programs also came out to be 0.324, further strengthening the idea of the relationship. The accompanying t-value of 6.686 was significant at the 0.000 level, hence strongly indicating that the relationship observed is statistically significant.

The regression constant represents the predicted level of employee productivity where corporate wellness programs are not present or set at zero. The regression constant for this study was 2.624. This implies that employees are already productive even in the absence of wellness programs due to possibly other organizational and individual factors, but the positive coefficient of corporate wellness programs suggests incremental value towards higher productivity levels over and above this baseline.

The implications of this study for the banking sector of Kerala are quite significant. Corporate wellness programs, which include regular health check-ups, stress management workshops, fitness facilities, and policies supporting work-life balance, can contribute significantly toward improving employee productivity. Fostering a healthier and more engaged workforce reduces

stress and improves morale in the workplace, enhancing the overall work environment. A moderate R-value and modest R Square suggest that though corporate wellness programs are highly relevant, they are part of the numerous factors determining productivity. It suggests that in addition to the corporate wellness program, holistic development for employees should also incorporate other organizational initiatives.

## 6. Conclusion and Recommendations

This study assesses the impact of organizational wellness programs on the organizational climate and productivity of employees at the banking sector in Kerala. A comprehensive survey across the banking employees is incorporated to examine the association and potential impact of wellness on the work environment and, on the other hand, the associated impact on employee performance, Kitali, W. N. (2021). Conclusions drawn from the findings signify a positive relationship between effective wellness programs and improved organizational climate, which further boosts employee productivity. According to the results, employees involved in wellness programs reported high job satisfaction, good morale, and increased engagement levels, which contribute to a favorable work atmosphere.

### Recommendation

Based on the study results, it is proposed that banking institutions in Kerala introduce and enhance corporate wellness programs to create a positive organizational climate. Emphasis should be placed on initiatives focused on mental health support, physical wellness, and work-life balance, which can improve employees' well-being and productivity levels, Kassiem, W. (2014). Moreover, banks should make investment in regular feedback mechanisms on the effectiveness of these programs and ensure they cater to the changing needs of the workforce. Future research would extend to further investigation on long-term effects of wellness programs and how these might actually contribute to employee retention and organizational success. Prioritizing wellness, therefore, would allow banks to work with a healthier and more productive workforce, leading to improved performance for the organization.

## 7. Theoretical and Managerial Implications

The study offers important theoretical and managerial implications. Theoretically, this study adds a feather to the existing body of knowledge by enhanced understanding of how corporate wellness programs are related to organizational climate and productivity in the banking sector. It further applies the theory of wellness by showing how wellness initiatives can shape the perception of the work environment on the employee part and how it can influence overall job performance. The findings put more emphasis on the requirement for incorporating wellness programs as a component of organizational strategy and contribute to advancing the existing knowledge on organizational behavior theories.

Kamau, S., Tuwai, B., & Kuria, S. (2015) ,according to him, as far as management is concerned, the research holds great value for bank managers and HR. It depicts that wellness programs play an essential role in improving the levels of employee engagement, satisfaction, and productivity at work. The holistic wellness approach should be emphasized and

encouraged by managers. It focuses on not only the physical well-being but also the mental health and work-life balance. It may lead to a more productive, motivated workforce with less turnover. Further, it has suggested that wellness programs should be continuously evaluated and modified in accordance with the changes of the employees.

### **8. Limitation of the Study and Any Future Research Direction**

The generalization of the study cannot be made to other places or industries because the research is geographically confined to Kerala. This study on the impact of corporate wellness programs on organizational climate and employee productivity in the banking sector of Kerala has its own merits. Future research could extend the scope to include different sectors or geographic areas to give a better understanding of the topic. Second, the study is based on self-reported data gathered from a survey that might have biases like social desirability or recall bias. The use of mixed methods like interviews or observational studies could mitigate some of these issues and give richer data.

The cross-sectional nature of the study limits its generalizability to a snapshot in time. It would be useful for future research to use longitudinal designs to provide insight into whether the wellness programs have sustained impacts on organizational outcomes, Mukanzi, (2014). This study focuses solely on quantitative measures and does not dive deeper into the qualitative experiences of employees participating in wellness programs. Future studies may include qualitative approaches to further explore employee perceptions and experiences.

Lastly, the study mainly focuses on organizational climate and employee productivity but does not consider other possible outcomes, such as employee retention, innovation, or organizational competitiveness. Further expansion of future research to these dimensions would add more depth to the understanding of corporate wellness initiatives and their multi-dimensional impacts.

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