

A STUDY ON THE IMPACT OF THE EMPLOYEE WELLNESS PROGRAMS ON PRODUCTIVITY AND JOB SATISFACTION IN JUBLIEANT FOODWORK

¹M. DeviRoshini, ²GAYATHRI.R

¹MBA Student, Jerusalem College of Engineering, ²Chennai, Assistant professor, Department of MBA, Jerusalem college of engineering, india.

Abstract – Employee wellness programs have become an essential strategic initiative in modern organizations to enhance employee performance, engagement, and overall organizational effectiveness. In today's competitive corporate environment, companies increasingly recognize that employee well-being directly influences productivity and job satisfaction. This study focuses on examining the impact of employee wellness programs on productivity and job satisfaction at **Jubilant FoodWorks Ltd.**

The research aims to analyse how physical, mental, and emotional wellness initiatives contribute to employee motivation, reduced absenteeism, improved morale, and enhanced job performance. The study also evaluates employees' perception of existing wellness programs and their effectiveness in promoting a positive work environment.

Primary data is collected through structured questionnaires distributed to employees, while secondary data is gathered from company reports, journals, and relevant literature.

The research concludes that effective wellness programs positively influence job satisfaction, reduce workplace stress, and improve overall productivity, ultimately contributing to organizational growth and sustainability.

INTRODUCTION OF THE STUDY:

In the contemporary business environment, human resources are considered one of the most valuable assets of an organization. Organizations today understand that employee health and well-being significantly influence performance outcomes. Employee wellness programs are structured initiatives designed to promote physical health, mental well-being, stress management, and work-life balance among employees.

Workplace stress, long working hours, and job pressure often result in reduced productivity and low job satisfaction. To overcome these challenges, organizations implement wellness initiatives such as fitness programs, health check-ups, counselling services, stress management workshops, and employee engagement activities. These programs aim to create

a healthy work culture that enhances employee morale and efficiency.

This study focuses on analysing the impact of such wellness initiatives at **Jubilant Food Works Ltd.**, one of India's leading food service companies. The company operates popular quick-service restaurant brands and employs a large workforce across multiple locations. In such a dynamic and fast-paced industry, employee well-being plays a crucial role in maintaining service quality and operational efficiency.

INDUSTRY AND THE COMPANY PROFILE:

Jubilant Food Works Ltd. is one of India's largest food service companies and a market leader in the Quick Service Restaurant segment. It holds the master franchise rights for **Domino's Pizza** in India. The company also manages other international food brands, expanding its presence across the country.

Key Highlights:

- Established in 1995
- Headquarters: Noida, India
- Operates thousands of outlets across India
- Employs a large workforce across various operational and managerial roles
- Publicly listed company in India

OBJECTIVES OF THE STUDY:

The objectives of the study are divided into **Primary Objective** and **Secondary Objectives** to clearly define the purpose and direction of the research.

Primary Objective:

- To study the impact of employee wellness programs on productivity and job satisfaction in **Jubilant FoodWorks Ltd.**

Secondary Objectives:

- To analyse employees' perception towards the effectiveness of wellness initiatives.
- To evaluate the influence of wellness programs on job satisfaction levels.
- To assess whether wellness programs help in reducing workplace stress

REVIEW OF LITERATURE:

The review of literature provides an overview of previous research studies related to employee wellness programs, job satisfaction, and productivity. It helps in understanding the theoretical background and identifying research gaps.

Several researchers have studied the relationship between employee well-being and organizational performance

Grawitch Matthew J. et al. (2006) examined the concept of a healthy workplace and found that organizations implementing effective wellness programs experienced improved employee well-being and enhanced organizational performance. The study emphasized that wellness initiatives contribute to both employee health and productivity.

Parks Katharine M. and Steelman (2008) conducted a meta-analysis on organizational wellness programs and concluded that such programs have a positive impact on employee health, job satisfaction, and organizational commitment. The study highlighted that well-designed wellness programs can lead to reduced absenteeism and improved employee engagement.

Wright Thomas A. and Cropanzano (2000) explored the relationship between psychological well-being and job satisfaction. Their findings indicated that employees with higher levels of well-being tend to exhibit greater job satisfaction and better job performance, suggesting that employee happiness is a key factor in organizational success.

RESEARCH METHODOLOGY:

Research methodology refers to the systematic process used to collect, analyse, and interpret data for achieving the objectives of the study. The present study titled "*A Study on the Impact of Employee Wellness Programs on Productivity and Job Satisfaction in Jubilant FoodWorks Ltd.*" follows a structured and scientific approach.

Research Design

The study adopts a descriptive research design, which helps in describing employee perceptions and analysing the existing conditions without manipulating variables. This design is suitable for understanding relationships between wellness programs, job satisfaction, and productivity.

Type of Research

The study is quantitative and analytical in nature, as it involves numerical data collection and statistical analysis to identify patterns and relationships among variables.

Sources of Data

The study is based on both primary and secondary data. Primary data is collected through structured questionnaires distributed to employees, while secondary data is obtained from company reports, journals, books, and reliable websites.

Sampling Method

Convenience sampling technique is used, where respondents are selected based on their availability and willingness to participate. This method is suitable due to time and cost constraints.

Sample Size

The study includes a sample size of 101 employees from different job roles such as delivery staff, kitchen staff, and supervisors, ensuring diverse representation.

Data Collection Tool

A structured questionnaire is used as the primary tool. It includes closed-ended questions and Likert scale statements to measure employee opinions and satisfaction levels.

Data Analysis Tools

- Chi-square Test
- ANOVA
- Regression Analysis

Data Analysis & Interpretation:**1) Chi-Square Test:**

The results indicate that there is no significant association between gender and perception of mental well-being

improvement. This shows that wellness programs are equally perceived across genders.

2) ANOVA:

The analysis shows no significant difference among different employee groups regarding stress reduction, indicating uniform effectiveness of wellness programs.

3) REGRESSION ANALYSIS:

The regression model is statistically significant. The study found that:

- Wellness programs moderately influence job satisfaction
- “Feeling valued” has a strong positive impact
- Motivation alone is not significant

Sampling Method and Sample Size:

The study adopts a **convenience sampling method**, which is a non-probability sampling technique where respondents are selected based on their accessibility and willingness to participate. This method is suitable for the present study due to time and cost constraints, as well as the ease of collecting data from employees. The sample consists of **101 employees** from Jubilant FoodWorks Ltd., including delivery personnel, kitchen staff, customer service executives, and supervisors. This diverse sample helps in capturing varied perspectives and ensures a better understanding of the impact of wellness programs across different job roles

Tools and Techniques Used for Data Collection:

The primary data for the study was collected using a **structured questionnaire**, which was designed to gather relevant information related to employee wellness programs, job satisfaction, and productivity. The questionnaire included closed-ended questions and **Likert scale statements** ranging from strongly agree to strongly disagree, enabling the measurement of employee perceptions and attitudes. Data was collected through both online and offline methods to ensure maximum participation. The tool was designed to be simple, clear, and easy to understand, allowing respondents to provide accurate and reliable responses.

DATA ANALYSIS TECHNIQUES:

The collected data was analysed using statistical tools to derive meaningful insights. Techniques such as **percentage analysis** were used to understand the distribution of responses, while graphical representations like charts and tables were used for

better visualization. Advanced statistical tools including **Chi-square test**, **ANOVA**, and **regression analysis** were applied using SPSS software. The Chi-square test was used to identify relationships between variables, ANOVA was used to compare differences among groups, and regression analysis was used to measure the impact of wellness programs on job satisfaction.

PERCENTAGE ANALYSIS:

- 1) The pie chart titled “**Years of Experience in Jubilant Food Works Ltd.**” shows the distribution of respondents based on their work experience.



- The majority of respondents fall under the **second category (red section)**, representing the largest share of employees.
- A significant portion belongs to the **third category (green section)**, indicating a considerable number of moderately experienced employees.
- A smaller percentage of respondents are in the **first category (blue section)**, showing fewer employees with the least experience.
- The **fourth category (orange section)** has the smallest share, representing highly experienced employees.
- This distribution suggests that most employees have **mid-level experience** rather than being new or highly experienced.

Interpretation:

The pie chart illustrates that the workforce is largely composed of employees with **moderate experience levels**, as indicated by the dominant red and green sections. Fewer respondents fall into the lowest and highest experience categories, suggesting a balanced but slightly **experience-centered workforce structure**.

In today's competitive work environment, employees face high levels of stress and pressure, especially in operational roles. The study provides valuable insights for organizations like Jubilant FoodWorks Ltd. to enhance their wellness strategies, improve employee well-being, and achieve better organizational outcomes.

2. CHI -SQUARE:

| Case Processing Summary | | | | | | |
|--|-------|---------|---------------|---------|-------|---------|
| | Valid | | Cases Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| 1. Gender * 8. The wellness programs help improve my mental well-being | 61 | 100.0% | 0 | 0.0% | 61 | 100.0% |

| 1. Gender * 8. The wellness programs help improve my mental well-being Crosstabulation | | | | | | |
|--|---|--|----|----|----|---|
| Count | | 8. The wellness programs help improve my mental well-being | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| 1. Gender | 1 | 3 | 4 | 3 | 13 | 3 |
| | 2 | 0 | 3 | 12 | 11 | 3 |
| | 3 | 0 | 3 | 2 | 1 | 0 |
| Total | | 3 | 10 | 17 | 25 | 6 |

| Chi-Square Tests | | | |
|------------------------------|---------------------|----|-----------------------------------|
| | Value | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square | 15.409 ^a | 8 | .052 |
| Likelihood Ratio | 16.377 | 8 | .037 |
| Linear-by-Linear Association | .626 | 1 | .429 |
| N of Valid Cases | 61 | | |

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .36.

Interpretation of Chi-Square Test:

A Chi-square test was conducted to examine the association between Gender and the statement *"Wellness programs help improve my mental well-being"* among employees of Jubilant FoodWorks Ltd..

- The Pearson Chi-square value is 15.409
- Degrees of freedom (df) = 8
- p-value (Asymptotic Significance) = 0.052

Since the p-value (0.052) is slightly greater than 0.05, the result is not statistically significant at the 5% level.

Conclusion (Hypothesis Testing):

- H_0 (Null Hypothesis): There is no significant association between gender and perception of mental well-being improvement. → Accepted
- H_1 (Alternative Hypothesis): There is a significant association → Rejected

INFERENCE:

- Employee wellness programs positively influence mental well-being, as most respondents agree with the statement

- However, gender does not play a significant role in influencing this perception
- The impact of wellness programs on mental well-being is uniform across different gender groups

3. REGRESSION:

Regression

| Variables Entered/Removed ^a | | | |
|--|--|-------------------|--------|
| Model | Variables Entered | Variables Removed | Method |
| 1 | 12. I feel valued by the organization due to the wellness initiatives., 11. Wellness programs increase my motivation to perform better at work. ^b | . | Enter |

a. Dependent Variable: 10. I feel more satisfied with my job because of the wellness programs
b. All requested variables entered.

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .518 ^a | .268 | .242 | .967 |

a. Predictors: (Constant), 12. I feel valued by the organization due to the wellness initiatives., 11. Wellness programs increase my motivation to perform better at work.

| ANOVA ^a | | | | | |
|--------------------|------------|----------------|----|-------------|--------|
| Model | | Sum of Squares | df | Mean Square | Sig. |
| 1 | Regression | 19.532 | 2 | 9.766 | 10.440 |
| | Residual | 53.318 | 57 | .935 | |
| | Total | 72.850 | 59 | | |

a. Dependent Variable: 10. I feel more satisfied with my job because of the wellness programs
b. Predictors: (Constant), 12. I feel valued by the organization due to the wellness initiatives., 11. Wellness programs increase my motivation to perform better at work.

| Coefficients ^a | | | | | |
|---------------------------|---|-----------------------------|------------|---------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | Sig. |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 1.242 | .581 | | 2.138 |
| | 11. Wellness programs increase my motivation to perform better at work. | .136 | .144 | .113 | .349 |
| | 12. I feel valued by the organization due to the wellness initiatives. | .499 | .127 | .470 | .000 |

a. Dependent Variable: 10. I feel more satisfied with my job because of the wellness programs

Interpretation of ANOVA and Regression Analysis:

The regression analysis was conducted to examine the impact of wellness program factors on job satisfaction among employees of Jubilant FoodWorks Ltd..

1. ANOVA Interpretation

From the ANOVA table:

- F-value = 10.440
- Significance (p-value) = 0.000

Since the p-value (0.000) is less than 0.05, the result is statistically significant.

Conclusion (Model Fit)

This indicates that the overall regression model is significant.

In simple terms, the independent variables (wellness-related factors) together have a significant effect on job satisfaction.

2. Regression Coefficients Interpretation

The regression analysis includes two independent variables:

1. Wellness programs increase my motivation to perform better at work

- Beta = 0.113
- p-value = 0.349 (> 0.05)

Interface:

- Feeling valued by the organization has a strong and significant positive impact on job satisfaction
- Motivation through wellness programs does not have a significant impact

4. ANOVA:

♦ Oneway

ANOVA

13. The wellness programs help reduce my workplace stress.

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|----|-------------|-------|------|
| Between Groups | 9.490 | 3 | 3.163 | 2.558 | .064 |
| Within Groups | 69.244 | 56 | 1.236 | | |
| Total | 78.733 | 59 | | | |

INTERPRETATION OF ANOVA:

A One-Way ANOVA test was conducted to examine whether there is a significant difference in employees' opinions on the statement: "Wellness programs help reduce my workplace stress" among different groups in Jubilant FoodWorks Ltd..

From the ANOVA table:

- F-value = 2.558
- Significance (p-value) = 0.064

Since the p-value (0.064) is greater than 0.05, the result is not statistically significant.

Conclusion (Hypothesis Testing)

- H_0 (Null Hypothesis): There is no significant difference between groups → Accepted
- H_1 (Alternative Hypothesis): There is a significant difference → Rejected

INFERENCE:

- Employee wellness programs help in reducing workplace stress
- However, the level of stress reduction does not significantly differ across different employee groups
- Wellness programs are equally effective for all categories of employees

FINDINGS:

- ✓ The findings of the study indicate that organizational wellness programs have a moderate impact on employee job satisfaction and mental well-being.
- ✓ The Chi-square analysis reveals that gender does not have a significant association with perceived improvement in mental well-being, suggesting that wellness initiatives are experienced similarly by all employees.
- ✓ Regression results show that the feeling of being valued by the organization significantly contributes to higher job satisfaction, whereas motivation derived solely from wellness programs does not exhibit a statistically significant individual effect.
- ✓ The overall regression model is significant and explains a reasonable proportion of variance in job satisfaction, indicating the relevance of wellness perceptions in shaping employee attitudes.
- ✓ Furthermore, the One-way ANOVA findings suggest that wellness programs do not create a statistically significant difference in perceived stress reduction among employee groups.
- ✓ Overall, the results highlight that wellness initiatives act as a supportive organizational strategy, with psychological recognition and organizational support emerging as key determinants of employee satisfaction.

CONCLUSION:



The study concludes that organizational wellness programs play a supportive and moderately influential role in enhancing employee job satisfaction and mental well-being. The findings indicate that gender does not significantly affect employees' perception of mental well-being improvement, reflecting the inclusive nature of wellness initiatives. Importantly, employees who perceive that they are valued by their organization through wellness efforts tend to report higher levels of job satisfaction, emphasizing the role of psychological recognition and organizational support.

However, wellness programs alone are not sufficient to bring about significant differences in workplace stress reduction, suggesting the influence of additional organizational and environmental factors. Overall, the study highlights that while wellness initiatives contribute positively to employee attitudes, a comprehensive approach involving supportive management practices and conducive work conditions is essential for achieving greater employee well-being and satisfaction.