

# Impact of Corporate Wellness Programs on Employee Engagement and Productivity in UAE'S it Sector

Karthika Vijayan<sup>1</sup>, Dr. K. A. Janardhanan<sup>2</sup>

<sup>1</sup>Research Scholar, Noorul Islam Centre for higher education, Kanyakumari

<sup>2</sup>Vice Chancellor, Noorul Islam Centre for Higher Education, Kanyakumari

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## ABSTRACT

Corporate wellness Programs (CWPs) aim to improve employees' mental, social, and physical well-being at work in order to influence their attitudes and behaviors. The programs' aim is to motivate staff members to take preventative and control measures for their health in order to enhance productivity and control the cost of healthcare. Better staff morale and dedication to the company, increased productivity, lower employee turnover, safer conduct, and lower absenteeism are all advantages of well-executed wellness programs. The proposed research evaluates the influence of CWPs on employee engagement and productivity within the IT sector in the UAE, confronting challenges like high stress levels, inactive work schedules, and long working periods. The research employs a mixed-method approach, with data gathered from IT professionals via structured questionnaires. Various techniques like mediation analysis, correlation analysis, and Analysis of Variance (ANOVA) are used to assess the relationship between CWP initiatives, leadership support, and organizational commitment. The findings demonstrate that in order to maximize the benefits of CWPs, organizational commitment and leadership support must be established. The research suggests that to enhance employee well-being, reduce attrition, and enhance overall efficiency, IT companies in the UAE should invest in overall wellness initiatives.

**Keywords:** Corporate wellness programs, employee, IT sector, mental, intellectual, ANOVA.

## 1. INTRODUCTION

In the modern corporate environment, the employee well-being and health are growing more and more acknowledged as vital factors that impact the success of an organization [1]. Sustaining a healthy employee is turning more crucial as the firm seeks the ways to reduce expenses and enhance productivity. CWPs have emerged as a deliberate activity intended to support the mental, emotional, and physical well-being of employees [2]. Companies aim to deliver a work environment that supports employee well-being, reduces absenteeism, and enhances overall productivity via comprehensive wellness initiatives.

Health, defined traditionally as the absence of illness or injury, has evolved into a representation of physical, mental, and social well-being [3]. Modern companies recognize that emotional balance and psychological durability are as vital to employee health as physical health. Health behaviour of employees is greatly impacted by corporate culture, and wellness programs are an essential aspect of establishing a workplace culture. Creating a positive work environment is greatly supported by corporate culture, which has been defined by shared beliefs, values, and behaviour [4]. Employees are more inclined to adopt healthier lifestyles when wellness and health are embedded in the organization's culture. Employees operating in an environment that encourages health are more likely to establish healthy lifestyle choices, which enhances the performance of both organizations and individuals. But it also requires significant effort and constant commitment from leadership to develop such a culture. Companies that prioritize the well-being of employees through the adoption of broad wellness initiatives often demonstrate improved employee engagement, reduced attrition, and improved overall productivity.

The basic foundation of CWP is the recognition that a healthy employee is an effective employee [5]. The wellness initiatives that concentrate on stress management, mental health, and physical fitness have an enormous impact in

the IT sector. The adoption of wellness initiatives has a direct impact on the competitiveness and efficiency of companies, resulting in it being beyond an act of kindness on behalf of the company. As a result of globalization and rapid development of technology of the workforce, employee well-being and health are now experiencing various challenges [6]. Rising stress levels and burnout are the consequences of unproductive employment, increased screen usage, and blurring of work-life limits. The main aim of the proposed research is to examine how the corporate wellness efforts affect the productivity of employees in the IT sector of the UAE. By analyzing the relationship between employee performance and wellness initiatives, the research aims to provide insights into the efficacy of the wellness programs in improving organizational outcomes.

## 2. RELATED WORKS

Nica Marie et al. (2024) [7] explored the effects of CWP on the occupational, physical, intellectual, socio-emotional, and spiritual wellness of Filipino employees during the Covid-19 pandemic. Employing an online survey and snowball sampling, the research evaluated the communication methods, participation levels, and dimensions of wellness. The outcomes indicated that 90% of employees were involved in CWP, with communication mainly through memos, mail, and social media. Employees who enrolled in or were conscious of CWP had higher overall wellness scores; however, there were minimal correlations among awareness, participation, and wellness score. The study pointed out employees' proactive involvement in personal wellness initiatives, such as meal plans and home workouts, showed 88% willingness to participate in CWP. The research highlighted the significance of management in executing CWP to promote employee development and improve workplace well-being.

The importance of employee wellness initiatives in managing the organizational challenges such as morale, absenteeism, and organizational culture was proposed by Reddy et al. (2024) [8]. The research surveyed 150 IT employees and obtained 110 valid responses. The results indicated that wellness programs successfully improved morale and workplace culture and reduced absenteeism. The factors, including employee engagement, program design, inclusion, and leadership support, were found to be highly effective. The research also demonstrated the importance of work-life balance, communication, and lifelong learning in enhancing wellness programs. Data analysis showed strong correlation on the significance of developing, assessing, and fostering the wellness programs. They concluded that the wellness initiatives encouraged productivity, job satisfaction, and a positive workplace, all of which contributed to the success of the firm overall.

Radheshyam et al. (2023) [9] carried out a quasi-experimental controlled study to evaluate the influence of meditation in improving wellness among Indian corporate workers during the period of the covid-19 lockdown. 146 individuals were divided into two groups for a 3-week intervention: Heartfulness meditation and Buddha CEO. The remaining individuals did not undergo the intervention. To determine the stress, Quality of Life (QoL), and wellness indices like well-being and satisfaction, various standardized tools were utilized. The outcomes indicated that the QoL and wellness indices of the intervention group showed significant enhancements when compared to the control groups. In spite of the limitations, like limited duration and non-random sampling, the research revealed that meditation programs promoted workplace well-being and stress management.

The interactions of employees with a digitally aided CWP at a manufacturing company were studied by Bruni et al. (2022) [10], who revealed complex dynamics that extended beyond simple resistance or acceptance. The findings highlighted that the individuals were excited about the wearable device initially, but their enthusiasm altered as the standardized feedback fell short of their expectations. Employees actively adopted the program instead of rejecting it, incorporating elements like kinesiologist's advice to improve their experience. The wearable device by itself was unable to establish a close relationship with their bodies and promote sense-making. The research highlighted the employees' agency in shaping the wellness initiatives and the potential for significant well-being outcomes when integrated with human assistance and technology.

Biffi et al. (2022) [11] evaluated the prevalence, awareness, and management of hypertension in a seemingly healthy corporate population participating in Ferrari's "Formula Benessere" wellness initiative. Among 2058 participants, 12.5% had hypertension, and the frequency increased with age. In particular, just 57% of those receiving treatment had acceptable blood pressure control, and only 51% were conscious of their condition. The research also showed that a significant proportion of patients had other cardiovascular risk factors, including smoking and dyslipidemia, highlighting the demand for thorough follow-ups and reevaluations. The findings highlighted the significance of CWP

for identifying cardiovascular risks at an early stage and promoting primary prevention approaches that were effective for young individuals who appeared to be in excellent condition.

Susan Varga et al. (2021) [12] investigated the impact of employee wellness initiatives on organizational and employee outcomes in the hospitality sector. The authors employed structural equation modeling (SEM), descriptive statistics, and confirmatory factor analysis (CFA) to evaluate data from a questionnaire that was distributed via Amazon Mechanical Turk. Findings showed that while employee perceptions of wellness programs significantly influenced Perceived Organizational Support (POS), they also substantially reduced turnover intention and job stress. In addition, POS mediated the relationship between wellness initiatives and stress, highlighting the importance of creating a positive workplace culture. However, wellness initiatives had no apparent impact on emotional labor, demonstrating that other features such as age and emotional intelligence could have a greater influence. The research highlighted how wellness initiatives could be employed strategically in the hospitality sector to minimize stress and employee attrition while improving organizational support.

With a focus on employees in skilled nursing institutions, Kernan et al. (2020) [13] examined the impacts of workplace health promotion (WHP) in the long-term healthcare sector. The research found that although being accessible to employees, the program had no impact on health outcomes. Employees in organizations with well-designed programs indicated only modest improvements in Body mass index (BMI) and exercise routines, as well as significantly lower rates of non-smoking, despite high levels of mental health and social support in the workplace. The research highlighted that more substantial health improvements could involve a multilayered approach that considers external policies, working conditions, and remuneration.

By employing Herzberg's theory, Bosire et al. (2021) [14] examined how employees' union activities impacted the relationship among employee productivity and CWP at a hospital in Kenya. A questionnaire was utilized to gather the data from 328 participants. The research revealed a significant and strong relationship between wellness programs and productivity. Further, it was found that these relations were significantly moderated by union activities of employees. The research concluded that the wellness programs enhanced the productivity of employees, particularly during the instances of significant union involvement.

Ricardo et al. [15] explored the health and wellness (H&W) program's employee preferences from different generations. The study showed that the baby boomers are connected towards the cultural activities, whereas the millennials preferred educational packages with generational and gender differences with preferences. High priority was placed on work-life balance and medical care by older generations, while millennials gave importance to flexible and career-advancing benefits. A stronger preference was evolved among females for dental care, which was beneficial across all generations.

Although previous research has investigated how CWP impacts employee well-being in various sectors, there remain a number of unresolved challenges. Many studies have focused on broad aspects of occupational well-being without expanding into more detail regarding the specific demands and challenges faced by IT employees, including long hours, inactive work, and high-stress conditions. Furthermore, the outcomes relevant to the IT sector in the UAE are limited, and the majority of research has been performed in distinct geographic areas or non-IT industries. In addition, existing approaches often ignore the impact of culturally specific elements on the efficiency of CWP and depend on generic well-being measures or small sizes with insufficient longitudinal data. To fill these gaps, performing a more focused study, incorporating long-term outcomes, diverse employee experience, and context-specific wellness measures to better comprehend how CWP can enhance employee productivity and engagement within the IT sector of the UAE is vital.

### 3. RESEARCH QUESTIONS

- What are the socio-economic and demographic characteristics of employees participating in CWP in the UAE IT sector?
- How do various types of CWP influence employee engagement in IT companies?
- Are employees with higher organizational commitment more likely to engage in long-term wellness initiatives?

#### 4. OBJECTIVES

- To analyze the socio-economic and demographic characteristics of respondents to gain insights into their background and work environment.
- To evaluate the impact of different CWP initiatives on employee engagement within the IT sector in the UAE with a focus on the mediating role of leadership support for wellness initiatives.
- To investigate the influence of organizational commitment on employee participation in CWP.

#### 5. PROPOSED HYPOTHESES

$H_{01}$ : There is no significant direct or indirect influence of various types of CWP initiatives on employee engagement within the IT sector, with leadership support not playing a mediating role.

$H_1$ : There is a significant direct or indirect influence of various types of CWP initiatives on employee engagement within the IT sector, with leadership support acting as a mediating variable.

$H_{02}$ : There is no significant impact of organizational commitment on the participation of employees in CWP.

$H_2$ : There is a significant impact of organizational commitment on the participation of employees in CWP.

#### 6. RESEARCH METHODOLOGY

##### 6.1 Conceptual Framework

The proposed research focuses on the detailed relationships among important variables to figure out how CWP promotes employee engagement and participation in the IT sector of the UAE. To determine their impact on the dependent variables (employee engagement and participation in CWP initiatives), the research explores the independent variables (organizational commitment, types of CWP initiatives). Moreover, the research also examines how the mediating role of leadership support for wellness programs addresses the relationship between employee outcomes and the execution of wellness programs. By examining how various wellness programs and organizational commitment achieve participation and engagement, the research aims to deliver insights into developing effective wellness strategies. The conceptual framework of the proposed model is shown in Figure 1.

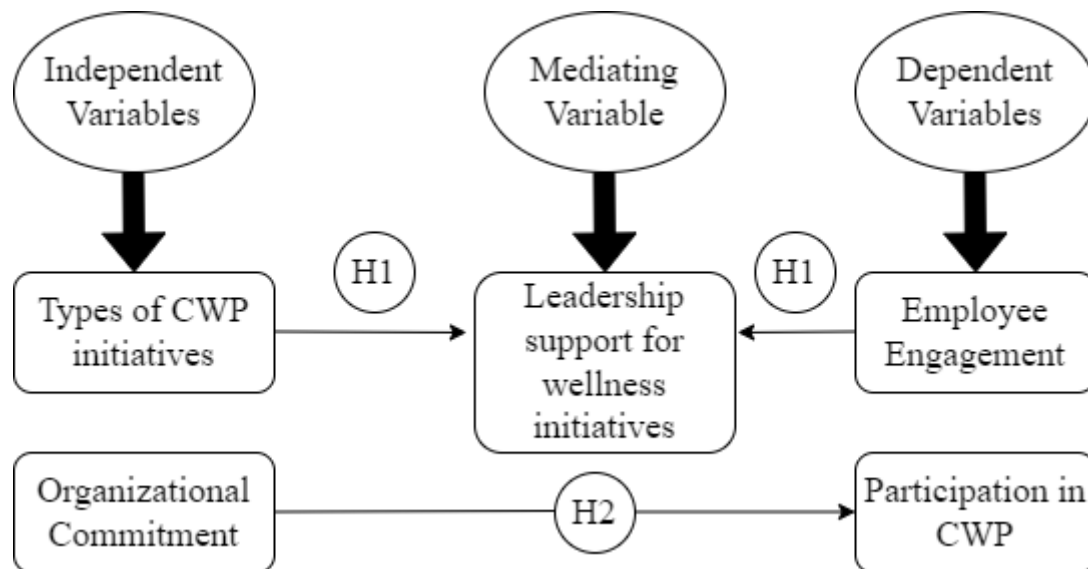


Fig.1. Conceptual framework of the proposed model

##### 6.2 Research Design

The study employed a mixed-methods research design to fully address the research objectives. This method enabled a comprehensive understanding of employee engagement, CWP initiatives, and productivity in the IT sector by combining quantitative and qualitative data analysis and collection. Qualitative data served more in-depth views on the experience of employee and leadership support, while quantitative data provided quantifiable findings regarding the relationship between organizational commitment, employee outcomes, and CWP.

### 6.3 Data Collection

The research collected primary data by means of a mixture of online and in-person surveys from the employees of the IT sector. The Likert scale was included to measure employee engagement and the effectiveness of CWP initiatives. Multiple-choice questions (MCQs) were also employed to collect demographic and professional background information, providing a detailed profile of participants across various IT roles, such as system analysts, software developers, and IT managers. The primary data was complemented with secondary data sources such as organizational wellness reports, white papers, industry studies, and academic articles on productivity and workplace wellness trends in the IT sector. Releases from industry organizations for the IT sector, regulatory organizations, and peer-reviewed research are the vital sources of information that provided contextual benchmarks for evaluating the empirical outcomes.

### 6.4 Designing of Questionnaire

A questionnaire was carefully developed to gather both quantitative and qualitative data, providing a thorough understanding of how CWP impacts employee engagement and productivity in the IT domain. The quantitative section included closed-ended questions with Likert scale responses to examine the variables like employee engagement levels. Specific queries focused on significant aspects of well-being in IT environments, like physical, mental, and socio-economic health. The questionnaire also employed standard metrics to evaluate leadership support and organizational commitment to CWP. Participants were provided with an opportunity to share their personal experiences and perspectives on how wellness initiatives have influenced their stress levels, job satisfaction, and overall productivity in their roles as network administrators, system engineers, and developers as a part of the qualitative component.

### 6.5 Sampling Technique and Sampling Area

The proposed research utilized stratified random sampling to ensure an appropriate and varied sample of IT enterprises in the UAE. Stratification was on the basis of various factors like size of company, industry specialization (IT services, software development, IT infrastructure, and data analytics), and demographics of employees like age, gender, and IT-related roles (such as network engineers, software developers). By using this approach, companies of all sizes, varying from tiny tech startups to major international firms, covering a broad range of IT services, could be employed. To make sure that the sample accurately captured the entire industry, including both well-established and emerging IT companies in domains like blockchain, data analytics, and artificial intelligence, the research centered on organizations that were registered and actively operating in the UAE.

### 6.6 Sample size

The sample size for the research was determined using Cochran's formula, as shown in Equation 1, which provided a 5% margin of error and a 95% confidence level.

$$n = \frac{Z^2 \cdot p(1-p)}{E^2} \quad (1)$$

Where,  $p$  is the estimated population proportion (0.5 for maximum variability),  $Z$  represents the Z-score with a 95% confidence level (1.96),  $n$  is the sample size, and  $E$  denotes the margin of error (0.05).

$$n = \frac{1.96^2 \cdot 0.5(1 - 0.5)}{0.05^2}$$

$$n = 384.16$$

About 384 respondents comprised the initial calculated sample size. By adding an extra 20% to account for any non-responses, the target sample size was increased to about 430 participants. To collect the qualitative details about the challenges and efficiency of CWP, the research also conducted 15-20 in-depth interviews with HR managers, coordinators, and team leaders of wellness initiatives. However, following final changes, the research intended to collect 407 survey responses, ensuring a balanced representation of various IT firms in the UAE.

### 6.7 Statistical Tools for Analysis

To identify the significant patterns and relationships, techniques like demographic distribution, descriptive statistics, mediation analysis, correlation analysis, and ANOVA are employed. The characteristics of respondents are outlined

by demographic distribution, while the involvement trends are presented by demographic statistics. Correlation and mediation analyses determine the relationship among variables, while ANOVA finds the differences across groups. Statistical Package for Social Sciences (SPSS) is utilized for all analyses to ensure reliability and visualization.

## 7. ANALYSIS AND FINDINGS

### 7.1 Demographic Distribution

**Table.1.** Demographic and socio-economic profile of the respondents

Demography and Socio-Economic Status of Respondents	Category	Frequency	Percent (%)
Age Group	18-24 years	56	13.8
	25-34 years	185	45.5%
	35-44 years	113	27.8%
	45-54 years	33	8.1%
	55+ years	20	4.9%
Gender	Male	270	66.4%
	Female	137	33.6%
Educational Qualification	High School	22	5.4%
	Bachelor's Degree	264	64.9%
	Master's Degree	100	24.6%
	Doctorate	21	5.2%
Job Role	Software Developer	150	36.9%
	Network Engineer	80	19.7%
	IT Support Specialist	50	12.3%
	Project Manager	70	17.2%
	Data Analyst	57	14.0%
Years of Experience	1-3 years	120	29.5%
	4-6 years	150	36.9%
	7-10 years	80	19.7%
	11+ years	57	14.0%
Income Level	Below AED 5,000	58	14.3%
	AED 5,000 - AED 10,000	202	49.7%
	AED 10,001 - AED 15,000	112	27.5%
	AED 15,001+	35	8.6%
Company Size	Small (1-50 employees)	80	19.7%
	Medium (51-200 employees)	150	36.9%
	Large (201+ employees)	177	43.5%
Specialization	Software Development	180	44.2%
	IT Infrastructure	97	23.9%
	IT Services	65	16.0%
	Data Analytics	65	16.0%

A broad spectrum of features is shown by the socio-economic and demographic analysis of the proposed study, as shown in Table 1 and Figure 2, offering insight into the diversity of the workforce in this rapidly evolving sector. The IT profession in the UAE is young and vibrant, as evidenced by a large percentage of respondents (45.5%) falling between the ages of 25 and 34. Almost 60% of the respondents fall into the younger age groups when the 18 to 24 age range is considered. Since youth individuals are more likely to seek jobs in IT, bringing them with novel ideas and the ability to adapt to evolving trends, this tendency is consistent with the expanding demand of tech-savvy experts in the area.



### Demographic profile

Category	Value
Age Group	
18-24 years	56
25-34 years	185
35-44 years	113
45-54 years	33
55+ years	20
Gender	
Male	270
Female	137
Educational Qualification	
High School	22
Bachelor's Degree	264
Master's Degree	100
Doctorate	21
Job Role	
Software Developer	150
Network Engineer	80
IT Support Specialist	50
Project Manager	70
Data Analyst	57
Years of Experience	
1-3 years	120
4-6 years	150
7-10 years	80
11+ years	57
Income Level	
Below AED 5,000	58
AED 5,000 - AED 10,000	202
AED 10,001 - AED 15,000	112
AED 15,001+	35
Company Size	
Small (1-50 employees)	80
Medium (51-200 employees)	150
Large (201+ employees)	177
Specialization	
Software Development	180
IT Infrastructure	97
IT Services	65
Data Analytics	65

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With respect to income, nearly half of the respondents earn between AED 5,000 and AED 10,000 a month, with a smaller percentage (8.6%) earning more than AED 15,001. These findings suggest that a significant number of IT workers are in higher salary ranges in the UAE, especially those with specialized skills or managing positions, whereas the majority are in the middle-income range. The majority of the respondents (43.5%) are employed by large companies, followed by medium-sized companies (36.9%). According to this distribution, larger organizations could offer more structured wellness programs, which serve as a valuable resource of data for comprehending how wellness initiatives are executing and their impacts on productivity and engagement of the employees.

Finally, with regard to specialization, the majority percentage of respondents (44.2%) is involved in software development, followed by IT infrastructure (23.9%). This implies that corporate wellness initiatives might need to be customized to satisfy the particular needs of each position. For example, software developers may face longer workdays and higher levels of stress, demanding wellness initiatives that emphasize mental health and work-life balance, while IT infrastructure teams may benefit from more structured wellness programs that foster physical well-being and adaptability. Overall, this demographic and socio-economic profile gives valuable insights into the features of employees in the IT industry in the UAE and serves as a basis for evaluating how CWP enhances the worker engagement and output.

## 7.2 Descriptive statistics and Mediation analysis

By employing measures like mean, standard deviation, and graphical illustrations, the descriptive statistics summarize and demonstrate data in a comprehensive way. By examining the mean, engagement scores, frequency, and diversity across various initiatives, the research identifies the most effective programs and regions for improvements. As depicted in Table 2, the descriptive statistics reveal clear patterns in satisfaction and participation across four categories.

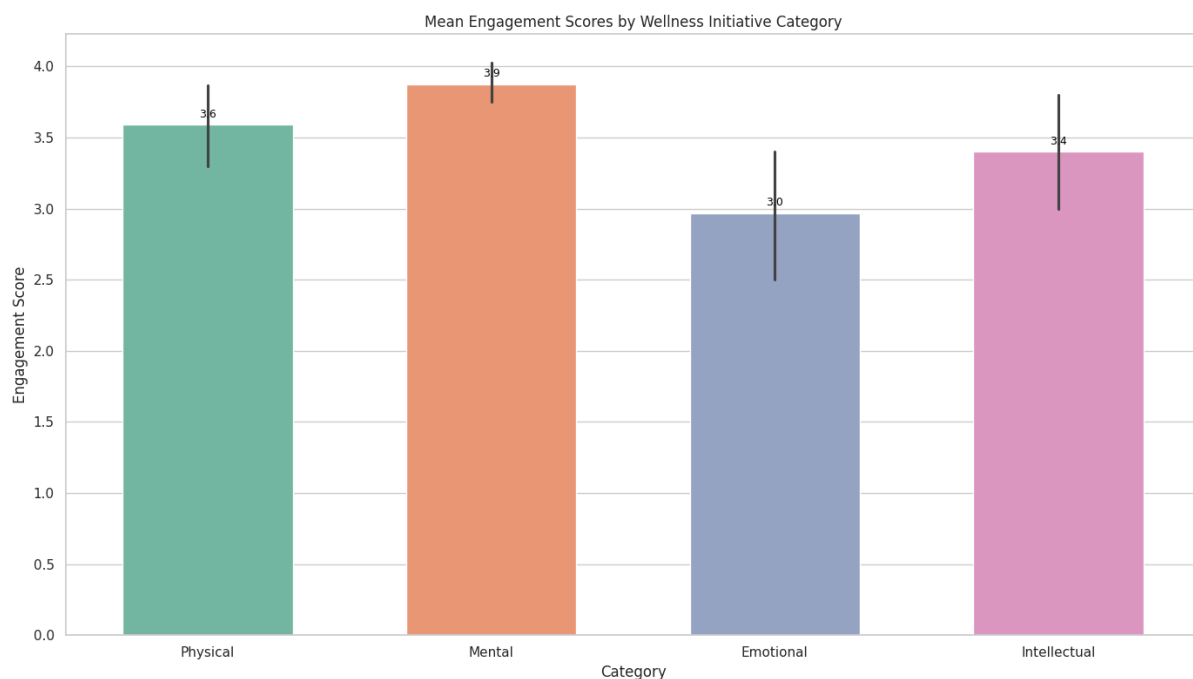
**Table.2.** Descriptive statistics of various CWP initiatives

Category	Initiative	Frequency	Mean Engagement Score	SD
Physical Wellness	Annual Employee Health Check-up	203	4.2	0.8
	HMO	176	4.0	0.7
	Exercise Programs (Zumba/Dance)	165	3.8	0.9
	Medical Services	145	3.7	1.0
	Gym Membership	81	3.5	1.1
	Weight Control Program	47	3.3	1.2
	Smoking Cessation Program	16	2.9	1.0
	Sportsfest/Sports Club/Games	9	3.0	1.4
	Flexible Work Hours	129	3.9	0.9
Mental Wellness	Mental Health: Webinars, Consultations	160	4.1	0.8
	Stress Management Programs	156	3.9	0.7
	Mental Health Counseling	120	3.8	0.9
	Emotional Support Programs	110	3.7	1.0
Emotional Wellness	Team Building Activities	3	2.5	1.5
	Employee Support Programs	5	3.0	1.2
	Socio-Emotional Workshops	8	3.4	1.0
Intellectual Wellness	Health Talks/Fairs/Webinars	173	4.0	0.8



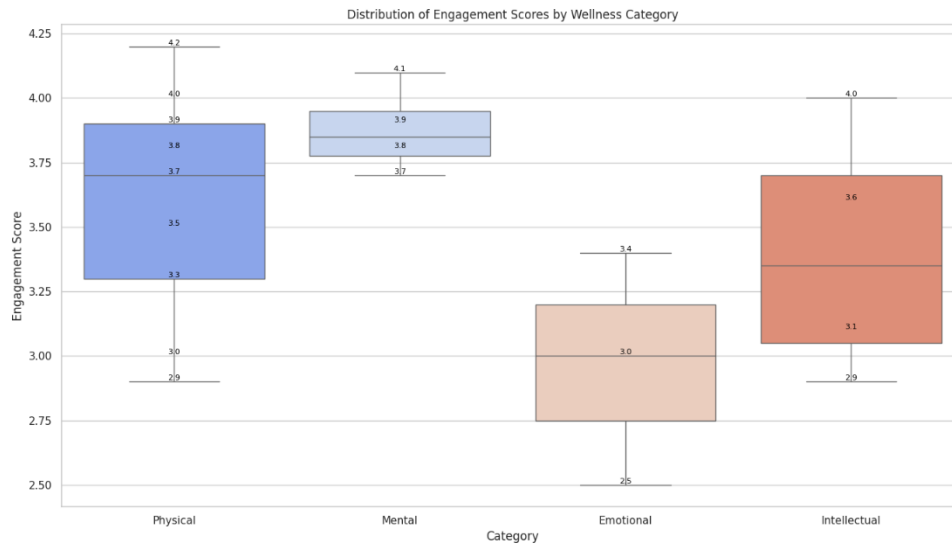
	Web-based Information Resources	103	3.6	1.1
	Values Workshops	7	2.9	1.2
	Customized Wellness Programs	6	3.1	1.0

Physical wellness initiatives displayed the highest participation rates, with annual health checkups (mean 4.2) and HMO programs (mean 4.0) illustrating significant engagement and decreased variability ( $SD=0.7$  to  $0.9$ ). Mental wellness initiatives involving mental health webinars (mean 4.1) and stress management programs (mean 3.9) revealed consistent engagement, suggesting that employees prefer mental health. However, emotional wellness initiatives displayed minimized participation, as shown by team-building activities, which observed a mean engagement score of 2.5 and a standard deviation of 1.5, illustrating diverse responses. Intellectual wellness programs, in particular, Health Talks (mean 4.0), show moderate engagement, even though there was substantial variation in less frequent programs such as values workshops (mean 2.9). Overall, these findings suggest that the initiatives featured by greater accessibility and direct employee benefits tend to attract higher engagement, while programs requiring social or personal participation indicate more variability in levels of satisfaction. This analysis highlights the importance of enhancing high-engagement programs and reorganizing inadequate initiatives to enhance overall employee wellness. Figure 3 illustrates a bar plot depicting the mean engagement score for various CWP initiative categories.



**Fig.3.** Bar plot of mean engagement scores

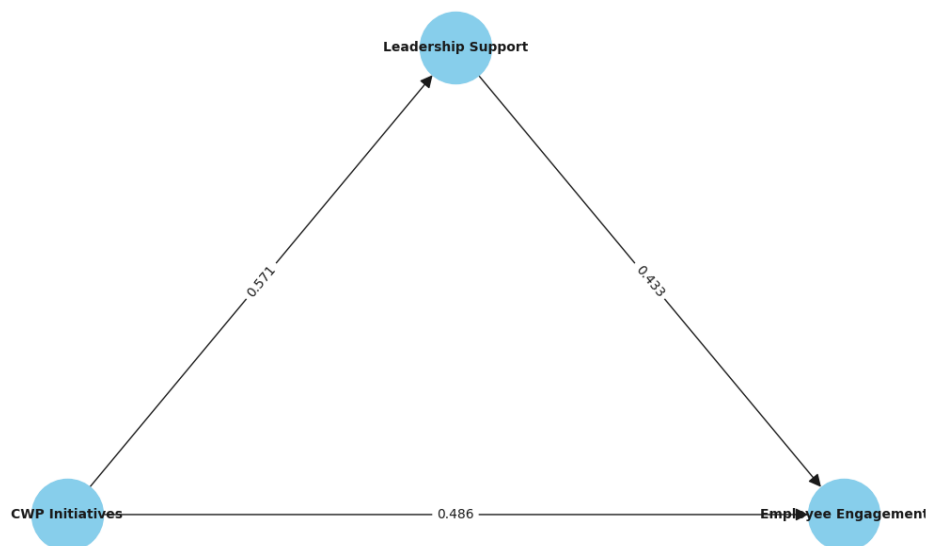
Figure 4 presents a box plot that depicts the distribution of engagement scores across distinct wellness types, emphasizing the variability and consistency in responses of employees. Mental health initiatives show a reduced interquartile range (IQR), demonstrating stable participation, as employees realize the importance of mental well-being, particularly in the challenging IT sector. The physical wellness category shows a broader IQR, reflecting more variation in choices like gym memberships compared to weight control initiatives. The intellectual and emotional wellness categories indicate considerable variations and outliers, suggesting that while some wellness initiatives are extremely effective for certain employees, others may struggle to meet the expectations or needs of a broader workforce, highlighting the necessity for further refinement or targeted approaches.



**Fig.4.** Box plot distribution of engagement scores

Descriptive analysis provides a clear overview of the variability, central tendency, and data distribution, enabling the identification of general trends and patterns. Mediation analysis is crucial for evaluating the causal relationships and the mediating role of leadership support in the relation between CWP initiatives and employee engagement. This analysis determines whether the influence of CWP initiatives on employee engagement is direct or mediated by leadership support.

Figure 5 depicts a mediation analysis model illustrating the mediating role of leadership support in enhancing the effect of wellness initiatives on employee engagement. The path from CWP initiatives to leadership support is shown by a coefficient of 0.571, displaying a moderate impact of CWP initiatives on leadership support. The path from leadership support to employee engagement is represented by a coefficient of 0.433, suggesting a significant role of leadership support in the enhancement of employee engagement. The direct impact of CWP initiatives on employee engagement is indicated by the coefficient 0.486, indicating that wellness initiatives directly affect employee engagement; however, with a lower strength than the indirect effect via leadership support.

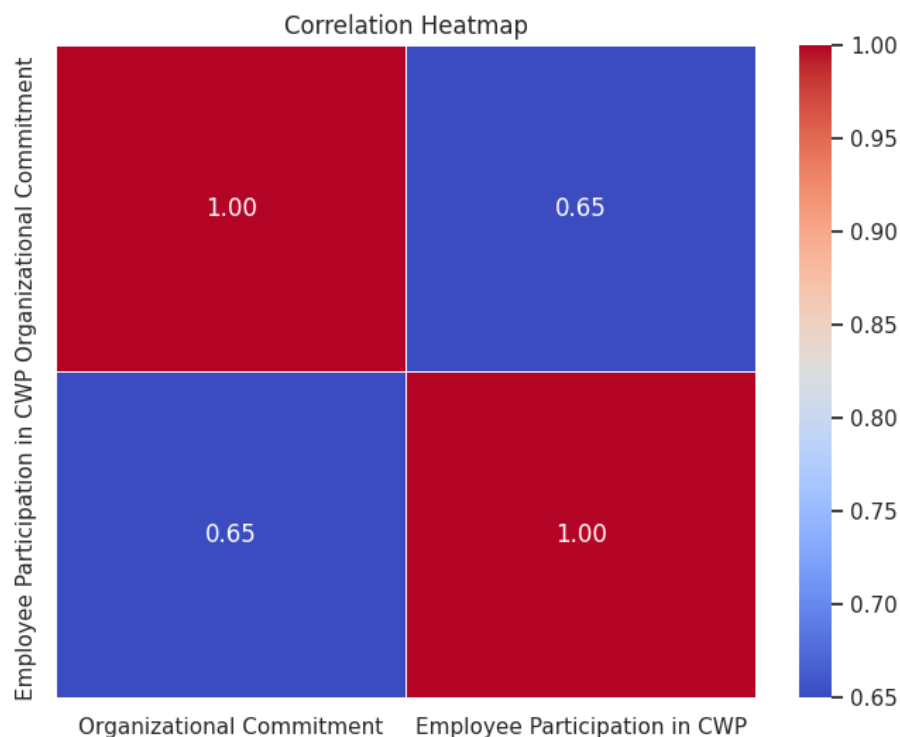


**Fig.5.** Mediation analysis

The descriptive statistics and subsequent analysis confirm the mediating role of leadership support, aligning with  $H_1$ , which posits a significant influence of CWP initiatives on employee engagement. The analysis thus presents strong evidence for the significance of wellness initiatives and leadership support in enhancing employee engagement in the IT sector.

### 7.3 Correlation analysis

A Pearson correlation analysis was performed to assess the strength and direction of the relationship between organizational commitment and employee participation in CWP. Figure 6 demonstrates a strong positive correlation ( $r = 0.65, p < 0.01$ ), indicating a significant linear relationship between two variables. This demonstrates that employees showing greater organizational commitment are more likely to engage in wellness initiatives. The findings illustrate the significance of promoting organizational commitment as a means to boost employee engagement in CWP initiatives, which could lead to improvements in employee well-being and overall productivity.



**Fig.6.** Correlation Heatmap

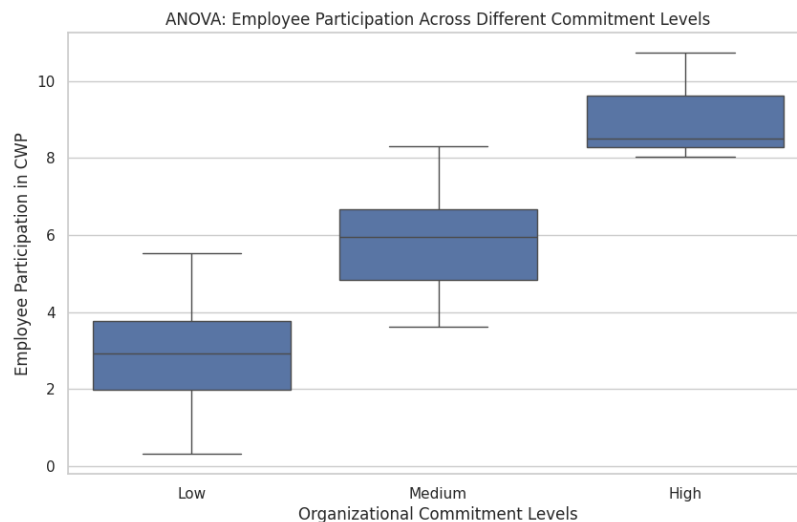
### 7.4 ANOVA

To evaluate the significant differences in employee participation in CWP across different levels of organizational commitment, Analysis of Variance (ANOVA) was utilized. The ANOVA between and within groups demonstrated insights into the impacts of varying levels of organizational commitment in wellness initiatives. The findings of ANOVA, as illustrated in Table 3, show a statistically significant difference in participation rates among the organizational commitment groups ( $F = 0.872, p < 0.01$ ).

**Table.3.** ANOVA results

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-Statistic	p-value
Between Groups	12.45	2	6.225	8.72	0.001**
Within Groups	21.30	45	0.473		
Total	33.75	47			

The boxplot in Figure 7 illustrates employee participation levels in CWP across three categories of organizational commitment: low, medium, and high. As the levels of organizational commitment rise, there is an equivalent increase in median employee participation in CWP.



**Fig.7.** One-way ANOVA

Employees showing higher organizational commitment signify a higher probability of active participation in wellness programs compared to those with lower commitment levels. The findings reveal substantial evidence for the rejection of null hypotheses ( $H_{02}$ ), thereby confirming the significant impact of organizational commitment on employee participation in CWPs. This underscores the relevance of creating organizational commitment in IT companies in the UAE to promote employee engagement in wellness initiatives, potentially benefitting overall employee well-being and productivity.

## 8. CONCLUSIONS

The proposed research demonstrates that the leadership support plays an essential mediating role in the significant impacts of CWP on employee engagement and productivity in the IT sector of the UAE. The findings demonstrate the significance of incorporating both mental and physical wellness initiatives within a firm to improve a healthier, more active workplace. The involvement of employees in wellness programs has been shown to be strongly impacted by organizational commitment, highlighting the need for a company to develop a culture that promotes and supports the well-being of their employees. As the IT sector expands, especially within a swiftly dynamic workplace that progressively incorporates hybrid and remote work patterns, the future work will examine the long-term effects of CWPs on employee retention and organizational performance. Further investigations might also examine the specific cultural differences in the UAE that impact the efficacy of CWP and demonstrate how the digital wellness initiatives might boost the traditional wellness initiatives.

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