

THE ROLE OF WELLNESS AND WELLBEING PROGRAMS IN WORK-LIFE BALANCE STRATEGIES

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Abstract

The aim of this paper was to evaluate the wellness programs adopted by the Indian Public Service to determine their effectiveness in addressing work-family challenges and to help employees achieve a work-life balance. Understanding the efficacy of fitness initiatives as work-life management approaches is especially important as the expense of executing these approaches is deemed exorbitant. Many organizations have work-life balance policies in place, however inconsistencies in concepts, design, and execution may render it difficult for them to completely mitigate work-family problems and assist workers in achieving the work-life balance envisaged. A concurrent transformational mixed-method analysis architecture has been introduced. Data were obtained using a self-report questionnaire given to 307 person managers. In fact, 11 senior management leaders were consulted. The key results are as follows; (a) there is a clear connection between fitness services and work-life management approaches. (b) health activities tended to be viewed solely as life interventions as they did not tackle the job problems encountered by workers. (c) work-life transition approaches predicted just 7.1% of changes in health services in the Indian Public Sector. The peculiarity and importance of this essay resides in the revelation that the work-life balance approaches embraced by organisations are not capable of solving workers' work and life problems and of enabling them to establish a work-life balance. In brief, health services are not work-life balance approaches, and the Indian Public Sector will strive to implement methods that may allow workers to align job and family needs.

Keywords: Fitness services, Work-Life Harmony, Work-Family Issues, (EAPs).

INTRODUCTION

Contemporary companies are confronting the growing need to improve productivity in the global distribution of goods and services. Organizations ought to recruit and maintain the advantages of foreign, talented and extremely technically advanced and effective workers to do that. Wherever this employee satisfaction is accessible, it has been recorded that they are trying to find a compromise between job and family struggles (Newaz & Zaman, 2012). Work-life balance (WLB) may be defined as an specific employee's mutual happiness with his / her job and family situations; accomplished by the usage of job-life balance strategies (WLBS) introduced at the workplace. Under this case, an individual can no longer considers jobs acceptable, because it costs better or offers workplace protection and opportunities for future development within the company. Alternatively, choices on employments should be taken dependent on the willingness of the actual or prospective boss to adopt strategies that are helpful of having workers maintain work-family harmony. Dunne (2007) notes that organisations that are unwilling to incorporate work-life balance approaches such as flexible job structures have begun to lose highly qualified and competent workers to workplaces that are deemed more family-friendly and versatile, particularly at the management level. Especially in the public sector, WLBS is used as provisions designed to cater for dual-earner households and tackle gender inequalities in accordance with statutory criteria. However, organisations' strategies for workplace well-being may include WLB components but may not be able to assist staff in reaching WLB on a daily and continuous basis (Kossek, Lautsch & Eaton, 2006). The Indian Public Service has implemented health services to assist their personnel in handling work-related and family problems. The main goal of this report was to evaluate how the health services were able to assist workers in handling their job and family issues satisfactorily and attaining WLB.

LITERATURE REVIEW

COR theory assumes that resource depletion is the primary determinant component in stress production (Hobfoll, 2001). Hobfoll (2001, p. 337) notes that these resources 'are artifacts, personal attributes, circumstances, or energies valued in their own right, or valued as conduits to the attainment or security of valued resources.' The hypothesis of this principle is that tension is unavoidable where resources are

considered to be weak, damaged, forfeited and uneven; or when people as individuals or organizations are unable to see the way their resources can be improved and protected either by personal or joint actions (Hobfoll, 2001). Because citizens seek to obtain, retain, improve and protect all that is of optimum importance (Hobfoll, 2001), the idea is that they must use valuable tools to handle themselves, their social partnership obligations, as well as the way they plan to act and associate themselves with the wider community (Hobfoll, 2011). This article deals with the COR principle in exploring how particular workers utilized the methods implemented at the Indian municipality.

The concept of expectations, tools and approaches takes into consideration the reality that workers encounter various inevitable obstacles with respect to WLB nowadays (Campiono, 2008; Delgado & Canabal, 2006; Mauno & Rantanen, 2013; Minnotte, 2012; Voydanoff, 2005a). Employees are also searching for forms and opportunities to handle the pressures both at work and at home. In the report, services available at work – such as health initiatives – were believed to be able to assist workers in balancing job and family pressures, and to obtain WLB.

When citizens consider the environmental problems to be greater than the means available to address them, the condition is evaluated as overwhelming (Crawford, LePine, & Rich, 2010). WLB may also be extracted from an evaluation of the relative difficulties and services relevant to family and job commitments. Demands involve those planned or mental demands placed on a person by performing a specific function. Examples of demands are standards and requirements that a individual is expected to comply with while conducting a physical or mental activity. Assets are structured or mental tools that may be used to improve efficiency, minimize obstacles, or create more assets (Voydanoff, 2004). The study on which this article is focused is aimed at ascertaining how workers considered that through the WLBS (in this case health programs) in operation at the municipality they have obtained WLB.

Work-life balance strategies: according to Kelly, Kossek, Hammer, Durham, Bray, Chermack (2008), WLBS are the deliberate measures that companies implement to adjust procedures, rules and/or behavior in order to reduce the effect of work-related and family-related pressures on staff and to help personnel outside the workplace. Casper and Harris (2008) say that while workplaces typically provide WLBS with the intention of achieving good results (Osterman, 1995), it is of utmost importance to consider the practical achievement of this purpose. In addition to this perspective, Kelly et al. (2008) note that, given the dissemination of such techniques, the proliferation of literature research on job-related and family-related problems (Pitt-Catsouphes, Kossek, & Good, 2006), as well as the media attention obtained by the topic, organisations do not know what methods to follow to assist workers in handling their jobs and their families. WLBS may be categorized into three groups: flexible job services (FWPs), family-friendly services, and initiatives for fitness and wellbeing. According to Caillier (2013), FWPs are the ones who provide employees with the requisite versatility to reach WLB, such as telecommuting, a shortened workweek, and flexi start and finish. For factors varying from work satisfaction to success, Flexitime is the most widely implemented FWP among organisations (Baltes, Briggs, Huff, Wright, & Neuman 1999). Caillier (2013), notes that companies use FWPs may see their workers put in additional time at work while providing programs to people during regular working hours. This indicates that versatility would meet the needs of public service workers, especially municipalities. Workweek arrangements are compacted to enable workers to work less than 10 days in 15 days and, in fact, more than 8 hours a day of operate. That varies from adjustable start-up and finishing as the working day is matched with the beginning and finishing period pattern with all staff involved in the agreement (Caillier, 2013). Telecommuting relates to a system in which workers conduct certain of their duties beyond the conventional workplace environment by utilizing information and communication technology (ICT). This method may result in research being performed from home, at different outposts in a area or at any place where the employee has access to ICT (Baruch, 2001). Work sharing, part-time employment and maternal and parental leave plans are other flexible working structures (Gunavathy, 2011).

Wellness programs: there are underlying principles underpinning the implementation of WLBS. Felstead, Jewson, Phizacklea, and Walters (2002) Concur with four hypotheses explaining the factors that underlie the organization's implementation of WLBS. Those comprise structural theory, interpersonal adaptation theory, strong engagement theory and situational theory (Wood, 1999). Institutional theory postulates that institutions embody and respond to the impact of societal expectations at differing rates (DiMaggio & Powell, 1983; Oliver, 1991; Powell & DiMaggio, 2012). The desire to ensure conformity with the societal standards underpins disparities in adaptation rates. Wide organisations in the private sector and public sector agencies typically comply effectively with the regulations because of their exposure as a consequence of scale and responsibility to their electoral districts. Situational theory is deemed more realistic in its approach as it claims that workers actually adapt and attempt to address tension problems when they arise from their usage of WLBS. Osterman (1995) saw this as a logical response principle. This view sees the implementation of WLBS by an enterprise as arising not from the variability in the regional interest systems as proposed in the structural

and corporate adaptation theories, nor from the emergence of the ground-breaking human resources approaches as indicated by the high engagement hypothesis. This is focused instead on the establishment of identified problems that endanger organizational success and benefit (Felstead et al., 2002).

The municipality under review implemented fitness initiatives in accordance with the Policy Structure for the Public Service of Employees for Safety and Wellbeing, which was focused on the World Safety Organisation (WHO) Regional Plan of Action on Workers' Welfare 2008-2017, the Decent Job Strategy of the International Labor Organisation (ILO) in India and the suggestions of the Report of the WHO Committee on Société The aim was to allow approaches to be devised for handling HIV / AIDS, tuberculosis (TB), and public sector well-being. The implementation of this system as a WLB approach can be linked to the structural and social hypotheses mentioned above. Sieberhagen, Pienaar, and Els (2011) indicate that companies are gradually realizing the problems associated with the well-being of employees (Hooper, 2004) and that there is growing public involvement in combining wellness experiences and empowerment responsibilities Accordingly, initiatives such as Employee Support Systems (EAPs) and Employee Health Services (EWP) have been set up to address occupational wellbeing problems (Frey, Osteen, Berglund, Jinnett & Ko, 2015; Sieberhagen and others, 2011). These researchers suggest that both EAPs and EWPs are addressing health issues.

RESEARCH METHODOLOGY

For this study , data has been collected through close ended questionnaire as primary data collection and books, articles, journals as secondary data sources
Primary data were gathered from a survey of heads of units, senior managers, managers, co-ordinators, and supervisors. 307 respondents has been targeted for this study

DATA ANALYSIS

Work-life balance strategies as predictor of wellness programmes

Independent Variable	R	R square	Adjusted square	R F	Beta	T	P
	0.280	0.080	0.070	12.730			
Life strategies					150	2.73	0.000
Work strategies					235	4.27	0.000
Constant					-	12.01	0.000

The regression analysis has a square R of 0.077 and a square R of 0.071 modified. This means that the model (WLBS) forecasts 7.1 per cent of differences in a Indian Public Sector municipality's health programmes. This is important at $p < 0.01$ suggesting that there is a strong correlation between the independent variables in the two dimensions of WLBS and the health (dependent variable) programmes. This findings contributed to the discovery that WLBS in Indian public service leads to health at the municipality. The normalized beta and corresponding P values for life strategies and job strategies ($\beta = 150, p < .01$) and ($\beta = 235, p < .001$) show that job strategies provided the most important improvements to the model relative to life strategies. However, this reflects the findings of the concise figures that while the health services implemented at the municipality were more like an EAP (resolving life-related problems) than a comprehensive WLB strategy; its success in resolving the emotional concerns of the workers was marginal. The health programs, if the job approaches examined in the research were incorporated into them, may have provided a positive difference to having workers solve their job-life issues. It is supported by Voydanoff's (2005a) boundary theory which postulates that work and family are inseparable domains, so it is important to customize practices and resources to tackle them at the same time.

Effect of work-life balance strategies on work-life balance

Independent Variable	R	R square	Adjusted square	R F	Beta	T	P
	0.050	0.000	0.000	0.430			0.650
Work strategies					0.050	0.930	0.360
Family strategies					0.000	0.090	0.930

<https://www.gapbodhitaru.org/>

Constant					-	23.080	0.000
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Once determined that a positive partnership occurs between the wellness services and WLBS, it is important to determine how the WLBS has helped workers obtain substantive WLB.

Work-life balance: This paper's outcome predictor is demonstrated by WLB happiness with employment and family circumstances. The effects of the WLBS effect on WLB are seen in the regression analysis below (Table 5). Find the R square value at 0.003 and the R square changed at 0.004. It indicates that in a Indian Public Service area, job and family approaches forecast just 0.30 per cent of the differences in WLB. It is insignificant at $p > 0.05$ and suggests that there is no meaningful interaction between WLBS and WLB. Standardized Beta and equivalent P values for job approach and family methods ($\beta = 0.053$, $p > 0.05$) and ($\beta = 0.005$, $p > 0.05$), respectively. Although none of the independent variables (social and job approaches) added greatly to the model, the most negligible of social approaches did.

CONCLUSION

The premise behind this paper is that an organization's expenditure in human resources will not just be justifiable, but will contribute to enhanced workplace happiness, wellbeing and quality facilities. This paper showed that job approaches and family approaches simultaneously projected health services in the municipality, and the result is helpful in bridging the void in the literature, as indicated by Skinner and Chapman (2013), by analyzing the Indian Public Service experience at the municipality. Therefore, this finding has fulfilled the second goal of this article. The finding supports this paper's innovation in classifying WLBS into two separate and realistic groups (work approaches and life approaches) and promoting awareness regarding the success of fitness services as WLBS.

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