

A collaborative study  
between Zoojoobe  
and SHRM India

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# WELLBEING ENGAGEMENT OUTCOMES

A study on the impact of habit  
formation on **economic indicators**  
for an organization.





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# 01 Introduction

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The physical and mental health of Employees is a crucial determinant for their overall wellbeing, productivity, and job satisfaction at work. The World Health Organization (WHO) has concluded after extensive research that workplace is the key channel to promote health and wellbeing for employees and have since called for the development of national strategies to secure the physical, psychological, and social health and wellbeing of employees worldwide. Recent research by SHRM also shows that stress caused due to either professional or personal challenges has an impact on both the Return on Investment as well as Value of Investment of the organization.

Organizations need to therefore include health and wellness initiatives into the employees work schedule and rhythm. One of the strategies developed by many organizations around the world is "workplace wellness programs."

Workplace wellness programs aim to focus on the physical and mental health of employees including preventable illnesses. These make up approximately 80% of the burden of illness and 90% of all health care costs. Employers are beginning to realize they can leverage this statistic and work to provide services to decrease the occurrence of those illnesses thereby ensuring a positive effect on their bottomline.

Opportunity areas in organization wellbeing engagement and especially in preventive health include the use of technology to develop gamification in programs as well as leverage the social fabric within organizations. Gamification is now the most used technology innovation in India and there is also additional data to suggest that employees like using online tools like webinars, articles and blogs to derive information on their health and wellness needs.

Zoojoobe is a unique habit formation platform which enhances the wellbeing engagement within organizations. Through a sharp focus on behavioral science and habit formation in particular, the Zoojoobe platform uses gamification and the social fabric within the organization to encourage employees to take up and reinforce positive habits. It has helped many companies around the world drive positive and healthier



behaviors within their workforce.

The organizations using the Zoojoobe platform have seen a positive impact on employee engagement and on the overall wellbeing engagement in the organization. Employees are able to take greater ownership for their wellbeing and also engage with their wellness journey in their own time and space.

However, there is a need to understand the significance of this impact, especially in relation to key economic indicators such as productivity and stress among others. The research team here was keen on understanding how a habit formation platform helps employees form healthier habits.

Thus far, no research has been done to understand the efficiency of a habit-forming platform in enhancing the wellbeing of the people or the employee of the organization. In fact, very little research has been conducted to understand the efficiency of web/mobile platform in delivering behavioral interventions for health in the first place.

The Zoojoobe research unit and SHRM India together have anchored this research through a survey methodology. By using data from organizations using the Zoojoobe platform, the research team has presented findings on the impact of this platform on economic indicators like stress, productivity and job satisfaction. The team also engaged with HR leadership in the country to help present a current context on health and wellness. Some recommendations for organizations to anchor their programs better have also been presented.



Opportunity areas in wellbeing engagement include use of technology to develop gamification in wellness programs as well as leveraging the social fabric in organizations

## 02 Key findings

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This study showed a substantial body of evidence to demonstrate that the employees who have adopted healthy habits using Zoojoobe platform are less likely to get affected by workplace stress and more likely to enhance their job satisfaction and organizational commitment. The research also shows that commitment to the wellness program by the employees is essential to improve the wellbeing.

1. By incorporating healthy habits through Zoojoobe platform, employees have reduced their work stress greatly.
2. When compared to male employees female employees have taken up healthy habits and reduced their work stress more significantly.
3. It is likewise interesting to find out that unmarried employees have successfully adopted healthy habits and reduced their work stress greatly.
4. Zoojoobe platform has improved job satisfaction and in case of unmarried employees, has also enhanced their organizational commitment significantly.

Moreover, the findings revealed here lead us to believe that stressors like lack of support from the supervisor can be taken care of to reduce workplace stress. When workplace stress is taken care of then other factors like job satisfaction and organizational commitment will be improved dramatically. Equally, it is clearly seen that job satisfaction and organizational commitment are the most important elements for a successful organization.

## Zoojoobe Users

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- ☑ Reduced work stress
- ☑ Improved Job Satisfaction
- ☑ Improved Organizational Commitment









## 03 Organization context on wellbeing engagement

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Increasing research evidence suggests that the organization gets benefited by implementing workplace wellness programs. A recent research suggests employers get an average of \$3.48 back in reduced health care costs and \$5.82 in lower absenteeism cost for every dollar spent on employee wellness. Moreover, they also found that employees who live healthy lifestyles have reduced sick leave, improved work performance, decrease health insurance costs, increased productivity, and reduced overall costs. Coca-Cola reports that they save an estimated \$500 a year per employee once they implemented a fitness program in which 60% of their employee participate. Coors Brewing Company reported that employees who participated in their workplace wellness programs reduced their absentee rate by 18%. Therefore, adopting a healthy lifestyle affects every part of an employee's life, including the work environment. However, majority of the workplace wellness programs are run in the form of one off initiatives and most CHROs have admitted that these are best planned to help mitigate some of the effects of issues like stress but not address the root cause. It is also extremely challenging to engage the entire organization in wellbeing engagement as HR and wellness teams can only focus on one health issue at a time such as smoking cessation, pregnancy, and maternity, fitness programs, etc. There is also a need to design health and wellness programs with a lifestyle focus and to not only focus it on physical but also mental health.

As part of this study, the research team engaged with HR leadership in India to understand more about:

1. People strategy for the organization and where wellness fits in those.
2. Any particular need or trigger that led to increased focus on wellness
3. The challenges as well as opportunity areas within the wellness space
4. The kind of initiatives and programs they are running at present or should ideally be running for the organization.

**“A few years ago, annual health checks threw up major health issues for a lot of our employees which drove the need to look at preventive healthcare in a different light.”**

**“It is also felt by leadership that an increasingly fit workforce will help with productivity and in turn with the profit levels of the organization.”**

**“Any activity that is relatable and fits into the everyday routine is the only one that will succeed in engaging employees. We have started looking at habit forming activities as the key method for promoting better health and wellness.”**

**“ Zoojoobe has actually helped us a lot with engaging different types of employees, helping them get out of silos and work together as a team.”**

5. Where they see technology playing an important role.

Most organizations in India have had a long term focus on health and safety for many years and have provided for, invested in and looked after the health of their employees and families.

There was consensus among most of the leaders around the fact that risks relating to cancer, stress, depression and sleep deprivation are on the rise especially in the past 5 to 7 years and these risks are what largely have driven most organizations to proactively take on a wellness agenda as a key strategic priority. These are also seen as preventable health risks which can be addressed and avoided through timely health checkups and lifestyle management.

In addition, all the leaders told us that the employees on a personal level have an increased awareness about their fitness needs and what is out there that will help them with becoming healthier.

There is a need to be more strategic when we look at wellness and see it not merely as a benefit to employees but also a larger engagement strategy. All the leaders acknowledge the diversity in the organization and believe that there is a need to make any wellness program as diverse and heterogeneous as possible. These wellness initiatives should also be continuous and not one off programs as is the case in most companies today.

As the use of smartphones and wearable fitness devices are on the rise, there is also the likelihood of having access to a lot of data and employee metrics. The leaders interviewed here were divided on how invasive we can be as an organization when it comes to monitoring activity on these devices.

There was differing opinion on the use of incentives to encourage people to take greater ownership for their health and wellness. While most of the organizations have not used incentives as a way to encourage people towards taking up health and wellness activities, some did believe that it may work if they did so.

An interesting insight from these interactions is that the HR leadership still sees engaging employees and creating a positive work environment as the key outcomes for any wellbeing engagement strategy. While reducing insurance claims is also an outcome that was discussed, there was still a greater focus on using wellbeing initiatives to keep employees more engaged.

With the Zoojoobe platform and its focus on positive habits formation, there is an enhanced and a more holistic engagement for employees. The ability to allow employees to choose the exact habits they want to address as well as track them on the platform allows for significantly greater

engagement. Organizations that have used Zoojoobe over 2 or 3 years have consistently seen an increase of user engagement as well as more and more positive habits formed.

The annexure contains more information on how Zoojoobe uses habits formation to encourage behavior changes among employees.



# 04 About the study

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## 4.1 Objectives of the research

To determine the effectiveness of the Zoojoobe behavioral science platform on employee wellbeing and in particular to understand the impact on economic indicators like job satisfaction, productivity and stress among others.

## 4.2 Key definitions

**Workplace wellbeing** relates to all aspects of working life, from the quality and safety of the environment, to how workers feel about their work, their work environment, and work organization. Workplace wellbeing is one of the important factors in determining an organization's long-term effectiveness.

**Workplace stress** is the harmful physical and emotional responses that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands.

**Job satisfaction** is a combination of psychological, physical, and environmental factors that allows individuals to feel satisfied with their job.

**Organizational commitment** refers to a person's affective reactions to characteristics of their employing organization. Organizational commitment is a central features for human resource management.

**Perception of the organization** refers to employees' perceptions and attributions influence how they behave in their organizations.

**Loyalty to the Organization** refers to employees' psychological attachment or commitment to the organization and develops as a result of increased satisfaction.

### 4.3 Research methodology

A cross-sectional study was conducted in one of the leading IT organizations in Bangalore that has been using the Zoojoobe platform for a few years now. A sample was selected consisting of a habit-forming group (active group) and a non-habit forming group (control group). In the active group, subjects (employees) who have used Zoojoobe

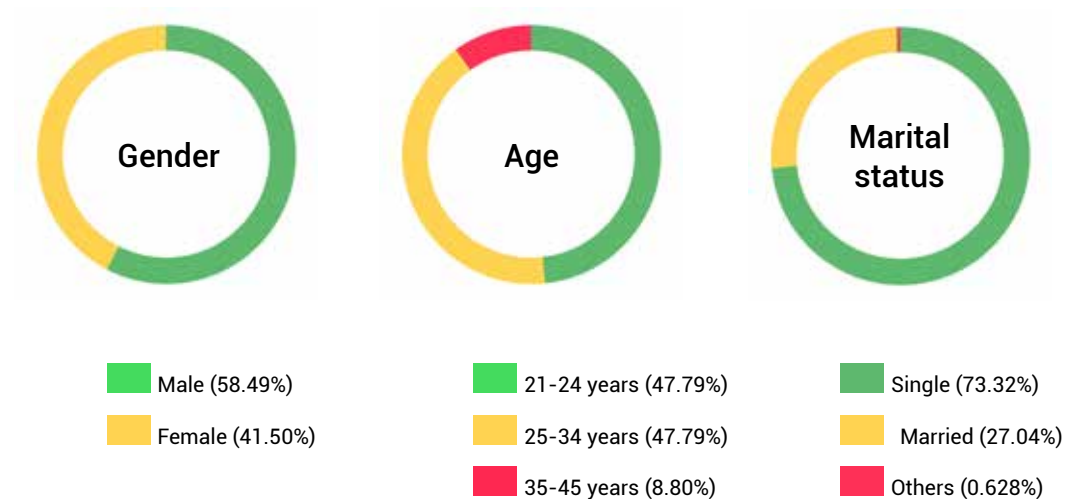


platform and consciously changed their behavior to form one or more habits are recruited. Habit-forming subjects are identified from the Zoojoobe platform by addressing their past behavior frequency, past behavior pattern, and consistency. Past Behavior Frequency is the number of times the users have done the activity in the given period in which he/she tried to form the habit. The past behavior pattern is the pattern of Yes (Doing) and No (not Doing) during the period. Consistency is how regularly the subject is doing the action.

In the control group, users who have logged into the Zoojoobe platform but not formed any habit were recruited for the study.

## 4.4 Demographics

Figure 4.4: 159 user responses were analyzed for the study from a total of 182 participants; 80 users in the active group and 79 in the control group



Once the subjects were identified in both the groups, a personalized email along with the questionnaire (contain 25 questions) for the study was sent to all the users.

Scales used for measurement:

1. American Institute of Stress (AIS) Scale to measure work stress.
2. Smith Job Satisfaction Scale for employee job satisfaction.
3. Presenteeism and Absenteeism scale of the World Health Organization's Health (WHO) and Work/Health Performance Questionnaire (HPQ) short form to measure productivity of an employee.
4. Allen and Meyer Organizational Commitment Scale for measuring organizational commitment.

(See Annexure for the detailed study questionnaire)

The responses were analyzed to find significant linkages between active use of the Zoojoobe platform and key indicators like overall wellbeing, stress, job satisfaction and productivity.



# 05 Findings of the study

## 5.1 Employee wellbeing

Adopting Zoojoobe platform to form healthy habits has significantly improved overall workplace stress. Especially, female employees and unmarried employees who use the platform have indicated lower workplace stress than the others.

We have also found that support of the supervisor has a significant impact on stress. In both the groups, when there is more support from the supervisor, there is a reduction in the work stress.(see fig 11.1 & fig 11.2 in annexures)

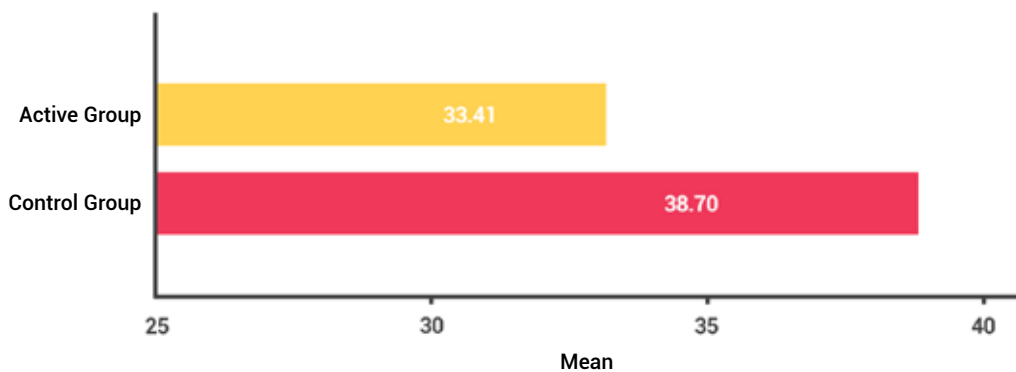


Figure 5.1 : Significant mean difference for the Work Stress between Active group and Control group

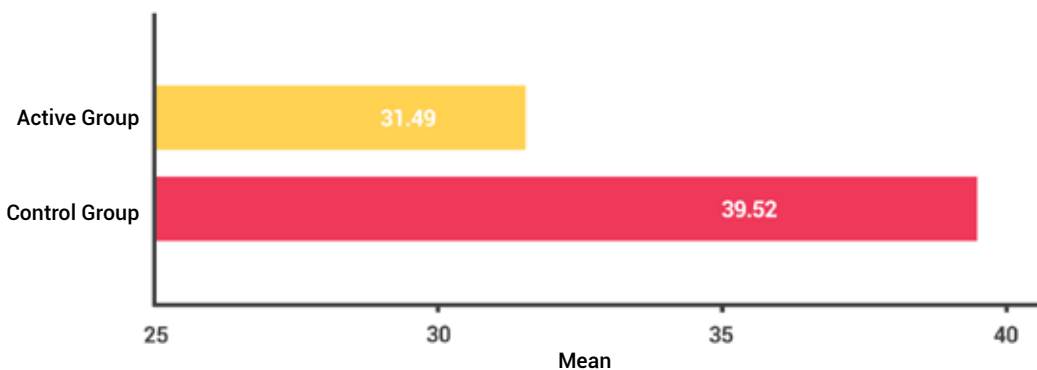
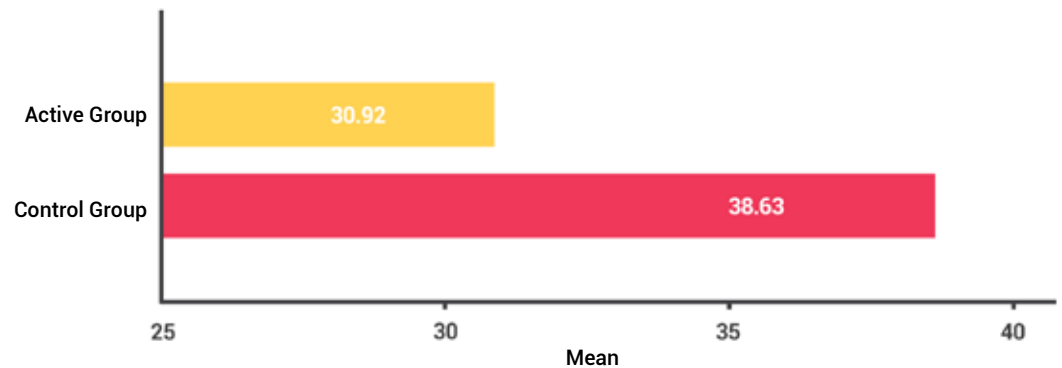


Figure 5.2 : Mean difference among females is even more significant than the larger group

Figure 5.3 : Mean difference among unmarried employees is even more significant than the larger group



## 5.2 Job satisfaction

In this research study, we have also explored job satisfaction. We found that the Zoojoobe users showed greater job satisfaction compared to the Non-Zoojoobe users. Moreover, male employees and unmarried employees in particular showed greater job satisfaction. The correlation study also revealed the relationship between the job satisfaction and organization perception. We found a positive relationship between job satisfaction and the organization perception as well as between job satisfaction and loyalty to the organization in both the groups. (see fig 11.3 to fig 11.6 in annexures)

Furthermore, we analyzed the relationship between work stress and job satisfaction and found that when there is more work stress, then there is less job satisfaction in both the groups. (see fig 11.7 & fig 11.8 in annexures)

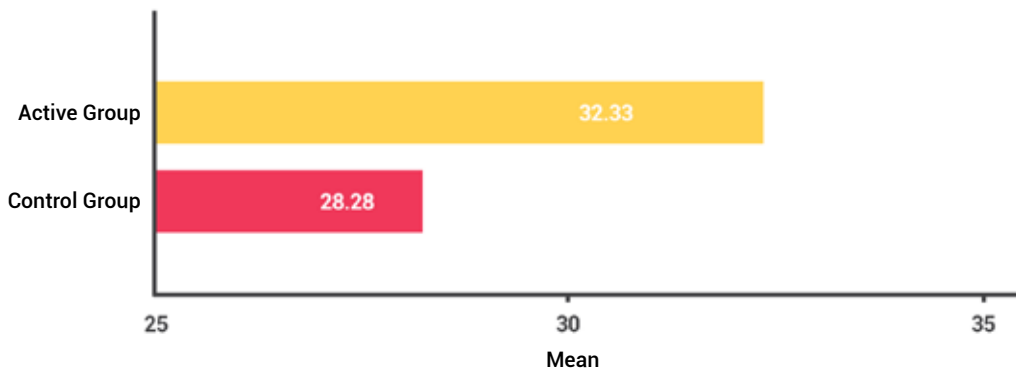


Figure 5.4 : Significant mean difference for job satisfaction between Active group and Control group

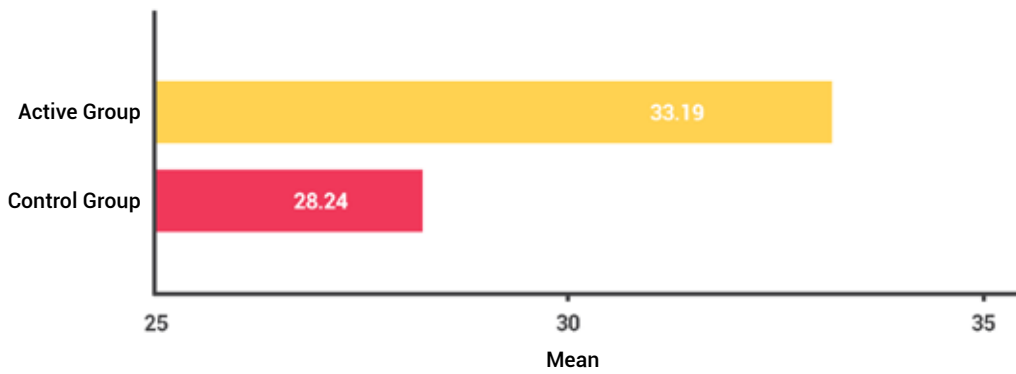


Figure 5.5 : Significant mean difference for job satisfaction among female employees between Active group and Control group

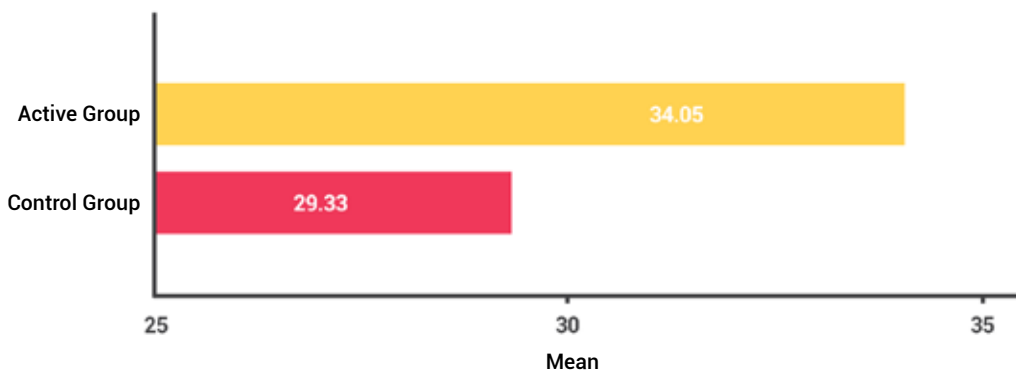


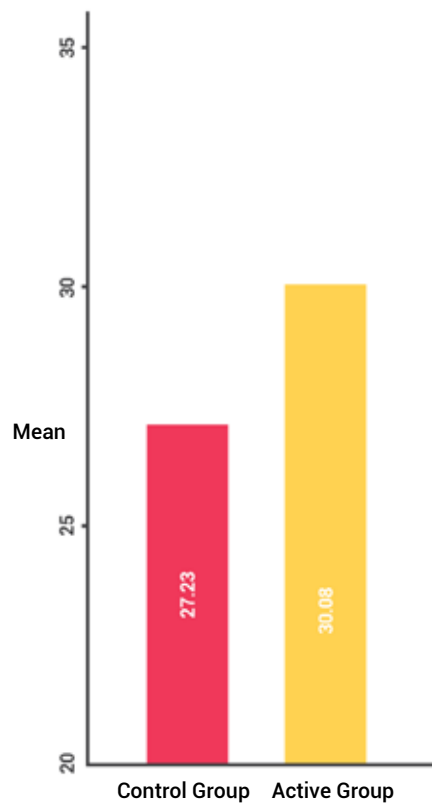
Figure 5.6 : Mean difference among unmarried employees is even more significant than the larger group



### 5.3 Organizational commitment

In this particular analysis, we found significant differences among unmarried employees. Those using the Zoojoobe platform were found to have more organizational commitment than those not using the same.

Figure 5.7 : Mean difference among unmarried employees was found to be significant



# 06 Inferences from the findings

## 6.1 Inferences on workplace stress

### 6.1.1 Relationship with physiological changes:

The habit-forming group (active group) has significantly reduced work stress compared to the non-habit forming group (control group). When people adopt healthy habits into their life, it not only changes their behavior but also the physiology of the body. The bar diagram below indicates the various habits that were formed by the active group on the platform. Incorporating healthy habits like drinking water, exercising, reducing junk food, including vegetables and fruits in the diet, having breakfast, limiting caffeine, and having good sleep may have an influence on physiology positively which will bring down their work stress.

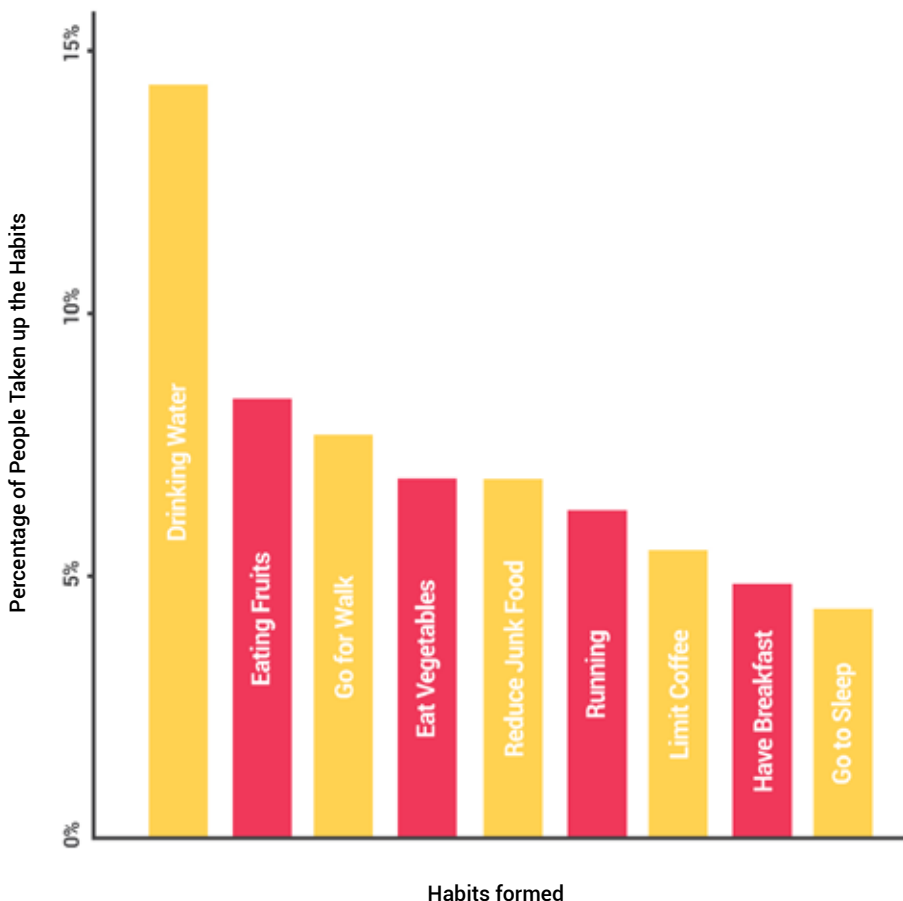


Figure 6.1 : Incorporating healthy habits may have a positive influence on physiology which will bring down workplace stress

Table 3.7: The table indicates the physiological effects of healthy habits which we can in turn relate to different types of stress.

Habits	Chemical Changes	Significance
<b>Drinking Water</b>	Reduce heat stress and oxidative stress. Thereby reduces stress hormone (Cortisol)	Decrease physical and mental stress
<b>Eating Fruits and Vegetables</b>	Flavonoids and antioxidants reduce oxidative stress. Thereby reduces stress hormone (Cortisol)	Decrease physical and mental stress
<b>Physical Activity</b>	Moderate to vigorous activity directly impact stress hormone, cortisol	Decrease physical and mental stress
<b>Enough Sleep</b>	Brings Homeostasis (equilibrium) of the physiology of the body. Thereby it reduces cortisol hormone.	Decrease physical and mental stress
<b>Limit Caffeine</b>	Less (300mg/day) to moderate (600mg/day) level of caffeine intake keep the stress hormone under control.	Decrease physical and mental stress
<b>Having Breakfast</b>	Generally, stress hormone will be at peak in the morning. Having breakfast immediately bring down the cortisol hormone and also craving for carbohydrate throughout the day.	Decrease physical and mental stress

### 6.1.2 Relationship with gender

Men and women react differently to stress, both physically and mentally. They manage stress in very different ways. Historically, women report a higher level of stress than men and studies have proven that women are more open to acknowledging that stress has an impact on their own health and hence put more emphasis on the need to manage it. They are



also willing to employ strategies to make lifestyle and behavior changes. Our study results have also supported the above statements. After adopting behavioral changes to form a habit, women in the habit-forming group have had a significant reduction in their work stress.

### **6.1.3 Relationship with marital status**

We have also found a significant decrease in work stress among unmarried employees in the active group. Upon adopting healthy behavioral changes by forming healthy habit, there were significant changes in their work stress.

When it comes to married individuals, Recent research studies have proven that they have lower levels of the stress hormone cortisol than those who never married or were previously married thus making them inherently less stressed. That is most likely the reason why we did not find a significant reduction in work stress for married employees in both the active and the control group.

In our study for the active group and for the unmarried employees in the active group, there was a significant improvement in the job satisfaction.

## **6.2 Inferences on job satisfaction**

Some of the research studies have shown that increase in job satisfaction may also lead to an increase in occupational stress. Moreover, a meta-analysis of 31 studies carried out among nurses, showed the job stress-job satisfaction relationship to be the strongest relationship, when compared to the relationship that job satisfaction had with either job autonomy or collaboration (i.e. working together).

However, in our study, we have found a significant negative relationship between work stress and job satisfaction in both the groups. So, from the result of our study, we can make a claim that when there is a significant reduction in the work stress there will be an improvement in the job satisfaction.

# 07 Future Focus

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## 7.1 Future scope for research

This is the first of its kind study conducted to understand whether the habit-forming platform can bring significantly positive changes to the wellbeing of the employees. In this study, we have collectively determined the benefit of forming a habit using the Zoojoobe platform. There was a significant reduction in work stress and an improvement in job satisfaction and organizational commitment in Zoojoobe users.

There is additional scope to understand the impact of specific habits and challenges taken up on the platform and how they relate to these indicators as well as other metrics of organization performance. There is also merit in understanding how users take up a combination of habits and the impact in turn of those combinations.

Future study can also be conducted through a pre and post platform usage survey to further validate the positive impact articulated here. This study can be supplemented with other indicators within the organization such as absent days, appraisal ratings and more to develop a more holistic picture.

## 7.2 Future scope of development on the Zoojoobe platform

The Zoojoobe platform is yet to adopt an advanced scientific technology like Artificial Intelligence (AI). Currently, time acts as a reminder to make the user perform their activity to form a habit but despite the time being set by the user, it may not necessarily be the most appropriate contextual trigger to nudge the habit. Hence Zoojoobe also looks at tracking user behavior to build contextual triggers. This feature can be developed using



location details, device idle time and other contextual triggers. Such contextual cues further enhance the user experience and reinforce the process of habit formation.

### 7.3 Recommendations for employers

1. Even before considering programs, initiatives or platforms like Zoojoobe to drive wellness, it is important for organizations to know what results they want. These organization goals could be anything ranging from creating meaningful engagement for employees to driving down insurance claims to simply creating awareness for health and wellness.

Without a concrete goal, there is a risk of creating an ad hoc nature to the whole wellness agenda

2. Instead of designing for outcomes, it is more sustainable to design for behavior changes which in turn lead to those outcomes. Any change in the way we do things will remain consistent only if it becomes a habit i.e. automatic and intertwined into our everyday activities. Hence, walking every day is more important than clocking 'x' kms a week for e.g. The focus should be on consistency of performing and tracking that particular task.



# ABOUT THE TEAM

## Research study anchor

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Shanthi is the Chief Research Analyst with Zoojoo.be. She has done her Ph.D. from the USA and specializes in the area of Behavioral Genetics.

Her areas of interest include Mind Body Genomics, Habit formation research, Nutrition and Wellness, and Nutrigenomics. She also worked with the GMO testing company while she was pursuing her Ph.D.

She has considerable experience in using Quantitative research methods and has also published many papers in well known International Journals.

She did her Bachelors Degree in Microbiology from Madras University, Chennai, and her Masters Degree in Human Genetics from Sri Ramachandra Medical University, Chennai.



**Mrs. Dedeepya Ajith John**

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## Research study advisory

Dedeepya has over 8 years of experience and she currently works with SHRM India as Senior Advisor – Knowledge & Advisory. Prior to this, she has worked with Oracle India as HR Consultant.

Her areas of interest include Knowledge Management, Diversity and Inclusion, Competency Assessment & Development, Organization Development and HR Analytics.

She is experienced in using Quantitative and Qualitative research methods. She co-authored few papers/ book chapters in the areas of Diversity and Inclusion and has also contributed extensively to various articles / interviews in leading newspapers.

Dedeepya is a Mechanical Engineer from Jawaharlal Technological University (Kakinada, A.P) followed by a MBA from Indian Institute of Science (Bangalore, India) and a certified SHRM Senior Certified Professional (SCP).

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## 09 About Zoojoobe

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Zoojoobe is a habit formation platform that uses gamification, machine learning and behaviour economics to drive positive, healthier habits within the workforce. Zoojoobe is an IIM Bangalore incubated startup and has helped over 200,000 employees form healthier habits to positively impact their productivity, stress levels, work life balance, fitness etc. The platform's focus on building technology to drive positive behaviour change has helped employees form habits ranging from waking up early, going out for evening walk, taking the stairs, drinking more water, reducing coffee to even spending time with family, practicing mindfulness and picking up new hobbies. The impact of these micro behaviour changes has been studied by Georgia State University, IIM Bangalore, SHRM and the World Economic Forum and these studies show a significant positive impact on productivity, absenteeism, job satisfaction and stress among other parameters. Visit [www.zoojoo.be](http://www.zoojoo.be) to know more and request a demo.

# 10 About SHRM India

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SHRM India is a wholly owned subsidiary of the Society for Human Resource Management (SHRM), the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit [www.shrm.org/india](http://www.shrm.org/india) to know more and become a member.

# 11 Annexures

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## 11.1 Zoojoobe platform for positive habit formation

Habits are activated in the brain in an automated fashion without the need of executive control. Empirical evidence suggests that high level of repetition in daily activities is the key behavior to form a habit. Habit learning involves both cognitive and neural mechanisms. Conscious repetition of a particular activity (cognitive mechanism) in daily basis will help to form a context response association in memory (neural mechanism) and as we repeat the activity for a longer period, (as per the previous research, a person can form a habit approximately within 60 to 66 days) the old wiring for the habit tends to fade away. And then, an automated habit performance takes place that is relatively insensitive to any internal or external changes.

The schematic representation below provides a framework of how habits are formed using the Zoojoobe platform. First, the subjects have to define their goals. Goals influence habit formation by initially motivating people to repeat actions and to expose themselves to performance context. Second, the cue will be created by setting the time to perform the action. In addition, reminders and several intuitive triggers like notifications, blog posts, tips etc. are sent to the subjects which also act as nudges to perform the action. Third, the response of the user to these nudges. Here, the subjects update their habit activity which helps them keep track of their progress. Fourth, an intrinsic point system rewards the user for completing the action which also acts as another trigger. So, this cyclic process enables a consistency of tracking and reinforcing the habit. The presence of this platform in an organization context is especially significant since Zoojoobe is capable of using the social behavior among employees as an additional influencer for habit formation. Co-workers that spend in excess of 8 hours a day with each other and eat meals, take walks etc. together are capable of significantly influencing each other's behaviors.



Goal



Cue



Reward



Response

Zoojoobe Platform  
Habit-formation Loop



## 11.2 Interview questions

1. For how many years would you say has your organization had a Wellness focus?

Approx. No of years: \_\_\_\_\_

2. Do you have a clearly defined Wellness strategy for your organization?

Yes/No

3. What are your top challenges with respect to wellness initiatives? (Highlight all that apply)

- a) Engaging employees successfully with the initiatives
- b) Ad hoc agenda for wellness programs run by insurance providers
- c) Lack of technology support
- d) Difficulty in measuring ROI
- e) Other: \_\_\_\_\_

4. How would you categorize the Wellness program/s in your organization (Highlight all that apply)

- a) Focused on general awareness
- b) Initiatives - ad hoc and 'one off' programs
- c) Lifestyle management - stress, work life balance etc.
- d) Disease management
- e) Related to specific health risks identified
- f) Technology driven

5. What is the annual per employee budget for wellness in your organization? (optional question)

- a) < INR 200
- b) INR 200 – 500
- c) INR 500-1000
- d) INR 1000-2500
- e) INR 2500

6. Have you used technology based wellness platforms in your organization?

Yes/No

7. Have you measured the return on investment (ROI) of these wellness programs

Yes/No/Partly. Elaborate: \_\_\_\_\_

8. What is the average participation rate of your employees in these programs?

- a) <10%
- b) 10-25%
- c) 25-50%
- d) >50

9. Do you reward employees for achieving their health goals?

Yes/No

10. Do you feel incentive programs work for Wellness initiatives?

Yes/No/Cannot comment

11. Does your organization run wellness programs specific to age groups?

Yes/No

12. Does your organization run wellness programs specific to gender?

Yes/No

13. Does your organization run wellness programs specifically focused on the leadership?

Yes/No

14. What outcomes would you like to create with Wellness initiatives?  
(Highlight all that apply)

- a) Reduce employee stress
- b) Increase productivity
- c) Reduce absenteeism
- d) Control insurance claims
- e) Create a positive work environment
- f) Drive greater employee engagement
- g) Other: \_\_\_\_\_

15. What is the workforce strength in your organization?

(approx. percentage): \_\_\_\_\_

16. What is the percentage of women employees?

(approx. percentage): \_\_\_\_\_

17. What is the percentage of employees who are less than 35 years of age?

(approx.. percentage): \_\_\_\_\_



## 11.3 Sample study questions

	Demographics
<b>Age</b>	21-24/25-34/35-45/45 and above
<b>Gender</b>	Male/Female/others
<b>Marital Status</b>	Single/Married/Divorced/Widowed
<b>Education</b>	Engineer/Management/Finance/others

SI No.	Job Satisfaction	Strongly Disagree					Agree Somewhat			Strongly Agree		
		0	1	2	3	4	5	6	7	8	9	10
01	I experience personal growth such as updating skills and learning different jobs											
02	My supervisor encouraged me to be my best											
03	I am valued by my supervisor											
04	I am able to solve many problems in the project that I have taken											
05	I am rewarded for the quality of my efforts.											

SI No.	Work Stress Scale	Strongly Disagree					Agree Somewhat			Strongly Agree		
		0	1	2	3	4	5	6	7	8	9	10
01	I can't honestly say what I really think or get things off my chest at work											
02	My job has a lot of responsibility, but I don't have very much authority											
03	I could usually do a much better job if I were given more time.											
04	I seldom receive adequate acknowledgment or appreciation when my work is really good											
05	In general, I am not particularly proud or satisfied with my job											
06	I have the impression that I am repeatedly picked on or discriminated against at work											
07	My workplace environment is not very pleasant or safe.											
08	My job often interferes with my family and social obligations, or personal needs.											
09	Most of the time I feel I have very little control over my life at work.											
10	I tend to have frequent argument with my colleague or superiors											

SI No.	Organizational Commitment	Strongly Disagree					Agree Some-what			Strongly Agree		
		0	1	2	3	4	5	6	7	8	9	10
01	I do not feel a strong sense of belonging to my organization											
02	I enjoy discussing my organization with people outside it.											
03	I would be very happy to spend the rest of my career with this organization											
04	This organization has a great deal of personal meaning for me.											
05	I continue to work here is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.											

SI no.	Absenteeism	Responses
A	About how many hours altogether did you work in the past 7 days?	
B	About how many hours altogether did you work in the past 28 days (4 weeks)?	
C	In the past four weeks or 28 days, how many days have you taken day off and specify the reasons sick leave/personal work/vacation/casual leave	

Presenteeism	Strongly Disagree					Agree Some-what			Strongly Agree		
	0	1	2	3	4	5	6	7	8	9	10
How would you rate the usual performance of most workers in a job similar to yours?											
How would you rate your overall job performance on the days you worked during the past 4 weeks (28 days)											

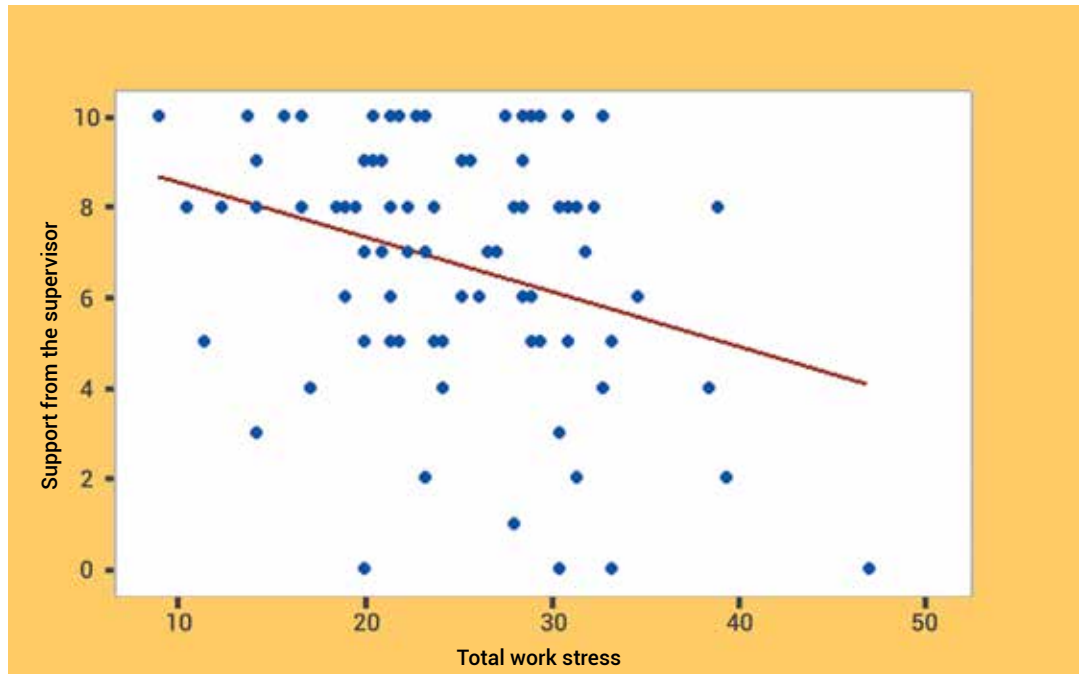
## 11.4 Input variables considered for analysis

Parameters/Independent Variables	Input Variables	Scale
Work Stress (American Institute of Stress Scale)	Mental Clarity	I can't honestly say what I really think or get things off my chest at work
	Achievability	I could usually do a much better job if I were given more time.
	Recognition	I seldom receive adequate acknowledgment or appreciation when my work is really good
	Personal Relationship	My job often interferes with my family and social obligations, or personal needs.
Job Satisfaction (Scott Smith Job Satisfaction Scale)	Skill Development	I experience personal growth such as updating skills and learning different jobs
	Support from the Supervisor/Manager	My supervisor encouraged me to be my best

Organizational commitment (Allen and Meyer Organizational Commitment Scale)	Loyalty to the Organization	I believe that loyalty is important and therefore feel a sense of moral obligation to remain in my organization
	Perception of the Organization	This organization has a great deal of personal meaning for me.

## 11.5 Scatterplots showing correlation between parameters

Figure 11.1: Negative Relationship between Work Stress and Support from the Supervisor (Active Group)



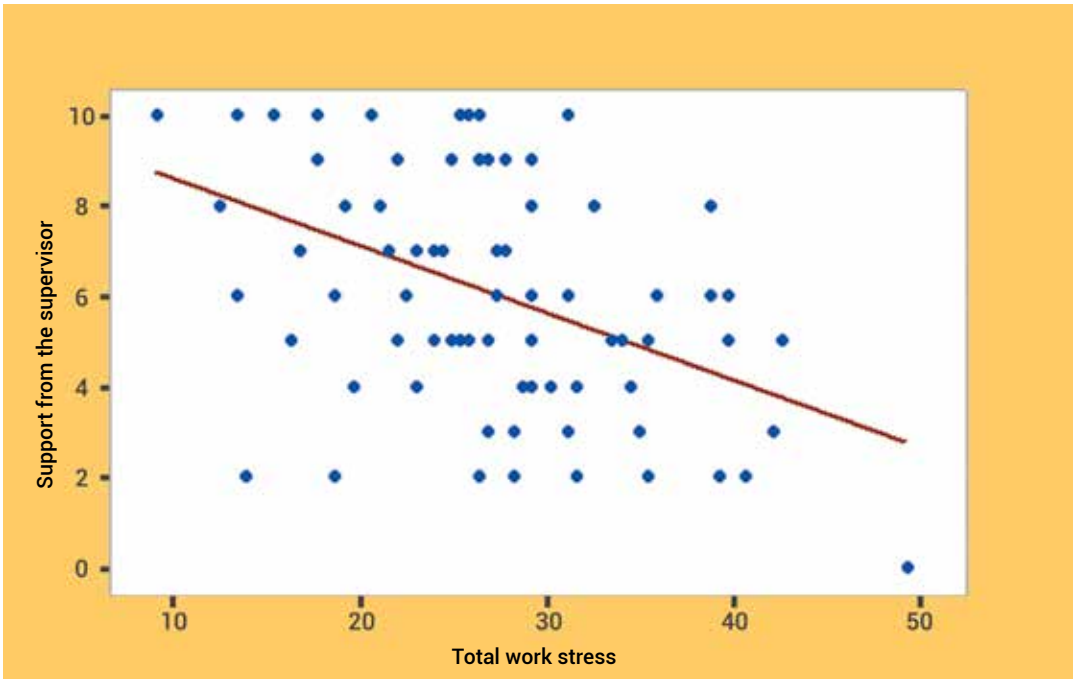


Figure 11.2 :Negative relationship between Work Stress and Support from the Supervisor (Control Group)

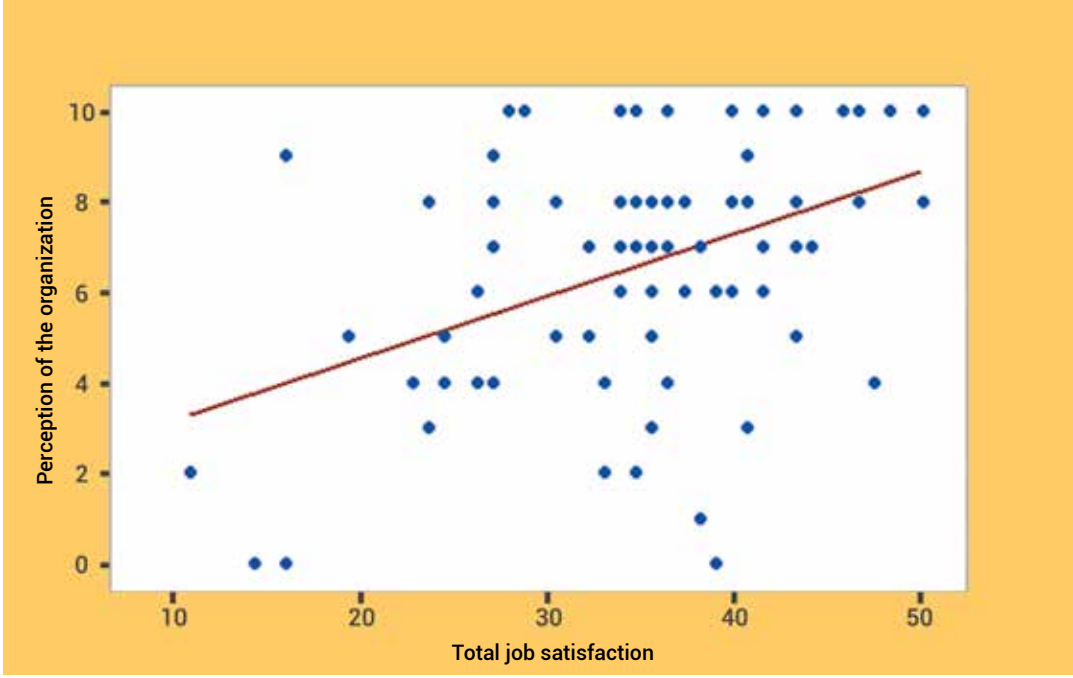


Figure 11.3 : Positive Relationship between Perception of the Organization and the Job Satisfaction (Active Group)



Figure 11.4 : Positive Relationship between Perception of the Organization and the Job Satisfaction (Control Group)

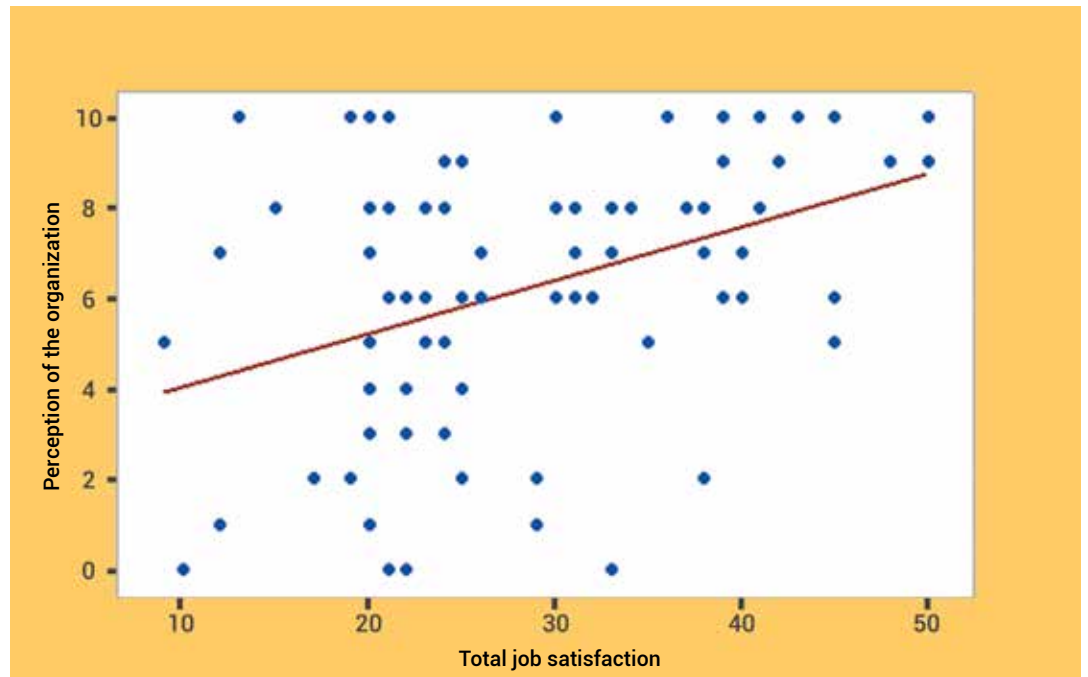
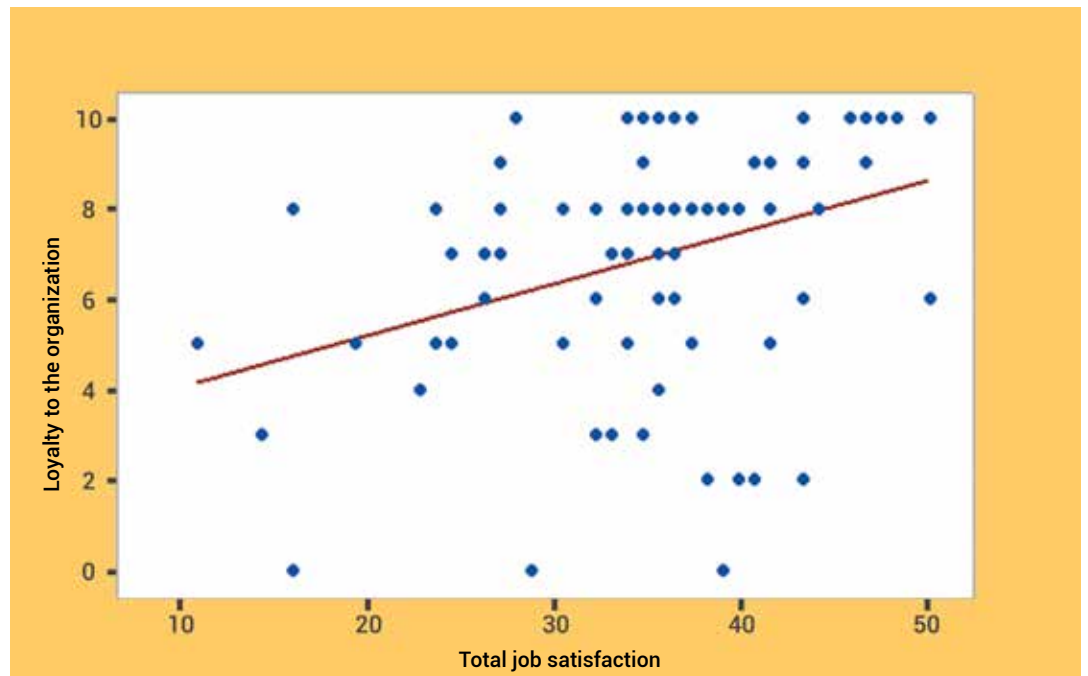


Figure 11.5 : Positive Relationship between Loyalty to the Organization and Job Satisfaction (Active Group)



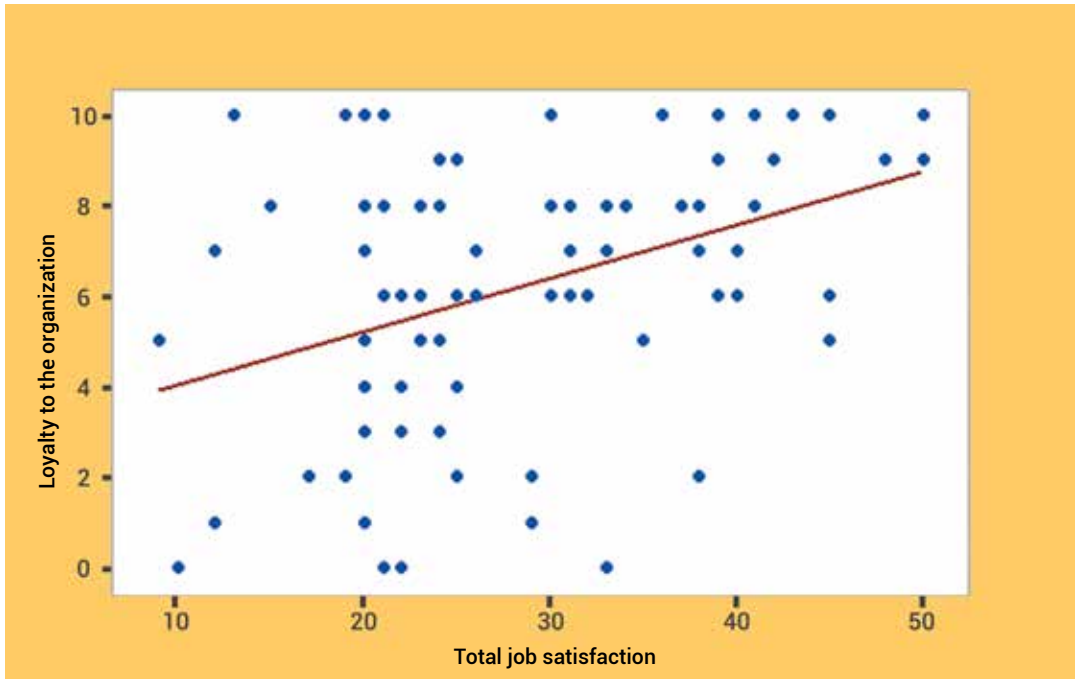


Figure 11.6 : Positive Relationship between Loyalty to the Organization and Job Satisfaction (Control Group)

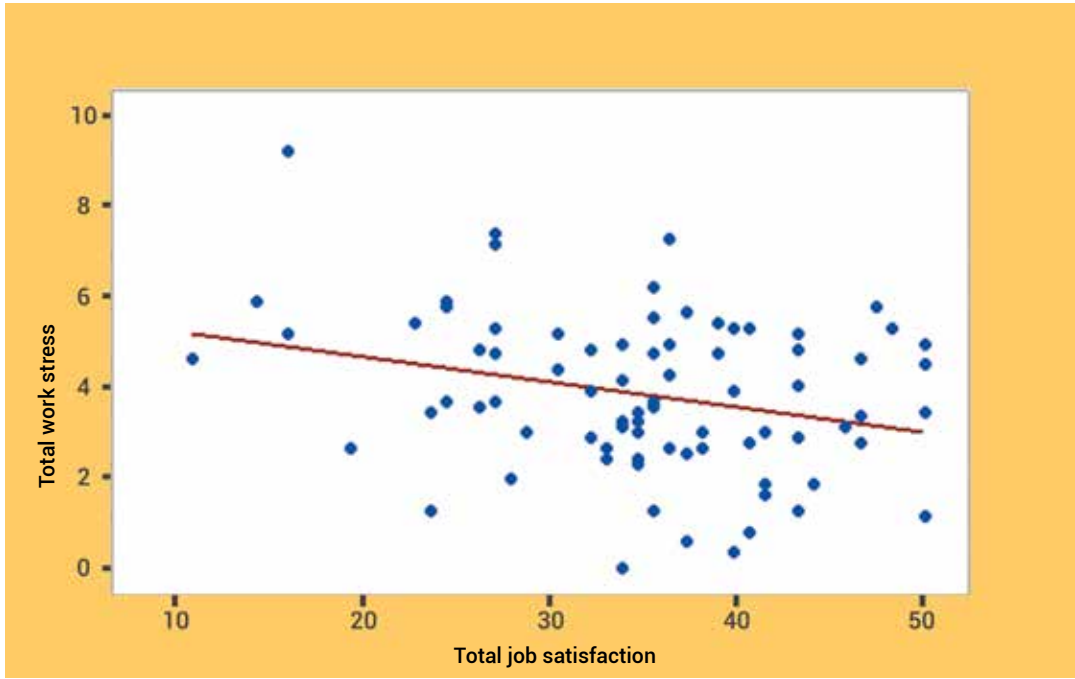
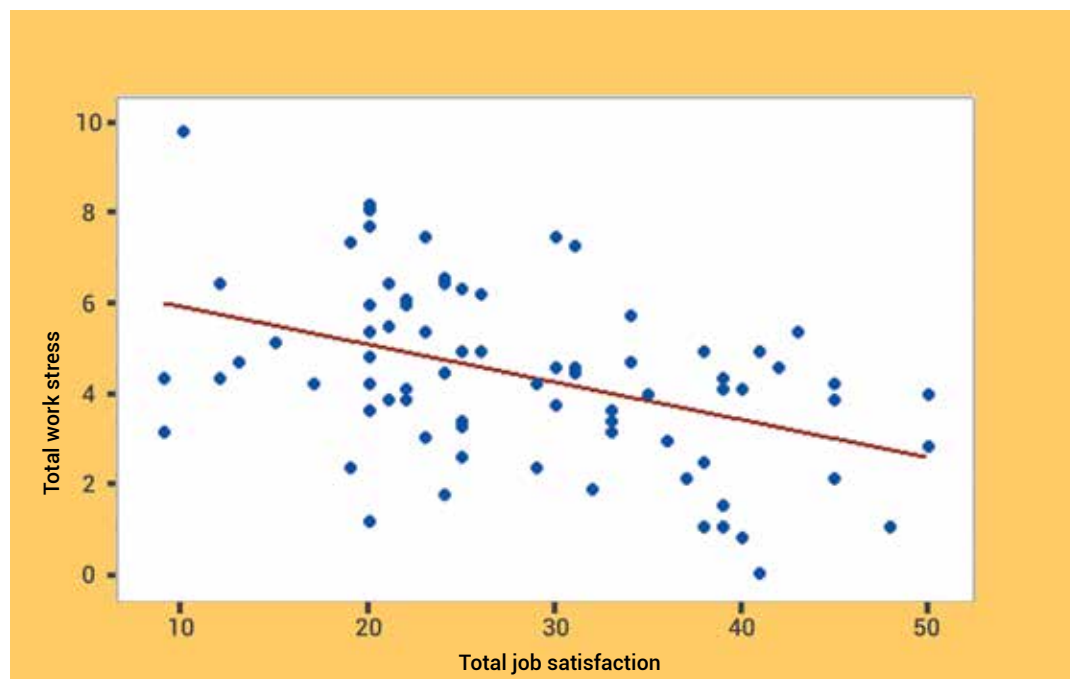
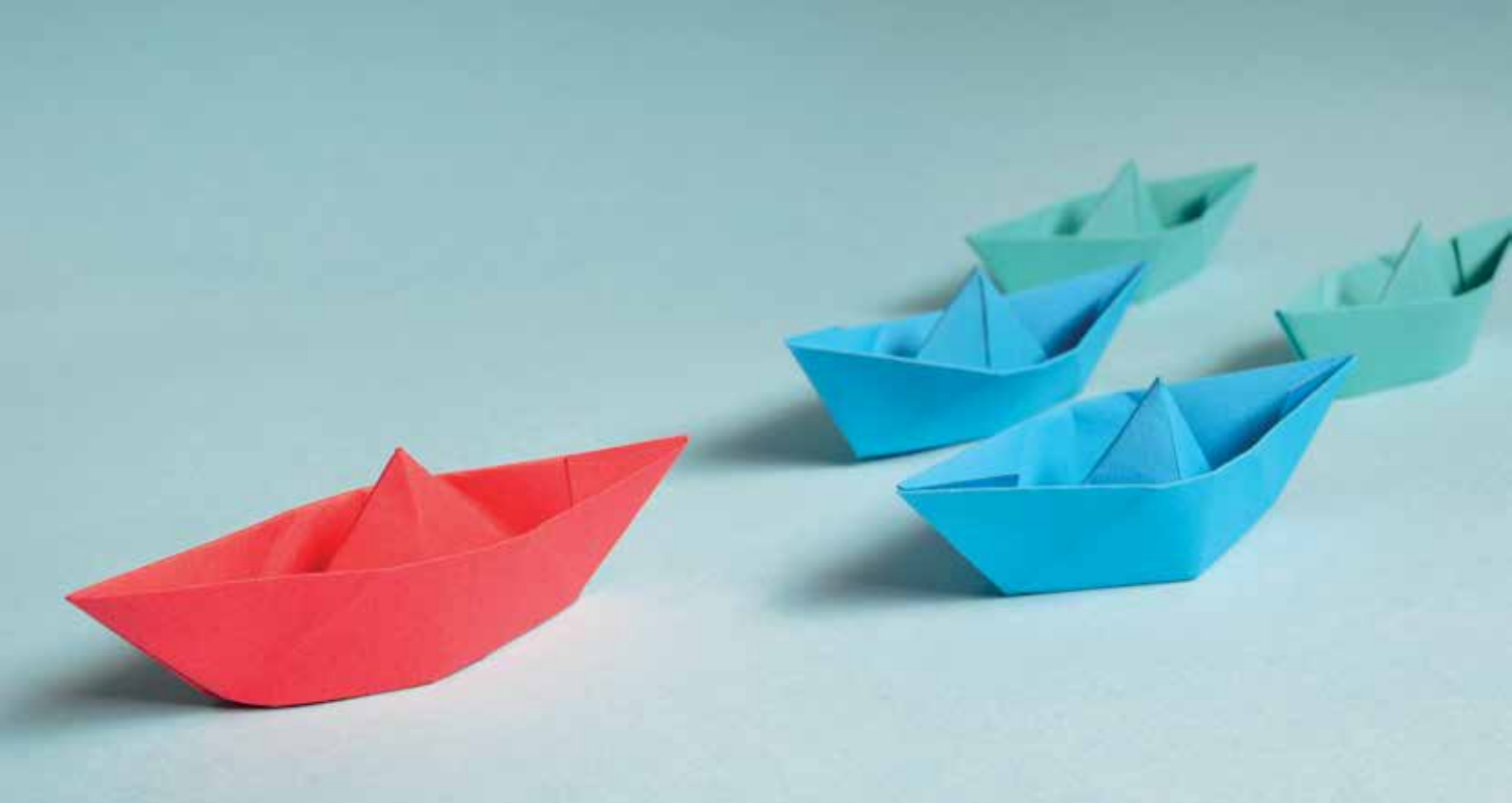


Figure 11.7 : Negative Relationship between Work Stress and Job Satisfaction (Active Group)

Figure 11.8 : Negative Relationship between Work Stress and Job Satisfaction (Control Group)





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