



Wellness at Work: Evaluating the Effectiveness of Employee Well-Being Programs in Selective Five-Star Hotels of Kolkata

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CHAPTER ONE

INTRODUCTION

The tourism domain in India has a lot of potential to flourish because of the current gap between demand and supply, we can expect more hotel services to appear in the coming years. Tourism is different from other parts of the economy since it needs careful planning to keep supply and demand balanced. This implies that economic conditions should be managed in a way that avoids big problems in the economy, regions, or society. (Tiwari V. &, 2023)

The global hospitality sector, and the hotel industry in particular, is widely acknowledged as ‘the most demanding and high-pressure work environments’. Employees in this domain routinely contend with extended shifts, irregular schedules, physical strain, and the constant expectation to deliver exceptional guest experiences. These occupational demands, if unaddressed, can significantly erode the health and morale of the workforce. Against this backdrop, organisations operating within the luxury hotel segment have begun to recognise that employee well-being is not merely a welfare concern but a strategic imperative. A workforce that is physically fit, mentally healthy, and emotionally resilient tends to be more productive, more engaged, and less prone to absenteeism — all of which translate into tangible operational benefits. (Christine Syombua Kathukya, 2025)

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In response to these realities, a growing number of hotels have moved beyond conventional human resource practices to introduce structured wellness programmes. These initiatives span a wide range, encompassing physical fitness provisions, mental health support services, stress management workshops, nutritional guidance, and healthcare access. The primary intent behind such programmes is to foster a favourable work zone that enables employees to maintain their overall well-being while performing at optimal levels. In the Kolkata context, where five-star hotels operate in a

Figure 1.1

Source - Author's own compilation based on existing literature.





fiercely competitive market and draw upon a diverse, often young, workforce, the relevance of such programmes is particularly pronounced. (Tingting (Christina) Zhang, 2024)

1.1 Emergence of Hotels:

Hospitality means the way hosts and guests interact, focusing on kindness and care. While the industry might seem glamorous from the outside, it actually demands a lot of hard work. It's one of the oldest economic fields in the world. The hotel sector especially feels the impact when the economy goes up or down. People travel for many reasons—religion, medical care, fun, relaxation, or work, and they need basic commodities like food and a place to stay, which hotels and the hospitality business provide. Looking back, before the wheel was invented, people traveled in groups on animals and needed to rest and sleep overnight. To serve these travelers, various inns showed up around, each with its original name: paradors in Spain, dharamshalas in India, pousadas in Portugal, coffee houses in America, cabarets and hostelries in France, taverns and inns in Europe, and relay houses in China, among others. Usually, travelers were hosted by families who offered large halls to stay in. Travelers had to set up their own bedding on the floor. They were given food, drinks, and some leisure options, but these weren't free. One downside was that these inns often struggled with cleanliness and hygiene. (Tiwari V. &, 2023)

1.2 Expansion of Hotel Industry In India:

1.2.1 Antiquity & Feudal Period:

Our ancestors respected pilgrimage deeply. They treated visitors like gods, following the Hindu idea of Athithi Devo Bhava, which means guests should be treated with great honor. This idea laid the groundwork for hospitality. The places where pilgrims rested were called dharamshalas. At first, these were temporary shelters, but over time, kings provided funds to build permanent places where travelers could safely sleep and rest. During the middle Ages, the slave dynasty sultans built many musafir khanas and sarais. These provided travellers with basic necessities such as food, place to reside, and water. (Tiwari V. &, 2023)

1.2.2 Imperial Period:

In the Imperial period, starting in the 1600s, the hotel industry began to take shape with Europeans coming to India. Early hotels were run mostly by foreigners and served the basic needs of these European visitors. Between 1837 and 1840, some notable hotels appeared in Mumbai, such as Portuguese Georges, Paddy Goose's, and Racqvnt Court. David Wilson opened the Great Eastern Hotel in 1841, originally called the Auklund Hotel after the first Earl of Auckland, George Eden. These early hotels didn't last long, and by the next decade, better-known hotels like Victoria, Esplanade, and Auckland hotels appeared in Kolkata. Then, in 1903, Jamshetji Nusserwanji Tata opened the Taj Mahal Palace & Tower in Bombay, which was a hotel built by an Indian for Indians. Before 1900, hotels were modeled on Western styles, but the Sardar Griha hotel built in 1900 and the Madhavashram in 1908 were the first with Indian styles. (Tiwari V. &, 2023)

1.2.3 Contemporary Era:

After independence in 1947, India's hospitality sector grew to meet high standards. Many hotels previously owned by the British were taken over by Indian groups like Taj and Oberoi. In 1949, four regional hotel and restaurant associations in Calcutta, Bombay, Delhi, and Madras joined to create a national federation called the Federation of Hotels and Restaurants in India (FHRAI), with offices in each city. During this time, well-known international chains like Intercontinental Hotels and Resorts, Marriott, Shangri-La, and Four Seasons also entered India's market. (Tiwari V. &, 2023)

1.3 Elite Hotel Grading:

1.3.1 Upscale Accommodation Provider:



Luxury hotels target wealthy guests by offering high-quality products and personalised services. They focus on style and top standards. These hotels have elegant rooms, plenty of facilities, fine dining, lounges, and concierge help. We can visualise their high standards in the building design and interior decoration. The rooms are large and nicely furnished. Many of these hotels have specialised restaurants with full-service. Typical amenities include shopping areas, beauty salons, spas with saunas and Jacuzzis, tennis courts, fancy pools with lifeguards, golf courses, and other sports options. Some also have health clubs with dietitians and trainers. The shopping zones often feature well-known brand stores selling jewellery, crafts, books, gifts, and souvenirs. Usually, these hotels attract wealthy guests who expect excellent service, like top politicians, celebrities, and business leaders. (Helmi Adiningtya, 2024)

1.3.2 Standard Accommodation Providers:

These hotels mainly serve the majority of tourists and offer basic services without the added touches that luxury hotels provide. They often have 24-hour coffee shops, room service, and sometimes offer pickup and drop-off at airports or train stations. There's usually a restaurant that serves various forms of food and a bar. A typical mid-sized hotel has around 150 to 300 rooms and provides mid-level services. Compared to high-end hotels, their room rates are much more affordable. These places attract solo travellers, groups, and business visitors alike. Standard Accommodation Providers are a good choice for people organizing small conferences or meetings since they generally have meeting rooms available. (Helmi Adiningtya, 2024)

1.3.3 Value Hotels:

Budget hotels focus on providing guests with affordable, comfortable, and clean accommodations that meet essential needs. Often classified as economy or limited-service hotels, they tend to attract groups and travellers with constrained budgets. The clientele may include families with children, tour groups, business visitors, retirees, holidaymakers, and groups traveling together. Typically, these establishments offer amenities such as a coffee shop, a restaurant serving various cuisines, in-room telephones, piped music and movies, as well as well-maintained and comfortable guest rooms. Some may also feature additional facilities like a beauty salon, retail shops, or a swimming pool. (Helmi Adiningtya, 2024)

1.4 Architectural Heritage Hotel Category:

Heritage hotels refer to the operation of lodging establishments housed within residences, hunting lodges, forts, palaces, or castles constructed before 1950. These properties are characterised by distinctive exterior features, architectural elements, and an overall design that conveys a cohesive atmosphere aligned with the traditional way of life of the region. Alterations to the architectural style of such properties are generally discouraged. Any additions, modifications, renovations, or other changes must conform to traditional construction techniques and architectural styles, striving for a balance between historical and contemporary elements. After any extension, the newly constructed area should be kept less than 50% of the total built-up (plinth) area, which encompasses both existing and new structures; outdoor facilities such as lawns and swimming pools are not considered as part of this in this calculation. (Samala & Bellamkonda, 2021)

Heritage hotels can be divided into three main categories:

- **Heritage:** This category emphasises the overall heritage value, which should be evident through shared features and the surrounding environment.
- **Heritage Classic:** In addition to reflecting architectural uniqueness in its common facilities and ambience. They are expected to provide at least one sports facility.
- **Heritage Grand:** This classification demands that both heritage and architectural distinctiveness are manifest in the general attributes and atmosphere. Furthermore, all areas, including both public spaces and private rooms, must be thoughtfully designed and decorated. Except in hill stations—where heating is required—at least fifty per cent of the rooms should offer air conditioning. Accommodations in this setup are also required to provide a minimum of two sports facilities. (Samala & Bellamkonda, 2021)



1.5 Vintage Hospitality Establishments:

A hotel qualifies as a vintage property if it is constructed using materials sourced primarily from heritage buildings erected before 1950, with at least half of the construction materials obtained from such structures. These legacy vintage hotels can be grouped into three types based on their characteristics and amenities.

- Legacy Vintage Basic hotels should embody the concept of heritage uniqueness in their general features and environment. Except in hill station locations, where heating systems are necessary, at least 50% of the rooms must be equipped with air conditioning.
- Legacy Vintage Classic hotels reflect the architectural distinctiveness of heritage design in their overall attributes and surroundings. Apart from hill stations requiring heating, all rooms should have air conditioning. Additionally, the hotel should offer at least one sports facility.
- Legacy Vintage Grand hotels emphasize both heritage and architectural individuality throughout the property, including public and private spaces, which must be thoughtfully designed and decorated. Similar to other categories, heating systems are required in hill stations, and each room should provide air conditioning. Furthermore, the hotel must feature a minimum of two sports facilities.

1.5.1 Sports Facilities:

Eligible sports amenities for these hotels include ownership or access to golf courses, cycling tracks, squash courts, grass tennis courts, fitness clubs, and swimming pools. Recognition may also extend to other sports such as fishing, boating, sailing, adventurous activities like windsurfing, ballooning, parasailing, safaris, and trekking, as well as indoor games.

1.5.2 Five-Star Services

Facilities characteristic of five-star service levels include round-the-clock reception, valet parking, butler and room services; fine dining restaurants with separate lounges or bars; a dedicated concierge available throughout the day; daily housekeeping including laundry, dry cleaning, ironing, and shoe polishing; distinct guest and staff elevators; on-site medical services; hotel transfer options; a fully operational swimming pool supervised by lifeguards; and childcare or babysitting services.

1.5.3 In-Room Amenities

Rooms are expected to offer upscale amenities such as high-quality slippers and robes, an electric safe, laundry bags, smart televisions with streaming capabilities, mini-bars, digital room keys, options for daily newspapers, high-speed Wi-Fi, travel adapters and converters, irons with ironing boards, in-room telephones, pillow menus, blackout shades, and tea or coffee makers.

	5 Star Deluxe	5 Star	Total
No of Hotels	7	10	17
No of Rooms	1524	1399	2923

Figure 1.2

West Bengal's Classified Hotel Room Distribution (Ministry of Tourism Website)

1.6 Understanding the Occupational Landscape for Hotel Employees:



To appreciate the significance of wellness programmes, it is essential to first understand the operational realities that hotel employees navigate on a daily basis. Unlike many other professional environments, hotels function around the clock — a characteristic that necessitates shift-based work, frequent schedule changes, and limited predictability in working hours. For employees engaged in physically intensive roles such as housekeeping, food and beverage service, and banquet operations, this translates into persistent physical fatigue, musculoskeletal strain, and disrupted sleep cycles. (Merrill, 2013)

Beyond the physical dimensions, the emotional demands placed on hotel staff are equally significant. Frontline employees are expected to manage guest expectations with poise and professionalism, often suppressing their own emotional states in the process. This phenomenon, commonly referred to as emotional labour, can gradually lead to psychological exhaustion and burnout if not adequately managed. Additionally, the hierarchical nature of hotel organisations and the pressure of maintaining service quality under peak-season conditions further amplify the stress experienced by staff at various levels. (Brigid M. Murphy, 2010)

These cumulative pressures make the case for structured wellness support not only compelling but necessary. Hotels that fail to address these stressors risk high attrition, low morale, and diminishing service quality — outcomes that are directly counterproductive to the hospitality ethos of creating memorable guest experiences. (Marshall, 2020)

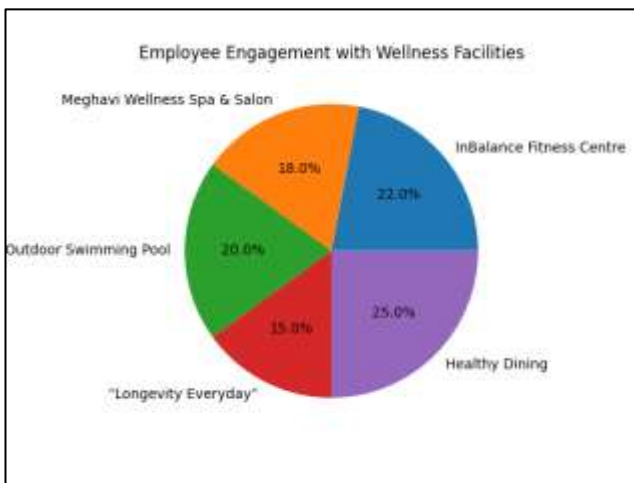


Figure 1.3

Source - Prepared by the researcher based on available wellness facilities at Novotel Kolkata Hotel & Residences

1.7 Scope and Components of Wellness Programmes in Hotels:

Wellness programmes in the hotel sector have evolved considerably over the past decade, moving from isolated, token gestures to comprehensive, multi-pronged frameworks. Contemporary approaches tend to address the physical, mental, and social dimensions of employee health in an integrated manner. (Jenny H Ledikwe, 2021)

1.7.1 Physical Health Provisions:

Physical wellness initiatives typically involve access to fitness facilities, organised exercise sessions, yoga classes, and sports activities. Some hotels provide gym memberships either on-site or through tie-ups with external fitness centres. The underlying rationale is that regular physical activity is known to help counteract the sedentary or physically repetitive aspects of hotel work, reduce the chances of lifestyle diseases, and boost overall energy levels. Studies from different industries have consistently shown that workers who involve themselves in regular exercise tend to report higher levels of job satisfaction, improved concentration, and lower rates of sick leave. (Whyte, 2020)

1.7.2 Mental Health and Psychological Support:

Mental wellness support is an area that has gained a lot of attention in recent years, particularly in light of growing awareness around occupational burnout and psychological well-being. Hotels have begun to offer access to counselling services, employee assistance programmes (EAPs), and structured workshops on stress management and mindfulness. These provisions allow employees to seek support for work-related or personal psychological challenges in a confidential and non-stigmatising environment. Crucially, such support mechanisms can play a pivotal role in building emotional resilience, which is especially valuable in the high-pressure hospitality environment. (Agron, 2010)

1.7.3 Work-Life Balance Policies:

Achieving a sustainable work-life balance is a persistent challenge in the hotel industry, where operational demands frequently encroach upon personal time. Progressive hotels have responded by introducing policies such as flexible scheduling, compensatory off provisions, and encouraging employees to utilise their entitled leave without guilt. These



measures signal to the workforce that the organisation values their personal time and recognises the requirement of recuperation. Workers who emphasize that their employer supports a healthy a healthy balance between work and personal life. It tends to demonstrate higher engagement, loyalty, and reduced intention to leave. (Jenny H Ledikwe, 2021)

1.7.4 Employee Recognition Mechanisms

Recognition and appreciation are fundamental psychological needs in any workplace, and their significance is particularly pronounced in a sector where employees invest considerable emotional energy in their work. Formal recognition programmes — such as employee of the month awards, performance-linked incentives, and team appreciation events — serve to validate employees' contributions and reinforce a culture of acknowledgement. This, in turn, positively influences morale and a sense of belonging, which are integral to psychological wellness. (Timothy Gubler, 2017)

1.7.5 Learning and Professional Enrichment:

Opportunities to build and improve skills career advancement contribute to employees' sense of purpose and professional growth, which are key dimensions of holistic well-being. Hotels that invest in leadership development programmes, cross-functional training, and academic sponsorships demonstrate a long-term commitment to their workforce. Such investments not only equip employees with the competencies needed to perform at their best in their roles but also signal that the organisation sees them as valuable assets worthy of development. (Priyanka, 2021)

1.7.6 Measuring Programme Effectiveness

For wellness programmes to deliver sustained value, hotels must move beyond implementation to systematic evaluation. This involves tracking indicators such as absenteeism rates, employee satisfaction scores, turnover trends, and participation rates in wellness activities. Regular feedback mechanisms, both formal and informal, allow organisations to understand how employees are experiencing these programmes and where adjustments may be needed. Without this evaluative loop, wellness initiatives risk becoming performative rather than transformative. (Muriuki, 2022)

1.8 Identifying the Research Gap

The importance of employee wellness in the hospitality sector is broadly acknowledged in both academic literature and industry discourse. However, a critical review of existing research reveals a pronounced gap in empirical studies focused specifically on the hotel industry within the Indian context, and more particularly within the luxury hotel segment of metropolitan cities like Kolkata. (Lowensteyn, 2019)

Most of the available evidence on workplace wellness programmes draws from large corporations in healthcare, finance, or manufacturing sectors, primarily in Western settings. While these studies provide valuable conceptual frameworks, their findings cannot be uncritically applied to the Indian hospitality context, which is shaped by distinct cultural dynamics, labour market conditions, organisational structures, and employee expectations. The demographic profile of hotel employees in cities like Kolkata — characterised by relative youth, educational diversity, and strong cultural influences on workplace behaviour — necessitates context-specific investigation. (Rahman Shiri, 2023)

Furthermore, even within what is available in hospitality research, the focus is usually on guest satisfaction, service quality, or revenue metrics, with employee well-being remaining a secondary concern. Studies that do address employee welfare often rely on small, convenience-based samples and lack the inferential depth to establish causal or correlational relationships between programme participation and measurable outcomes. (Srivastava, 2023)

This study addresses these gaps by conducting an empirical investigation into how wellness programmes function and are perceived within five-star hotels in Kolkata, employing both descriptive and inferential statistical methods to generate robust, context-specific insights. (Rahman Shiri, 2023)

1.9 Theoretical Frameworks Informing the Study

Two theoretical frameworks provide the conceptual foundation for this research.



1.9.1 The Job Demands-Resources (JD-R) Model

The Job Demands-Resources model offers a powerful lens through which to understand how wellness programmes influence employee outcomes. According to this framework, every job involves a combination of demands — such as workload, time pressure, and interpersonal conflict — and resources, which include support systems, autonomy, feedback mechanisms, and skill development opportunities. When demands consistently outweigh resources, employees are at risk of burnout and disengagement. Conversely, an abundance of resources acts as a buffer against the adverse effects of high demands and fosters greater work engagement. (Bakker, 2023)

Within this framework, wellness programmes can be conceptualised as a form of organisational resource provision. By offering physical fitness facilities, mental health support, and stress management tools, hotels effectively expand the resource pool available to employees, helping them cope more effectively with the inherent demands of their roles. Empirical support for this interpretation has been provided by various researchers who have found that job resources — including those provided by wellness initiatives — are positively associated with reduced burnout, higher engagement, and improved job satisfaction. (Bakker, 2023)

1.9.2 Social Exchange Theory

Social Exchange Theory (SET) posits that relationships between individuals and organisations are governed by a principle of reciprocity. When employees perceive that their organisation genuinely invests in their welfare, they tend to respond with heightened commitment, loyalty, and discretionary effort. Wellness programmes, when designed and implemented authentically, serve as a visible demonstration of organisational care for employees' health and happiness. This perception of support generates a sense of obligation in employees, motivating them to reciprocate through increased productivity, reduced absenteeism, and positive organisational citizenship behaviour. (Cropanzano, 2005)

Research grounded in SET has consistently shown that perceived organisational support for well-being is a strong predictor of employee engagement and retention. When looking at the context of the hotel industry, where emotional labour and physical demands are high, and this reciprocal dynamic can be especially powerful in sustaining a motivated and committed workforce.

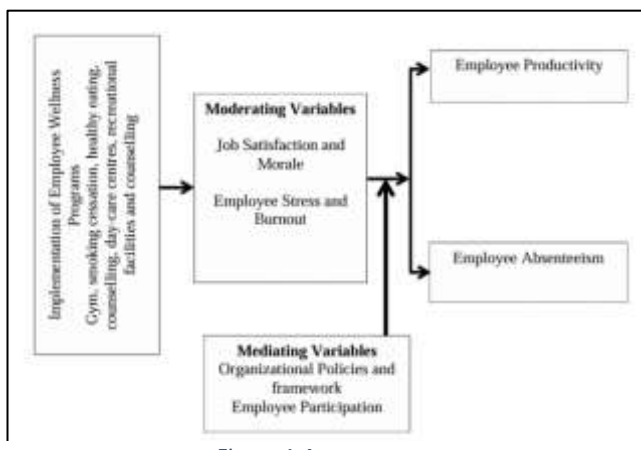


Figure 1.4

Source – "International Journal of Management Science"

1.10 Contextual Background: The Hotel Industry in Kolkata:

1.10.1 Historical Overview:

Historically, the hospitality sector in India placed little formal emphasis on employee welfare, operating predominantly within a service-first paradigm that prioritised guest satisfaction above staff well-being. Wellness concerns were largely unaddressed, and structured programmes to support physical or mental health were virtually absent. The consequences of this neglect were evident in persistently high turnover rates, widespread employee dissatisfaction, and a general perception of hotel work as gruelling and undervalued.

Even as the industry expanded through the late twentieth and early twenty-first centuries, driven by economic liberalisation and the growth of business and leisure tourism, the culture of employee care did not evolve commensurately. The prevailing assumption was that employees in frontline hospitality roles were interchangeable, and the focus remained firmly on minimising labour costs rather than investing in workforce welfare.

1.10.2 Contemporary Developments:

The past decade has witnessed a meaningful shift in how leading hotel brands approach employee well-being. Driven by increasing awareness arising from the costs of high attrition, a competitive labour market, and growing emphasis on employer branding, luxury hotels in particular have begun to invest in more structured and comprehensive wellness frameworks. This transition is especially visible in five-star establishments in major Indian cities, including Kolkata,



where hotels such as Novotel, Taj Bengal, Vivanta, Zone by the Park, and The Park have introduced varying forms of wellness support for their employees.

The present moment is also characterised by a broader cultural shift in how wellness is understood. Businesses are no longer limited to a purely physical definition of health towards a more holistic conception that encompasses mental, emotional, and social dimensions. This transformation has been further accelerated by the wake of the COVID-19 pandemic, which brought issues of psychological well-being and occupational burnout into sharp relief.

1.11 Significance of the Research:

The present study holds significance across multiple dimensions. At the organisational level, it provides hotel managers and HR professionals with empirical evidence regarding the actual impact of wellness programmes on measurable outcomes such as absenteeism, job satisfaction, and physical health. These insights can help inform more strategic and cost-effective programme design.

At the policy level, the findings help in identifying ways to guide regulators and industry bodies in formulating standards and guidelines aimed at improving employee wellness in the hospitality sector. At the academic level, the study provides valuable input to the body of literature that remains underdeveloped in the Indian hospitality context, offering both conceptual and methodological contributions. From a broader societal perspective, the study reinforces the case for treating hospitality workers not merely as service providers but as human beings whose well-being is intrinsically valuable and instrumentally significant for the quality of the industry as a whole.

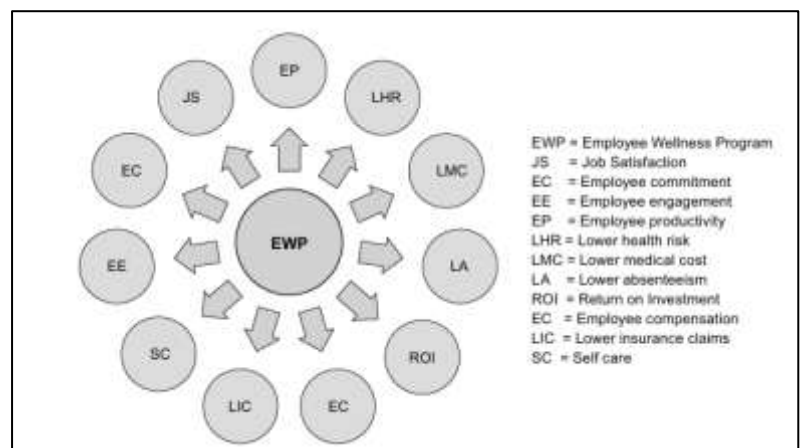


Figure 1.5

Source – Jay, K.(2022). *Research in Hospitality Management*

1.12 Statement of the Problem:

Although five-star hotels in Kolkata have increasingly introduced wellness-related initiatives for their employees, there remains a significant gap between the existence of these programmes and their actual impact on staff well-being. Many initiatives may be formally present but inadequately communicated, underutilised, or poorly aligned with the diverse needs of the workforce. There is limited empirical evidence on whether these programmes genuinely enhance how satisfied employees feel with their jobs, help employees feel less stressed and more at ease at work, enhance physical health, or contribute to positive organisational results like fewer employees taking frequent leave and lower turnover. This study aims to understand how effective employee wellness programs are to address this gap by systematically evaluating the effectiveness of employee wellness programmes in selected five-star hotels in Kolkata.

1.13 Research Questions:

The study is guided by the following research questions:

- To what extent do wellness programmes contribute to employees' overall job satisfaction in five-star hotels in Kolkata?
- Do wellness initiatives play an effective role in reducing workplace stress and occupational pressure among hotel employees?
- Is there a measurable association between participation in wellness programmes and improvements in physical health and reduced absenteeism?
- Do male and female employees differ significantly in their perceptions of wellness programme effectiveness?



1.14 Research Objectives:

- To examine the contribution of wellness programmes to job satisfaction, employee motivation, and organisational belonging.
- To assess the effectiveness of wellness initiatives in managing stress and emotional strain among employees in the hospitality sector.
- To evaluate whether participation in wellness programmes is linked to improvements in physical health and reduced absenteeism.
- To offer practical, evidence-based suggestions for improving how wellness programmes are designed and implemented in five-star hotels in Kolkata.

1.15 Chapter Summary:

This chapter has established the contextual and conceptual foundations of the study. It began by outlining the demanding nature of hotel work and the rationale for wellness programme implementation, followed by an examination of the various components that constitute a comprehensive wellness framework. The existing research gap in the Indian luxury hospitality context was identified, and the theoretical underpinnings of the study were discussed. The chapter concluded by articulating the research problem, questions, and objectives that guide the subsequent investigation.

CHAPTER TWO

REVIEW OF LITERATURE

In India, including Kolkata, five-star hotels are categorized based on a detailed framework established by the Ministry of Tourism, Government of India. This framework evaluates various aspects such as infrastructure standards, guest service quality, and availability of facilities, safety and security protocols, and the professionalism demonstrated by the staff. Hotels classified as five-star are generally expected to exhibit high-quality physical infrastructure, offer a diverse range of food and beverage services, provide recreational and wellness amenities, and maintain a relatively high ratio of trained personnel to guests. In metropolitan areas like Kolkata, these hotels often emphasize superior service quality, uphold strong brand reputations, and implement formal organizational structures, including defined employee policies and welfare measures. The relevance of this classification to the present study lies in the scale of operations and the intensity of human resource involvement in five-star establishments, which create conditions where employee well-being initiatives not only become practicable but are equally important for maintaining service standards and overall organizational effectiveness.

In recent years, employee wellness programs have received growing attention and attracted considerable interest as organisations in Kolkata's five-star hotel sector seek to improve both employee well-being and organisational outcomes. Research focusing on the connections among employee engagement, commitment, and participation in wellness initiatives has expanded notably within this context. Scholars have analyzed how these factors relate to one another, highlighting the potential advantages that wellness programs may offer to employees and organisations alike. This literature review intends to offer a thorough summary of current studies addressing the links between employee engagement, commitment, and workplace wellness programs. By integrating major findings and pinpointing areas where understanding remains limited, the review aims to serve as a starting point for future investigations into the influence of wellness initiatives on engagement, commitment, and organisational effectiveness.

2.1 THE ROLE OF HEALTH INSURANCE PROVIDERS IN WORKFORCE WELLNESS:

(Brigid M. Murphy, 2010) An early and influential contribution to the field was made by Murphy and Schoenman (2010), who examined how health insurance organisations actively participate in the development and delivery of employee wellness programmes. Drawing on telephonic insights gathered from interviews with senior executives across eight Blue Cross Blue Shield insurers and one additional participant from the organization independent wellness. The analysis



suggested that insurance providers had developed considerable expertise in deploying wellness interventions including health risk assessments, targeted health education, biometric screenings, professional coaching, and incentive-based participation models. Participation rates in insurer-driven programmes reached as high as 90 percent in certain settings, with return-on-investment figures ranging from approximately \$1.09 to \$1.65 per dollar spent. An especially significant finding was that insurers, by virtue of their access to both medical and wellness data, are uniquely positioned to design personalised health measures designed around the risk factors of individual. The implication for hotel organisations is that partnerships with health insurance providers could significantly enhance the sophistication and reach of in-house wellness programmes.

2.2 WELLNESS PROGRAMMES TAILORED TO HEALTHCARE WORKERS:

(Whyte, 2020) Conducted a systematic exploration of the published literature on wellness programmes designed specifically for healthcare workers (HCWs), with the objective of identifying the essential components of effective employee health and wellness programmes (EHWPs). The review, which surveyed major databases over a ten-year period, found that while occupational health services (OHSs) for healthcare workers are mandated by legislation in many jurisdictions, the scope of these services rarely extends to proactive health promotion or lifestyle interventions. The author concluded that research on this topic remains limited when it comes to the optimal design of wellness programmes for HCWs, and a shift in institutional mindset is required to move from compliance-driven occupational health to genuine employee wellness promotion. While the healthcare sector differs from hospitality in important ways, the core argument — that wellness provision must move beyond legal minimums to meaningfully address employees' holistic needs — is equally applicable to hotel organisations, which similarly operate in high-demand, emotionally taxing environments.

2.3 PREVALENCE AND CHARACTERISTICS OF WORKPLACE WELLNESS PROGRAMMES:

(Mattke, 2013) A comprehensive investigation examined the landscape of workplace wellness programmes in the United States, synthesising evidence from multiple research streams, including a national employer survey, longitudinal analysis of medical claims data, and in-depth case studies of five diverse organisations. The study highlighted the proliferation of what the authors termed 'lifestyle diseases' — conditions such as obesity, diabetes, and cardiovascular disease that are strongly linked to sedentary behaviour, poor nutrition, and tobacco use — and examined how wellness programmes attempt to address both primary and secondary prevention. The authors found that wellness programmes vary considerably in their design, ranging from single-intervention models to comprehensive multi-component frameworks encompassing health risk assessments, disease management support, and behaviour change incentives. The study also noted that employer-sponsored wellness initiatives are increasingly serving as tools not just for cost containment in healthcare spending but as instruments for improving workforce engagement and productivity. This study aims to provide a conceptual foundation for understanding the diversity of wellness programme models and the range of outcomes they seek to address.

2.4 SCHOOL-BASED WELLNESS POLICIES AND ADOLESCENT HEALTH:

(Agron, 2010) Examined wellness policies within the educational sector rather than the workplace, their research delivers insights that are transferable to organisational wellness contexts. Their national study explored how schools develop, implement, and monitor wellness policies aimed at preventing adolescent obesity, surveying over 2,900 stakeholders including school board representatives and citizen health authorities, and wellness advocates. A key finding was that the presence of a wellness policy does not in itself guarantee meaningful implementation — factors such as stakeholder capacity, cross-sector collaboration, and training resources significantly moderate policy effectiveness. The researchers also found notable disparities between stakeholders' perceptions of a policy's existence and their ability to monitor and evaluate it in practice. This tension between policy intent and implementation reality closely mirrors the challenges observed in corporate wellness settings, where programmes may exist on paper but fail to achieve meaningful employee engagement.

2.5 PARTICIPATION PATTERNS AND COST TRENDS IN WELLNESS PROGRAMMES:

(Merrill, 2013) Analysed a large longitudinal dataset from the Deseret Mutual Benefit Administrators to understand the demographic predictors of participation in a Personal Wellness Profile (PWP) and a worksite wellness programme (WP), and to examine whether taking part was associated with changes in healthcare utilisation and cost. The study found that women, married individuals, higher-income earners, with greater participation observed among younger employees in



wellness activities, while older employees and employees who initially incurred higher healthcare costs were somewhat underrepresented. Crucially, the study implied the rate of increase in average annual healthcare costs was lower among wellness programme participants compared to non-participants, suggesting that sustained engagement with wellness activities contributes to a measurable moderation of health-related expenditures over time. These findings highlight both the potential cost-saving benefits of wellness programmes and the need to develop targeted outreach strategies for segments of the population with lower participation rates voluntarily.

2.6 GAMIFICATION AS A STRATEGY FOR SUSTAINING WELLNESS ENGAGEMENT:

(Lowensteyn, 2019) evaluated the outcomes of a two-year workplace wellness programme that incorporated gamification principles — specifically, team-based web challenges designed to improve exercise habits, nutrition, weight management, and mental health — among 775 permanent employees of a Canadian organisation. The study demonstrated that gamified wellness interventions could achieve substantial participation rates (ranging from 33 to 68 percent across challenge rounds) and sustained engagement over time. There were clear clinical improvements among participants in blood pressure, cholesterol ratios, glycated haemoglobin, how much physical activity participants do each week, how stressed they feel, and how well they sleep. Employees at higher health risk showed the greatest improvements, suggesting that gamified programmes may be especially beneficial for those who stand to benefit most from behavioural change. The relevance considering these findings for the hotel sector lies in the potential for technology-enabled, socially engaging wellness activities to increase staff participation, particularly among younger employees who may be more receptive to digital and gamified approaches.

2.7 WELLNESS PROGRAMME PARTICIPATION AMONG HEALTHCARE WORKERS IN BOTSWANA:

(Jenny H Ledikwe, 2021) Examined the association between participation in Botswana's national Workplace Wellness Programme (WWP) and key psychosocial outcomes among healthcare workers. Using a stratified sample of 1,348 respondents from 135 public health facilities, the study focussed that higher standards of WWP association were strongly linked to greater job satisfaction across multiple dimensions, lower occupational stress, reduced emotional exhaustion, and lower cynicism. Importantly, these associations held after controlling for relevant demographic variables. The authors concluded that workplace wellness activities not only support individual health but may serve as a meaningful buffer against burnout in demanding professional environments. In the field of the current scenario, this research reinforces the argument that well-implemented wellness programmes have the capacity to produce measurable improvements in the psychological dimensions of employee well-being, which is particularly relevant in the emotionally intensive hospitality environment.

2.8 WELLNESS PROGRAMMES AND EMPLOYEE JOB SATISFACTION IN HOSPITALITY:

(Marshall, 2020) Conducted few studies to understand the findings of a comprehensive wellness programme specifically on job satisfaction within a hospitality organisation. Surveying approximately 200 employees of a contract foodservice company in the United States, the study found a statistically significant difference in both intrinsic and extrinsic job satisfaction between employees who participated in the wellness programme and those who did not, with participants reporting higher satisfaction on both dimensions. This study is particularly relevant to the present research because it situates the wellness-satisfaction relationship specifically within a hospitality context, providing a direct empirical precedent. The author acknowledged certain methodological limitations, including the challenge of securing participation in surveys on sensitive workplace topics, but concluded that the findings provide a meaningful foundation for hospitality organisations to invest in wellness as a lever for improving workforce satisfaction.

2.9 WELLNESS PROGRAMMES AND JOB SATISFACTION IN HIGHER EDUCATION:

(Richemond, 2016) Investigated the impact of wellness programmes on job satisfaction among faculty members in American colleges and universities. Unlike some prior studies, their correlational analysis did not find a direct statistically significant relationship between wellness programme participation and job satisfaction. However, the study identified notable gender and tenure effects: female faculty reported higher overall job satisfaction than male counterparts, and employees with 11 to 15 years of experience showed the highest satisfaction levels. These findings add nuance to the wellness-satisfaction relationship, suggesting that demographic and career-stage variables may moderate the extent to which wellness programmes influence satisfaction. For the present study, these insights inform the rationale for



conducting gender-based subgroup analyses to determine whether male and female hotel employees differ in their wellness-related perceptions and experiences.

2.10 WELLNESS PROGRAMMES AND EMPLOYEE ENGAGEMENT:

(Dobrzaniecki, 2022) Investigated the relationship between employee wellness programmes, engagement, and healthcare cost reduction, supplementing their literature analysis with an internal company case study and employee survey. It portrayed a clear positive relationship among a balanced diet and workplace productivity, and between physical health (partly attributed to wellness programme participation) and productivity. Interestingly, employees who did not maintain healthy dietary habits were also less convinced of the wellness programme's benefits, suggesting a potential self-selection bias in wellness-productivity relationships. The authors highlighted the relatively limited academic literature on the operational impacts of wellness programmes and called for more empirical case-based research. This observation directly supports the rationale for the present study, which seeks to generate grounded, context-specific evidence from the hotel sector.

2.11 WELLNESS PROGRAMMES AND WORKER PRODUCTIVITY:

(Timothy Gubler, 2017) Conducted a rigorous longitudinal study of the productivity effects of a corporate wellness programme using objective health and output data from 111 workers across five laundry plants. It analysed both programme participation and post-programme health improvements were linked with productivity gains of approximately 10 percent. The authors attributed these gains to improvements in employee motivation and physical capability resulting from better diet and exercise habits. The study is notable for its use of objective productivity metrics rather than self-reported data, lending greater credibility to its findings. While the manufacturing context differs from hospitality, the core finding — that healthier employees are more productive employees — has clear applicability to hotel operations, where physical and cognitive performance directly influence service quality.

2.12 MANAGER PERCEPTIONS OF WELLNESS PROGRAMMES:

(Deborah G. Passey, 2018) Carried out a detailed review of 21 peer-reviewed studies to synthesise evidence on how managers perceive and support workplace wellness programmes. The review found that managerial support is influenced by a range of organisational and individual factors, including the structure of management within the organisation, senior leadership endorsement, clarity about expected managerial roles in wellness promotion, training in health-related topics, and individual beliefs about employee health. The study also found that the way managers think and behave have downstream effects on organisational culture and employee perceptions of support, which in turn influence employee wellness behaviours. This review provides a compelling argument for addressing the managerial dimension of wellness programme design — a dimension that is sometimes overlooked in favour of employee-facing interventions — and is directly relevant to the present study's examination of leadership support as a moderating variable.

2.13 ECONOMIC IMPACT OF HEALTH PROMOTION PROGRAMMES:

(Lerner, Rodday, Cohen, & Rogers, 2013) Looked at a wide range of studies on peer-reviewed published between 2013 and 2020 to assess the economic impact of worker health promotion programmes in the United States. Of 44 out of all the studies that met the required criteria, only 10 were deemed to be of sufficient methodological quality to be taken as credible evidence. The review found that economic evidence remains limited and inconsistent, particularly with regard to indirect cost savings related to productivity. The authors called for higher-quality research employing experimental or quasi-experimental designs and measuring both direct (medical and pharmaceutical) and indirect (productivity-related) costs. This finding serves as a methodological caution for the present study, reinforcing the importance of using rigorous analytical methods — including inferential statistics — to generate credible evidence on the effectiveness of wellness programmes in the hotel sector.

2.14 Synthesis and Implications for the Present Study:



The literature reviewed in this chapter reveals several consistent themes that directly inform the present research. First, there is strong evidence that wellness programmes can help improve employees' health behaviours, job satisfaction, productivity, and organisational outcomes, though the outcome of these effects is context-dependent and shaped by factors such as programme design, leadership support, and employee demographics. Second, a recurring finding across studies is that the mere presence of wellness programmes is insufficient — their effectiveness depends critically on accessibility, communication, and genuine organisational commitment. Third, the literature identifies gender, age, and occupational role as variables that may moderate wellness-related outcomes, justifying the inclusion of these variables in the current analytical framework.

One important gap in the existing literature is the absence of rigorous, contextually grounded studies examining wellness programme effectiveness in luxury hotels within Indian metropolitan contexts. This study aims to fill that gap by drawing on survey data from 171 employees across five five-star hotels in Kolkata, employing a mix of both basic and advanced statistical methods to generate nuanced, empirically grounded insights.

CHAPTER THREE

RESEARCH METHODOLOGY

The credibility and utility of any research project rest substantially on the rigour and appropriateness of its methodological design. This chapter explains how the study was planned, how participants were selected, and the tools used to collect the data, analytical techniques, and ethical considerations that governed the conduct of this project. Each of the methods were chosen in deliberate alignment with the study's objectives and the environment of the study research questions posed.

3.1 Research Design

This study adopts an analytical research design within a mixed-methods framework. The analytical approach was chosen because the primary aim of the study is not merely to describe the state of wellness programmes in five-star hotels in Kolkata but to examine the relationships between programme participation, employee perceptions, and organisational outcomes. The use of both quantitative surveys and secondary data allows for a more comprehensive and contextually rich examination of the research problem.

3.2 Data Collection

3.2.1 Primary Data

Primary data was gathered through a structured questionnaire administered to employees working in five selected five-star hotels in Kolkata. The questionnaire comprised both closed-ended and scaled-response items covering demographic characteristics, awareness and participation in wellness programmes, perceived programme effectiveness, physical and mental health outcomes, job satisfaction, stress levels, absenteeism, turnover perceptions, organisational culture, leadership support, and willingness to recommend programme improvements.

3.2.2 Secondary Data

Secondary data was sourced from academic journals, peer-reviewed research articles, institutional reports, and publicly available information on wellness practices within the selected hotels. This secondary material provided the conceptual and empirical context for interpreting the primary findings.

3.3 Sample Design

3.3.1 Sampling Method



A non-probability convenience sampling approach was employed, targeting employees across operational and administrative departments of the five hotels. This method was selected on the basis of practical accessibility and the need to include respondents with direct experience of wellness programme participation.

3.3.2 Sample Size

The sample size was determined using Slovin's Formula: $n = N / (1 + Ne^2)$, where N represents the estimated population size of 300 employees and e represents a margin of error of 5 percent. This yielded a recommended sample size of approximately 171, which was adopted as the target for this study.

3.4 Study Location

The research was conducted across five five-star hotels in Kolkata: Novotel Kolkata Hotel and Residences, Vivanta Kolkata EM Bypass, Zone by The Park Kolkata, Taj Bengal Kolkata, and The Park Kolkata.

3.5 Analytical Techniques

Quantitative data was analysed using SPSS software. Descriptive statistics, including frequency distributions and percentage analyses, were used to summarise demographic and response data. The following inferential statistical techniques were applied:

- Chi-Square Test of Independence: Used to examine whether a statistically significant association exists between wellness programme participation and improvements in physical health and absenteeism.
- Pearson's Correlation Coefficient: Applied to assess the strength and direction of relationships between continuous variables, including physical health improvement and turnover rates, and between organisational culture support and programme recommendation likelihood.
- Independent Samples T-Test: Employed to determine whether statistically significant differences exist between male and female employees in their perception of wellness programme effectiveness and job satisfaction.

3.6 Reliability of the Instrument

Internal consistency of the questionnaire was assessed using Cronbach's Alpha coefficient. A value of 0.679 was obtained for the 14-item instrument, indicating an acceptable level of reliability and confirming that the items are measuring a reasonably coherent construct.

3.7 Ethical Considerations

All participants were informed of the voluntary nature of their participation and the confidential treatment of their responses. Informed consent was obtained prior to data collection, and no personally identifiable information was collected or disclosed. The study adhered to the ethical principles of academic research as prescribed by the institute.

3.8 Limitations of the Study

The study focuses only on five-star hotels in Kolkata, which restricts the generalisability of its findings to other hotel categories or geographic contexts. Depending on what participants reported themselves introduces the possibility of participants may give socially desirable answers. Since the study was conducted at one point in time precludes causal conclusions, and the convenience the sampling method may not completely represent the diversity of the staycation workforce.



CHAPTERFOUR DATA ANALYSIS

4.1 Introduction

This chapter clearly analyzes the data that was collected from 171 employees across five-star hotels in Kolkata, and the analysis is organised in two parts: descriptive statistics, which summarise the demographic and response profiles of the sample, and inferential analysis, which examines statistical relationships between key variables. The findings are interpreted in relation to the study's research questions and objectives.

4.2 Frequency Distribution Tables:

		N	%
Cases	Valid	168	98.2
	Excluded ^a	3	1.8
	Total	171	100.0

Interpretation:

- The table shows that from a total of 171 responses collected during the survey, 168 responses were considered valid and used for analysis.
- Only 3 responses, or 1.8%, were excluded due to incomplete or missing information.
- Since the percentage of excluded responses is quite low, it is unlikely to have a strong effect on the overall findings of the study.

Cronbach's Alpha	N of Items
.679	14

Interpretation:

- The reliability of the questionnaire was tested using Cronbach's Alpha, and the value obtained is 0.679 for 14 items.



- This value suggests a strong level of consistency in the results among the questions procured in the survey.
- In simple terms, it means showing that the questions used to measure different aspects of Wellness Programs are fairly consistent with one another and are effectively capturing the intended concepts.

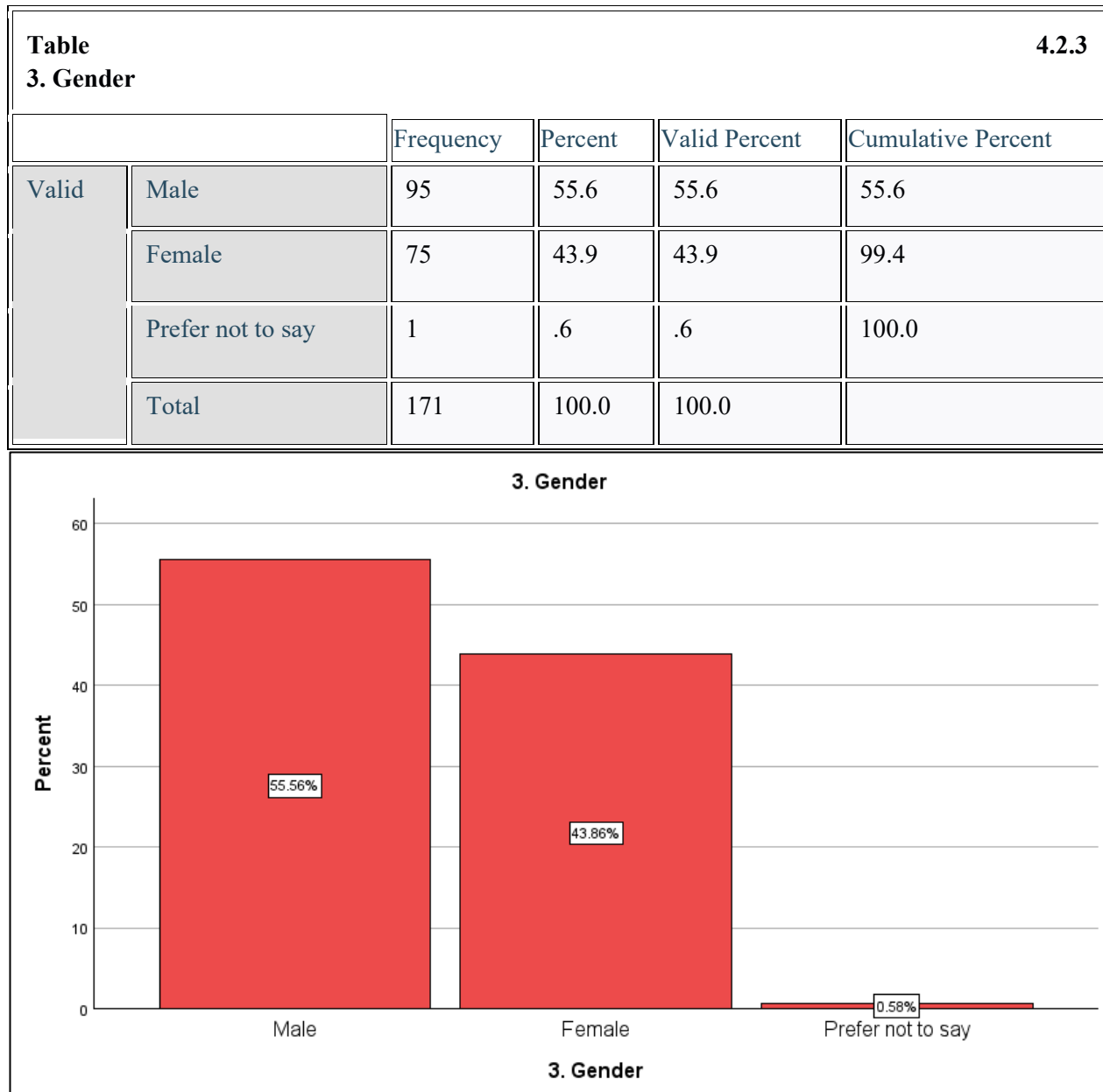


Figure 4.2.1

Interpretation:

- Sample is mostly evenly fragmented among males (55.6 %) and females (43.86%).
- The near equal representation ensures a balanced perspective in the study.



Table 4.2.4
4. Period of Life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20	29	17.0	17.0	17.0
	20-29 Years	79	46.2	46.2	63.2
	30-39 Years	25	14.6	14.6	77.8
	40-49 Years	8	4.7	4.7	82.5
	50 or Above	30	17.5	17.5	100.0
	Total	171	100.0	100.0	

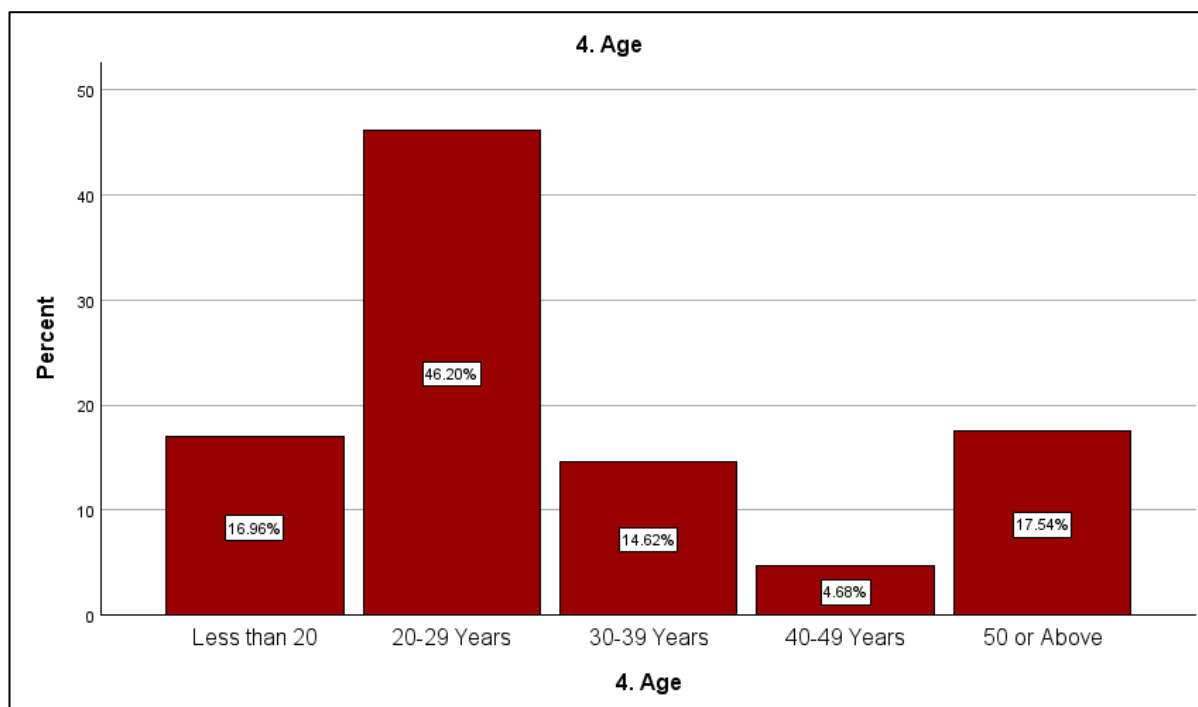


Figure 4.2.6

Interpretation:

- The largest group is 20-29 Years (46.2 %), indicating younger individuals from a large part of the respondents.
- 50 or above (17.54%) also have a notable presence and are knowledgeable about the Wellness programs.
- The distribution suggests that Wellness program initiatives appeal to both young and older employees.



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School	26	15.2	15.2	15.2
	Diploma	8	4.7	4.7	19.9
	Graduation	78	45.6	45.6	65.5
	Post-Graduation	59	34.5	34.5	100.0
	Total	171	100.0	100.0	

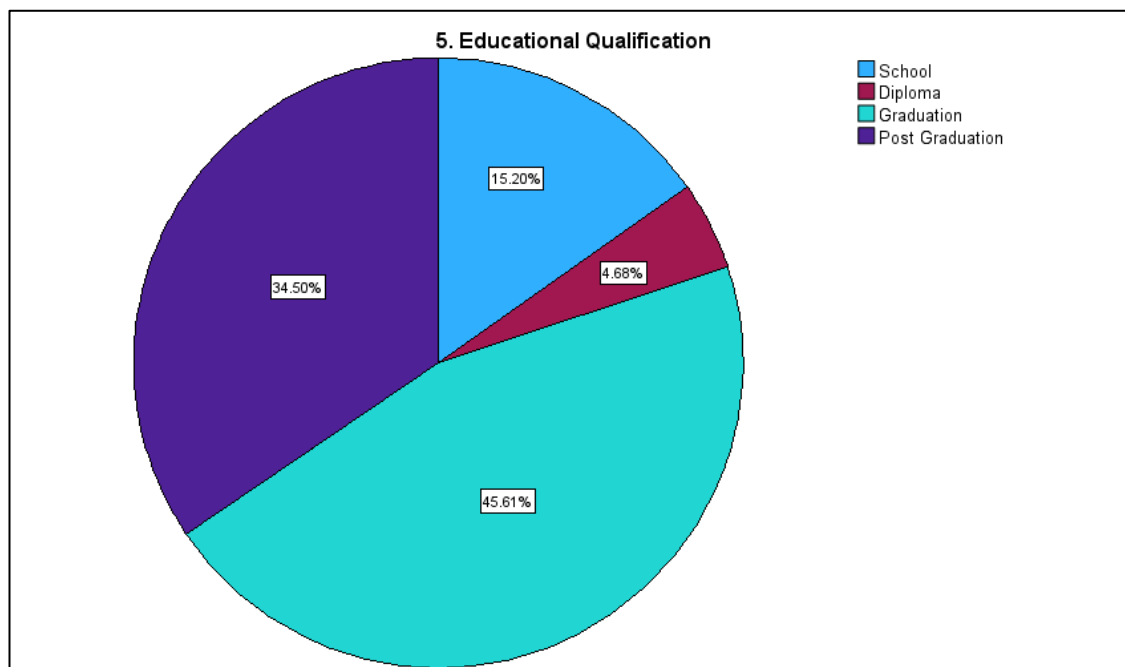


Figure 4.2.7

Interpretation:

- The most common level of education is a Graduation degree, held by 45.3% of the group.
- A significant 34.9% of respondents didn't stop at their first degree; they went on to achieve post-graduation
- The data paints a picture of a professionally inclined group of employees.



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 Months	103	60.2	60.2	60.2
	6-12 Months	15	8.8	8.8	69.0
	1-3 Years	4	2.3	2.3	71.3
	3-5 Years	19	11.1	11.1	82.5
	More than 5 Years	30	17.5	17.5	100.0
	Total	171	100.0	100.0	

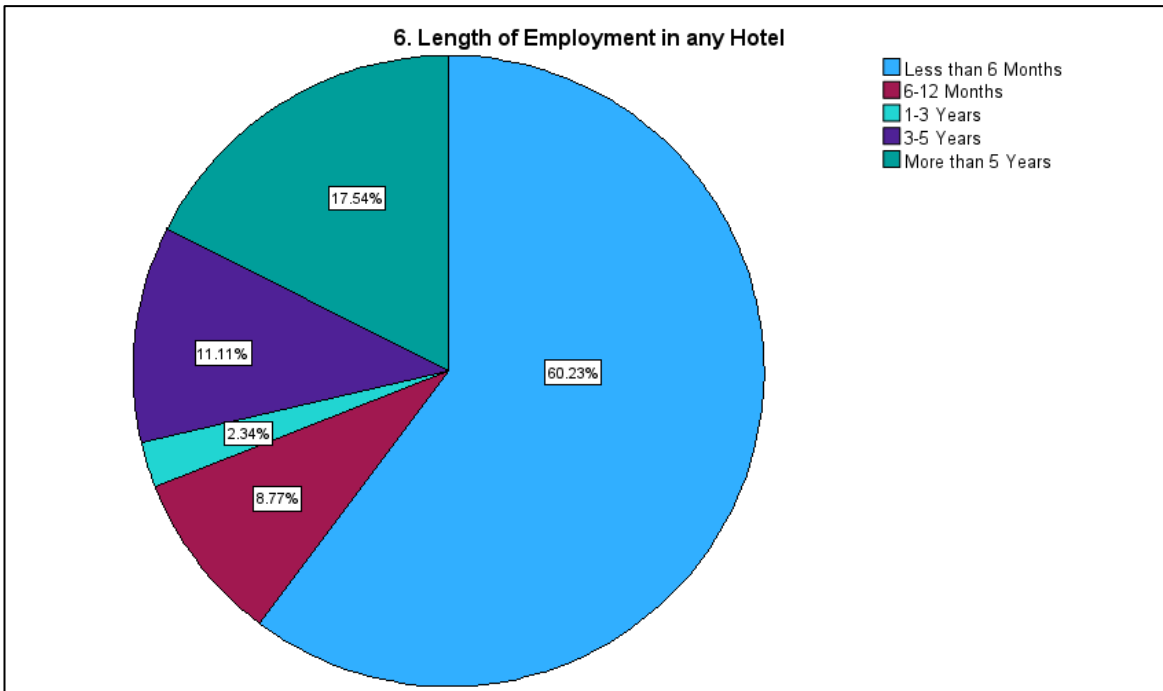


Figure 4.2.8

Interpretation:

- Roughly two-thirds of the staff (60.23%) have worked with their respective hotels for six months.
- A notable 17.5% of the participants have been in the industry for over five years.
- This stability is a significant asset for any hotel, as it means less time and money spent on the Wellness Programs and more focus on maintaining high standards of their well-being.



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, totally	164	95.9	95.9	95.9
	Yes, partially	7	4.1	4.1	100.0
	Total	171	100.0	100.0	



Figure 4.2.9

Interpretation:

- A significant majority – 95.9% (164 individuals) reported that they are completely aware of the Wellness programs offered by the hotel, suggesting that the hotel's internal communication channels, such as orientation sessions or staff meetings, effectively reach nearly seven out of every ten employees.
- The remaining 4.09% (7 individuals) have some knowledge of these Programs but lack full details. While they aren't completely in the dark, this group represents an opportunity for further outreach to ensure every staff member knows exactly how to access these benefits.

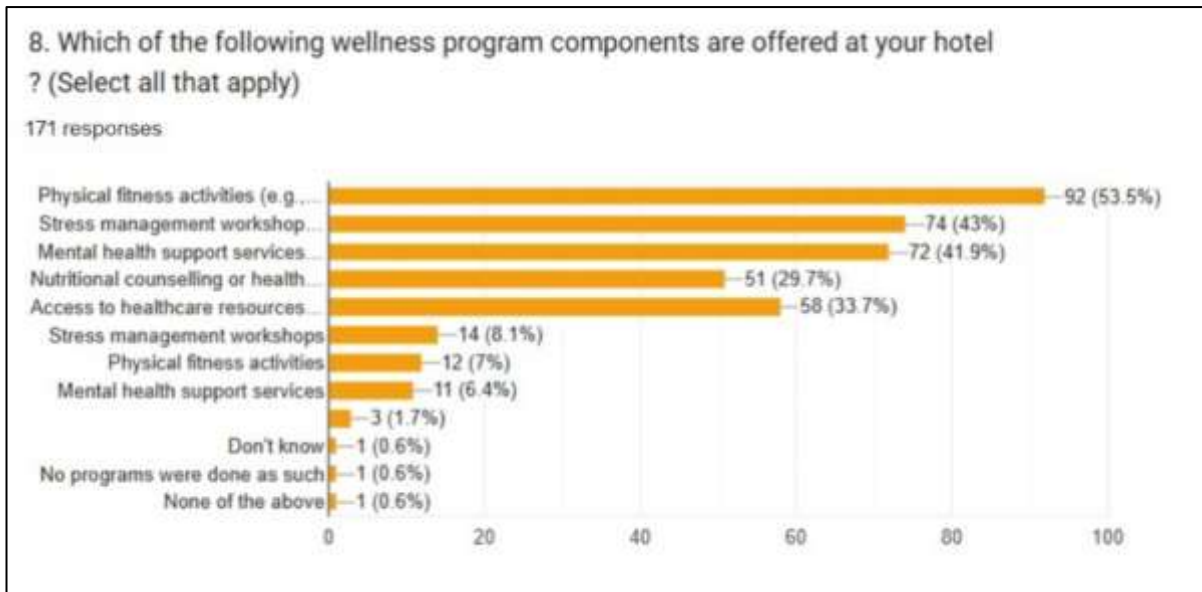


Figure 4.2.10

Interpretation:

- The most recognized feature is Physical Fitness Activities, cited by 53.5% of the staff (92 people). This suggests that gym memberships, yoga sessions, or sports clubs are the most visible and widely utilized part of the hotel’s Wellness strategy.
- It is incredibly telling that Stress Management Workshops (43%) and Mental Health Support Services (41.9%) follow closely behind. In the high-pressure environment of the hospitality industry, over 70 individuals identified these services showing hotel is taking the psychological demands of the job seriously.

Roughly one-third of the workforce noted access to Healthcare Resources (33.7%) and Nutritional Counselling (29.7%). While these are less "popular" than fitness or stress management, they provide a necessary safety net for long-term employee health.

9. How effective do you perceive the Wellness Programs offered by your hotel to be in improving overall employee well-being?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very In effective	19	11.1	11.1	11.1
	Ineffective	8	4.7	4.7	15.8
	Neutral	50	29.2	29.2	45.0
	Effective	53	31.0	31.0	76.0
	Very Effective	41	24.0	24.0	100.0
	Total	171	100.0	100.0	

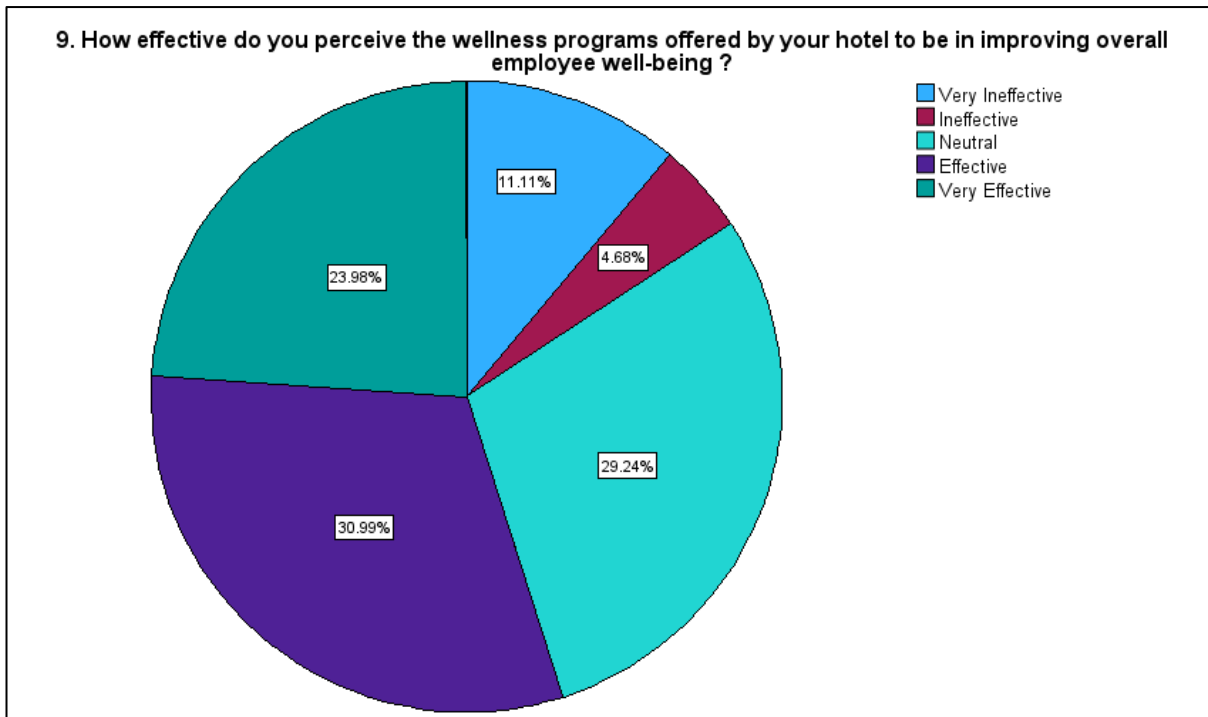


Figure 4.2.11

Interpretation:

- The responses indicate that employees generally view the Wellness Programs in a positive light.
- While many employees are satisfied, a few respondents feel that the Programs are either less effective or could be improved further.
- Overall, the results show that Wellness Programs are making a meaningful contribution to employee well-being.

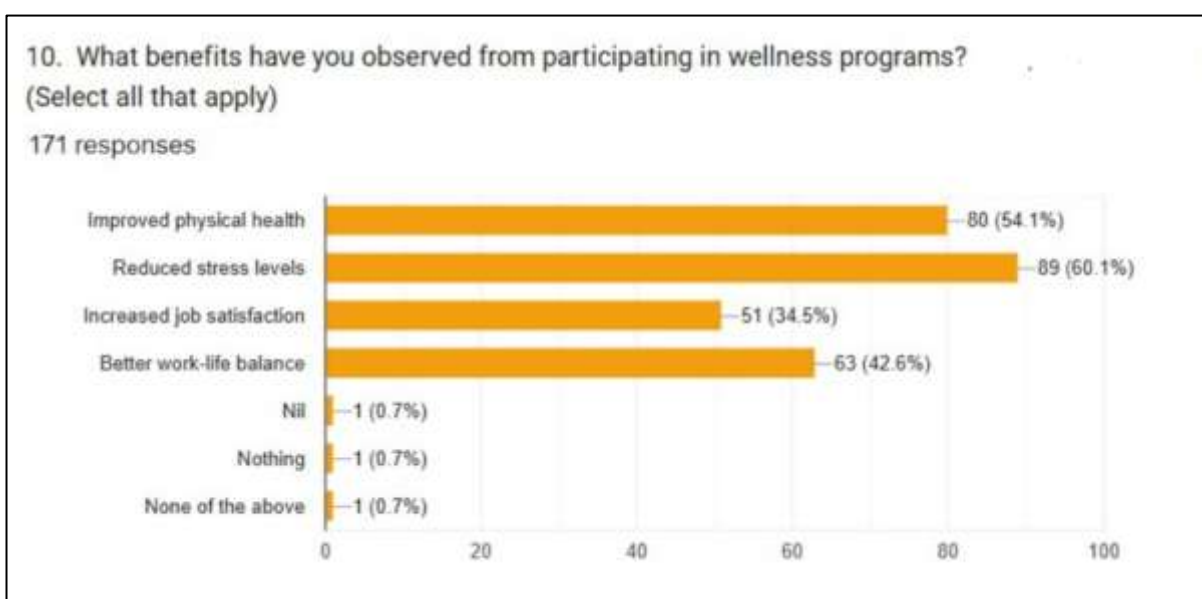


Figure 4.2.12



Interpretation:

- The most significant outcome reported is a drop in stress levels, cited by 60.1% of respondents (89 people).
- Closely following stress relief is the improvement in physical health, noted by 54.1% of the respondents (80 people). This correlates directly which is consistent with our earlier finding that physical fitness is the most recognized component of the hotel's Wellness menu.
- The high score for stress reduction shows that employees aren't just improving their physical health—they're also feeling more relaxed and mentally at ease.

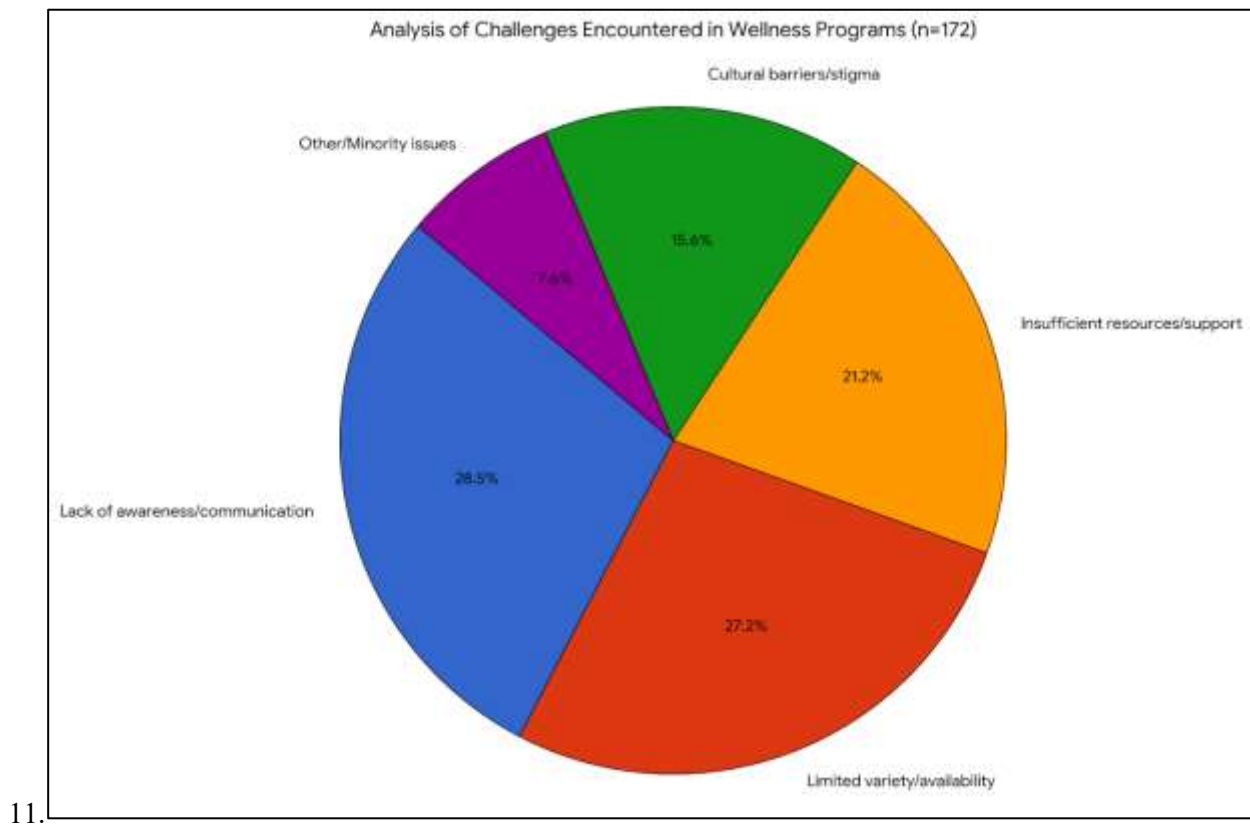


Figure 4.2.13

Interpretation:

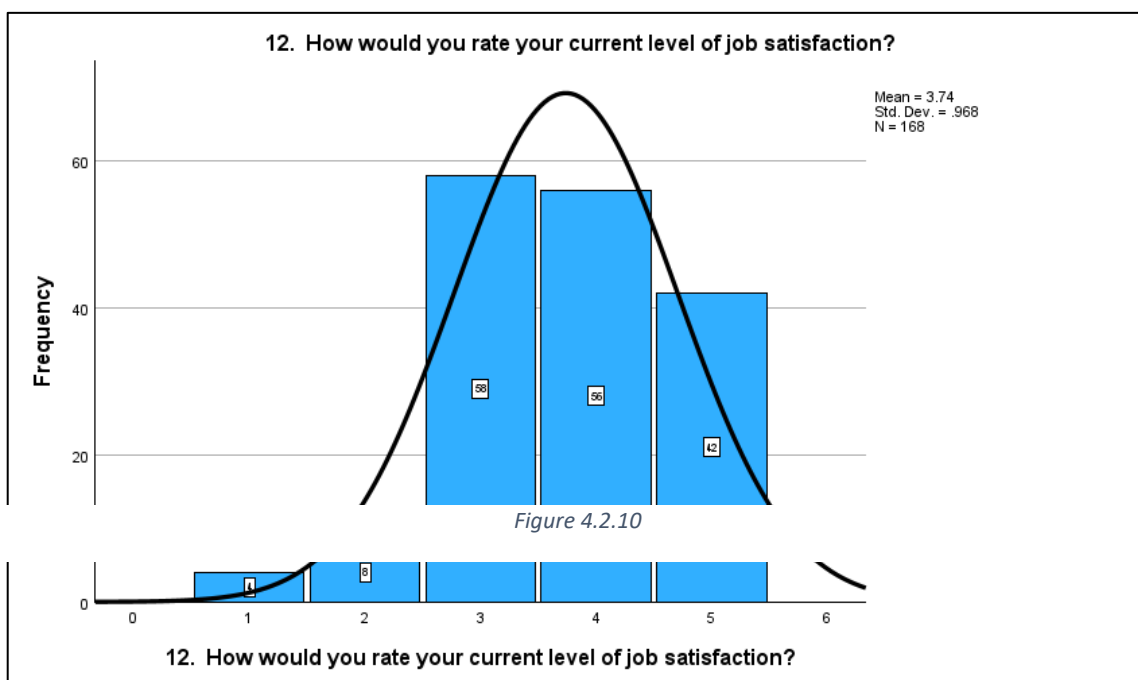
- The most prominent issue, cited by 28.5% of respondents (86 people), is a lack of awareness or consistent communication.
- Coming in a very close second at 27.2% (82 people) is the limited variety or availability of the programs.
- The fact that half of the team still struggles with communication despite knowing the Programs exist suggests that the hotel needs a more proactive and decentralised approach

**Table****4.2.9****12. What is your current level of job satisfaction?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	4	2.3	2.4	2.4
	Dissatisfied	8	4.7	4.8	7.1
	Neutral	58	33.9	34.5	41.7
	Satisfied	56	32.7	33.3	75.0
	Very Satisfied	42	24.6	25.0	100.0
	Total	168	98.2	100.0	
Missing	System	3	1.8		
Total		171	100.0		

Interpretation:

- The single largest group is those who are "Neutral," making up 33.9% (58 people) of the total.
- Nearly a quarter of the staff, 32.7% (56 people) identified as "Satisfied" portraying a critical group for management.
- The data shows that the hotel has created an environment where most employees feel comfortable and valued.





		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	24	14.0	14.0	14.0
	Low	21	12.3	12.3	26.3
	Medium	52	30.4	30.4	56.7
	High	25	14.6	14.6	71.3
	Very High	49	28.7	28.7	100.0
	Total	171	100.0	100.0	

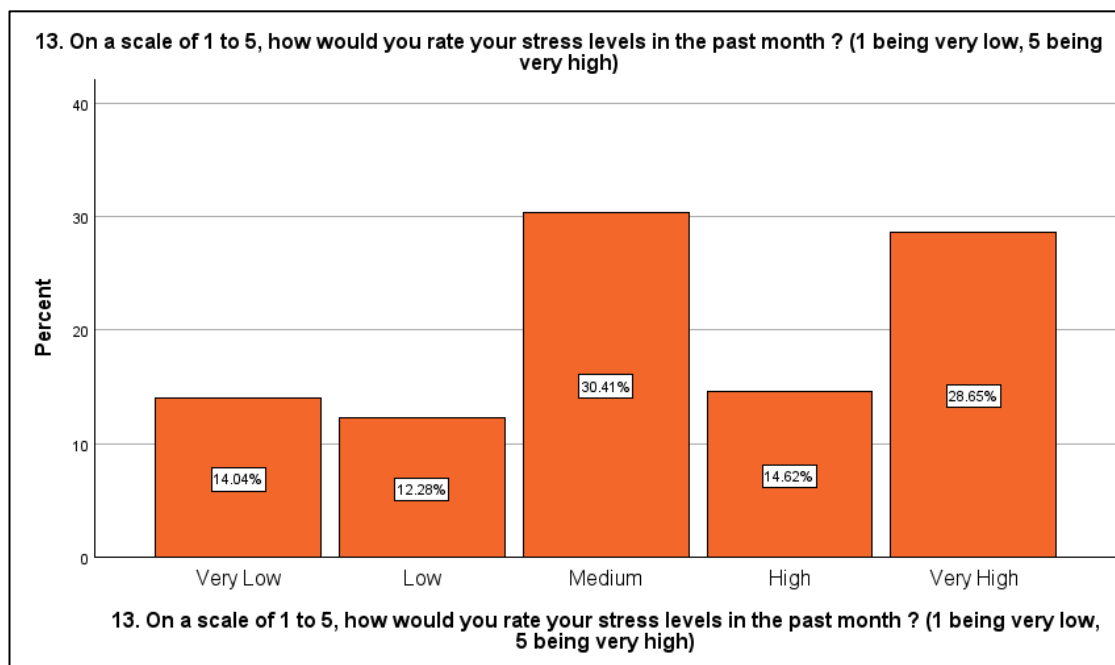


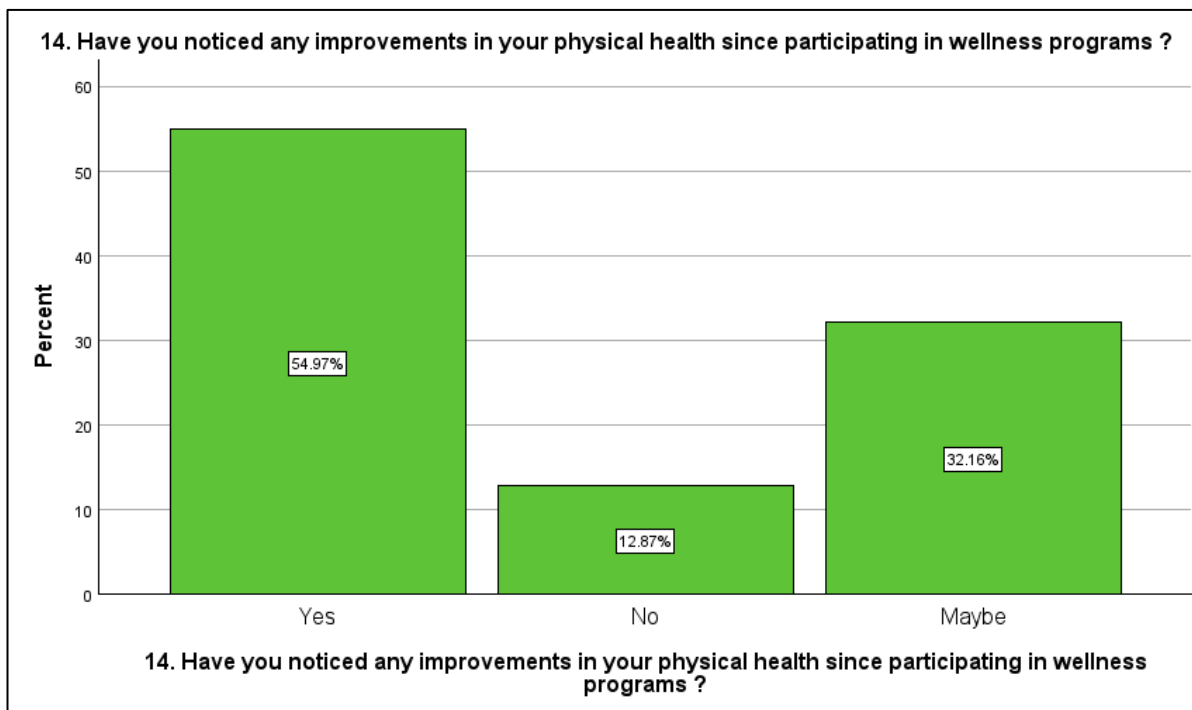
Figure 4.2.14

Interpretation:

- The responses show a fairly mixed picture of stress levels among the participants over the past month. Most of respondents (30.4%) reported feeling medium, which suggests that for many individuals, stress was present but manageable
- At the higher end, a large number of respondents experienced elevated stress. Around 14.6% rated their stress as high, and an even larger share, 28.7%, reported very high stress levels.
- On the other hand, a smaller but notable group reported lower stress levels. About 11.4% each fell into the very low and low categories. While this shows that some people individuals can maintain a relatively stress-free state.

**Table****4.2.11****14. What are the noticeable improvements in your physical health since participating in Wellness programs?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	94	55.0	55.0	55.0
	No	22	12.9	12.9	67.8
	Maybe	55	32.2	32.2	100.0
	Total	171	100.0	100.0	

*Figure 4.2.15***Interpretation:**

- A clear majority of participants, roughly 54.97 %, reported a definitive improvement in their physical health.
- 34.16 % of respondents represent a unique psychological middle ground, meaning they might be noticing subtle changes, but aren't yet ready to attribute those changes solely to the Wellness program.
- The "No" group is notably small, comprising only 12.87 % of the total.

**Table****4.2.12**

15. What are the modifications in absenteeism rates among employees since the implementation of Wellness programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	98	57.3	57.3	57.3
	No	27	15.8	15.8	73.1
	Maybe	46	26.9	26.9	100.0
	Total	171	100.0	100.0	

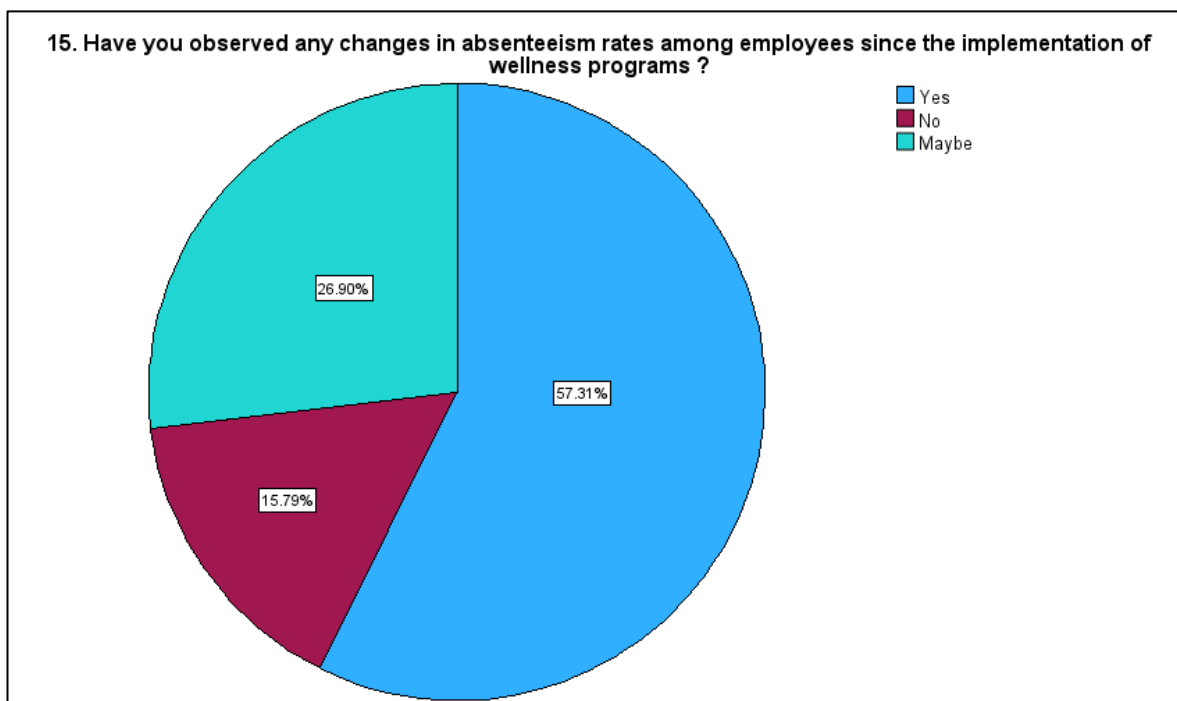


Figure 4.2.16

Interpretation:

- The results for absenteeism are even more noticeable, with the "Yes" segment occupying the majority share of the distribution (57.3 %).
- It supports the hypothesis that the Wellness program has tangible organizational benefits by helping reduce the time employees take off from work.
- The visual contrast between the "Yes" and "No" segments highlights the program's perceived Effectiveness.

**Table****4.2.13**

16. Your observation on alteration in turnover rates among employees since the implementation of Wellness programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	93	54.4	54.4	54.4
	No	21	12.3	12.3	66.7
	Maybe	57	33.3	33.3	100.0
	Total	171	100.0	100.0	

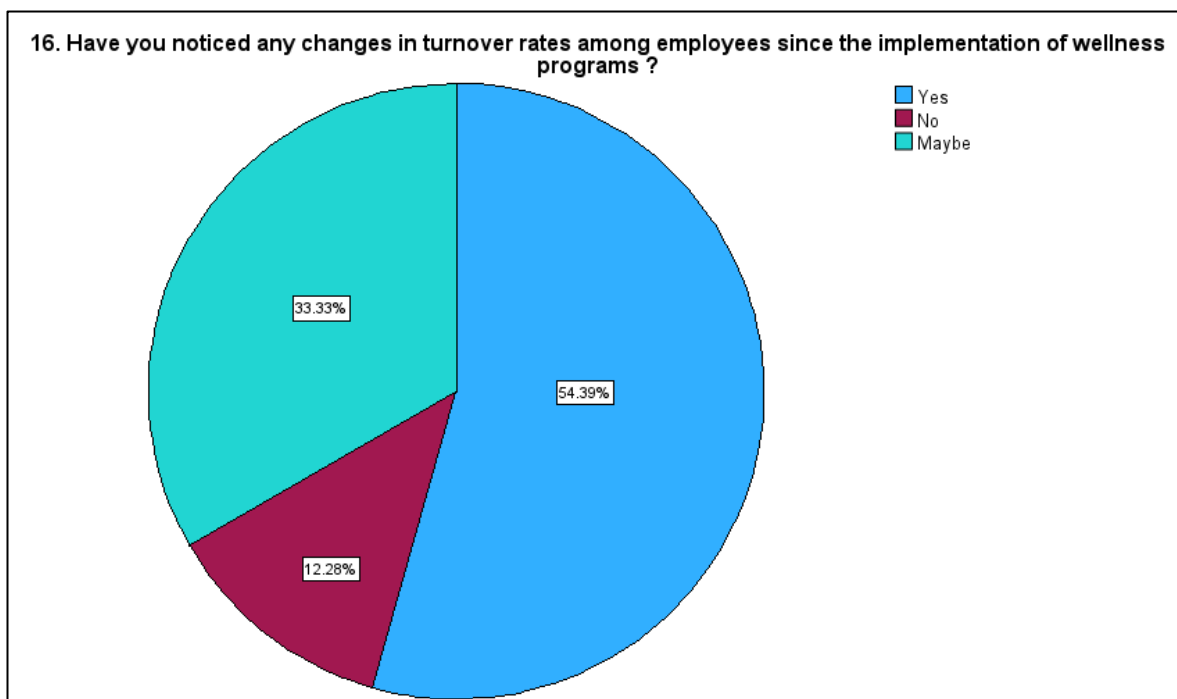


Figure 4.2.17

Interpretation:

- A majority of respondents (54.4 %) observed positive changes in turnover rates.
- Though 33.3 % of the workforce has a neutral opinion, organizational culture actively supports Wellness initiatives.
- This chart visually represent the success of these hotels in fostering long-term loyalty by the implementation of Wellness programs.



Table 4.2.14
17. Up to what parameter do you feel organisational culture supports participation in Wellness programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.3	2.3	2.3
	Disagree	5	2.9	2.9	5.3
	Neutral	45	26.3	26.3	31.6
	Agree	79	46.2	46.2	77.8
	Strongly Agree	38	22.2	22.2	100.0
	Total	171	100.0	100.0	

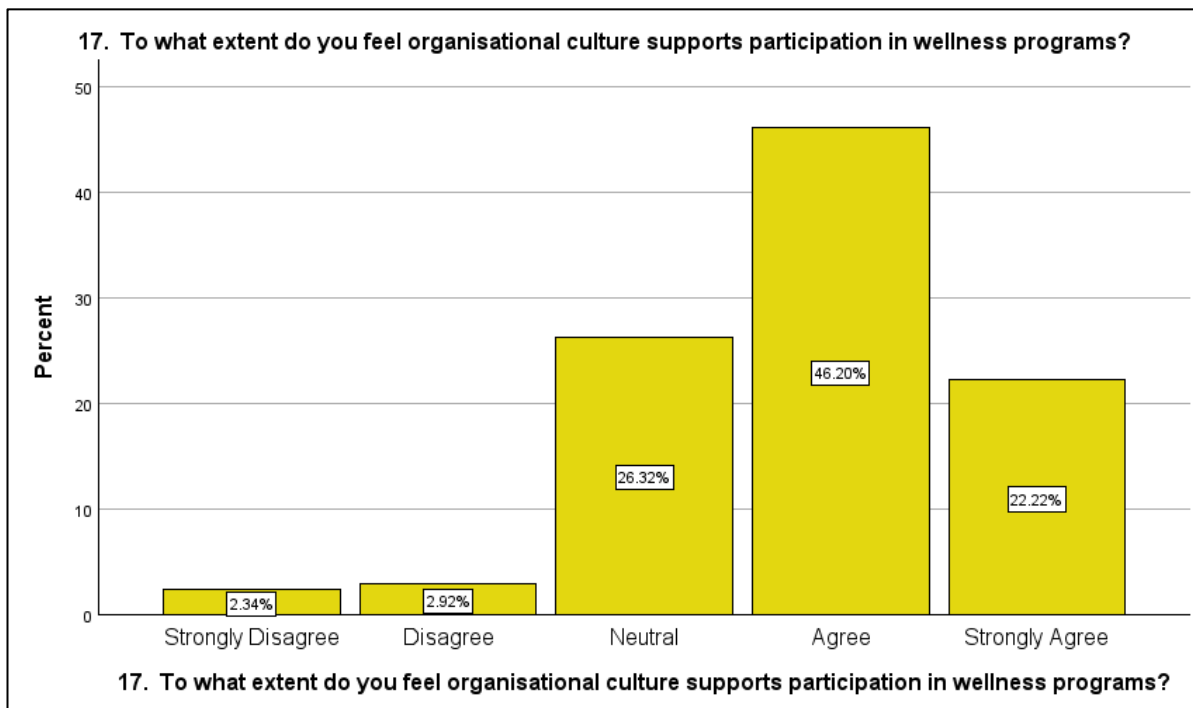


Figure 4.2.18

Interpretation:

- There is a strong sense of institutional alignment, with 46.2%, of employees agreeing that the organization supports their participation.
- The "Neutral" group accounts for 26.3% of the responses, which shows that in the high-pressure environment of five-star hotels, the "time-constraint" factor is an issue.
- Crucially, active disagreement is remarkably low (less than 5 % combined).



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Poor	1	.6	.6	.6
	Poor	11	6.4	6.4	7.0
	Average	51	29.8	29.8	36.8
	Good	62	36.3	36.3	73.1
	Excellent	46	26.9	26.9	100.0
	Total	171	100.0	100.0	

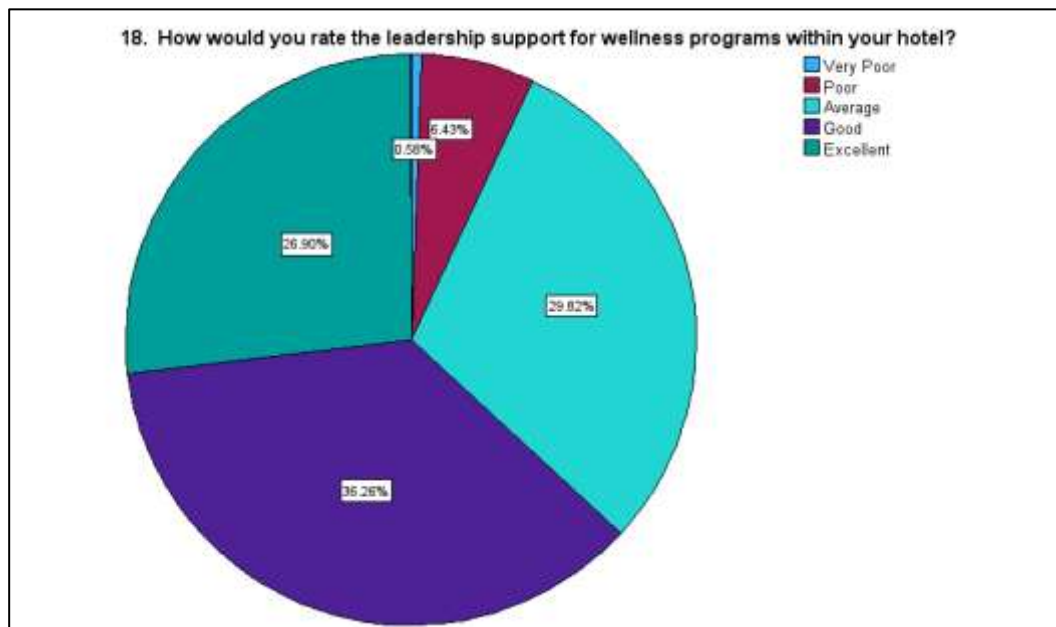


Figure 4.2.19

Interpretation:

- 36.6 % gave a definitive "Good" regarding leadership support, which is a significant milestone for any corporate Wellness program.
- Exactly 51 respondents mentioned "Average", meaning they likely haven't experienced a "lightbulb moment" of health but aren't ready to dismiss the program either.
- The small "Poor" contingent (6.4%) is actually quite encouraging, as it shows that only a few participants felt the program was entirely ineffective for their physical well-being.



Table 4.2.16
19. How likely are you to recommend specific changes or additions to the Wellness Programs offered at your hotel to your colleagues?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Likely At All	6	3.5	3.5	3.5
	Somewhat Likely	11	6.4	6.4	9.9
	Neutral	53	31.0	31.0	40.9
	Very Likely	61	35.7	35.7	76.6
	Extremely Likely	40	23.4	23.4	100.0
	Total	171	100.0	100.0	

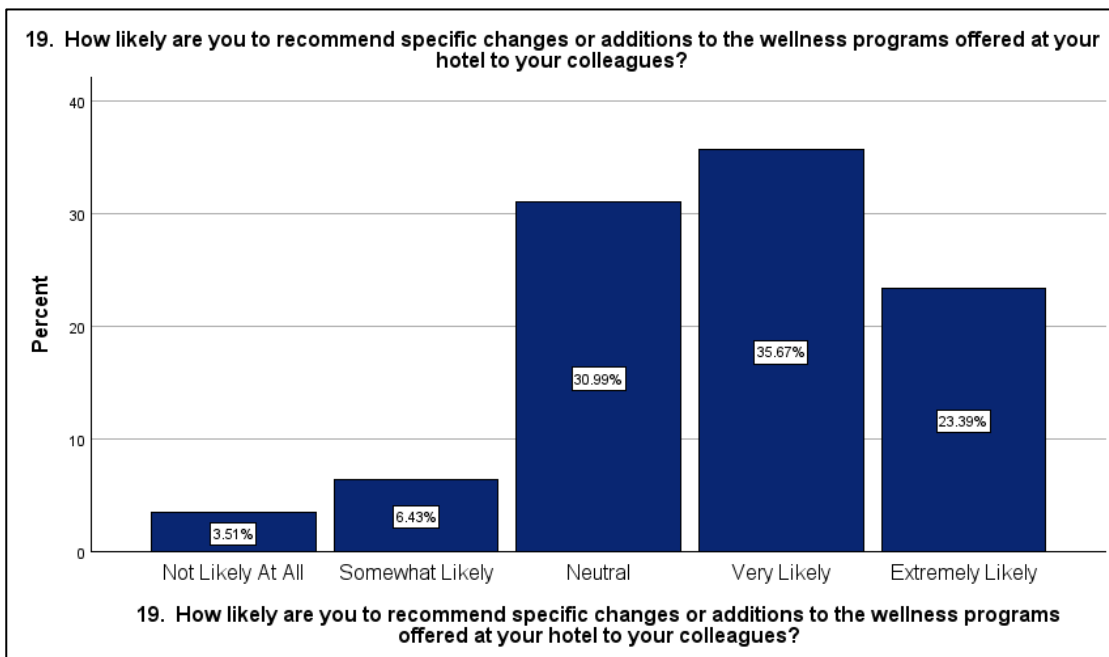


Figure 4.2.20

Interpretation:

- The bars for "Very Likely" (n=61) and "Neutral" (n=53) create a robust plateau of positive sentiment.
- There is a heavy concentration in the "Extremely likely" (n=40) category, which acts as the median point for this group.
- The "Not Likely At All" response is a clear outlier (n=6), indicating that active dissatisfaction with recommending the program is virtually non-existent.

4.3 INFERENCE ANALYSIS

4.3.1 CHI-SQUARE TEST

H₀: Employee well-being programmes in the selected five-star hotels of Kolkata do not lead to any meaningful improvement in employees’ overall well-being and attendance rate.



H₁: Employee well-being programmes in the selected five-star hotels of Kolkata have a meaningful and positive impact on employees' overall well-being and attendance rate.

Chi-Square Test and Pearson's Correlation to understand if Wellness program initiatives of the selective five-star hotels in Kolkata make a real difference to employees' physical health.

Table 4.3.1					
14. Betterment in your physical health since participating in Wellness Programs? * 15. Upgradation in absenteeism rates among employees since the implementation of Wellness Programs ? Crosstabulation					
Count					
		15. Upgradation absenteeism rates among employees since the implementation of Wellness Programs ?			Total
		Yes	No	Maybe	
14. Betterment in your physical health since participating in Wellness Programs?	Yes	73	7	14	94
	No	6	11	5	22
	Maybe	19	9	27	55
Total		98	27	46	171

Table 4.3.2			
Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	50.939 ^a	4	<.001
Likelihood Ratio	45.940	4	<.001
Linear-by-Linear Association	28.780	1	<.001
N of Valid Cases	171		

a. 1 cells (11.1%) have expected count less than 5. The minimum expected count is 3.47.

Table 4.3.3			
Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.546	<.001
	Cramer's V	.386	<.001
	Contingency Coefficient	.479	<.001
N of Valid Cases		171	



Interpretation of Crosstabs and Chi-Square Analysis Results

The crosstabulation examines the relationship between Employee Perception of Wellness Program initiatives in their improvements in physical health and absenteeism rate.

Crosstabulation Results from Table 4.3.1

- The table shows how often each response was given..
- A clear pattern can be observed from the data. Among the employees who reported “**Yes**”, (94 out of 171) did not disagree with the statement that they feel a significant improvement in their physical health. This clearly shows that those who notice improvements tend to follow low absenteeism rate.
- In the “**Maybe**” category, a small number of respondents (55 out of 171) expressed disagreement. This indicates some level of uncertainty among employees—while they may have experienced slight benefits, they are not completely convinced about the Effectiveness of the programmes.
- For those who responded “**No**”, only 22 respondents showed disagreement, reflecting a mixed but very limited response due to the small sample size in this category.
- This suggests a positive correlation between noticeable improvements in employees’ physical health after participating in Wellness programmes and low absenteeism rate.

Chi-Square Tests from Table 4.3.2

- The **Pearson Chi-Square value is 50.939** with a significance level of **< 0.001**.
- This shows a meaningful relationship between participation in Wellness Programs and employee’s physical health.
- The **Likelihood Ratio of 45.940** supports this result with **< 0.001 significance**.
- The **Linear-by-Linear Association value of 28.780** suggests a strong linear relationship.

Symmetric Measures from Table 4.3.3

- Phi value of **0.546** indicates a moderate positive relationship between the variables.
- Cramer’s V value of **0.386** further supports this moderate relationship.
- Both results are meaningful, with **p-values < 0.001**.

Thus, this test reveals a significant and optimistic relationship among the employee’s low absenteeism rates and their participation in the Wellness Programs in five-star hotels and improvements in their physical health.

Based on the analysis, the results show a significant association between low absenteeism rates and improvements in physical health after implementing Wellness programs. This demonstrates how personnel who actively participate in these programmes are more likely to report better physical well-being than those who skips and tend to be regular.

The above test validates that there is a meaningful impact of the Wellness program initiatives on employees’ well-being; hence, we accept the alternative hypothesis.



4.3.2 PEARSON'S CORRELATION COEFFICIENT

Table Correlations		4.3.4	
		14. Upgradation in your physical health since participating in Wellness Programs ?	16. Modification in turnover rates among employees since the implementation of Wellness Programs ?
14. Upgradation in your physical health since participating in Wellness Programs ?	Pearson Correlation	1	.416***
	Sig. (2-tailed)		<.001
	N	171	171
16. Modification in turnover rates among employees since the implementation of Wellness Programs ?	Pearson Correlation	.416***	1
	Sig. (2-tailed)	<.001	
	N	171	171
***. Correlation at 0.001(2-tailed)			

- **Pearson Correlation Coefficient: 0.416**

This indicates a **strong constructive optimism** between the two variables. This test states that as employees who cultivate greater physical vitality observes a noticeable improvement in absenteeism rates as well (generally meaning absenteeism tends to reduce).

- **Significance (p-value): <0.001**

The result is statistically significant, meaning the correlation is unlikely to be due to chance.

- **Interpretation:** The test imply that workers who feel physically healthier tend to be regular at work, highlighting a practical benefit of Wellness programmes. Improved health seems to translate into lower turnover rates.



Table 4.3.5
Correlations

		17. To what extent do you feel organisational culture supports participation in Wellness programs?	19. How likely are you to recommend specific changes or additions to the Wellness Programs offered at your hotel to your colleagues?
17. To what extent do you feel organisational culture supports participation in Wellness programs?	Pearson Correlation	1	.641***
	Sig. (2-tailed)		<.001
	N	171	171
19. How likely are you to recommend specific changes or additions to the Wellness Programs offered at your hotel to your colleagues?	Pearson Correlation	.641***	1
	Sig. (2-tailed)	<.001	
	N	171	171
***. Correlation at 0.001(2-tailed)			

Recommendations of Wellness Program Initiatives in those five-star Hotels:

- **Pearson Correlation Coefficient:** 0.641

The analysis shows a **correlation coefficient (r) of 0.641**, which indicates a **moderate positive relationship** between the two variables. This basically means that when workers feel that their organisation genuinely supports participation in Wellness programmes, they tend to suggest or recommend changes and improvements to these initiatives.

- **Significance (p-value):** <0.001

The correlation is statistically significant.

- **Conclusion:** Overall, this reflects that a supportive organisational environment encourages employees to be more involved and expressive about Wellness programmes. When employees feel backed by the organisation, they not only associate themselves more but also take an interest in making these programmes better.

THE POSITIVE ATTITUDES, PHYSICAL HEALTH AND ABSENTEEISM RATES LINKED TO GREATER ORGANISATIONAL SUPPORT AND RECOMMENDATION OF THE WELLNESS PROGRAMS AS PROVED ABOVE SHOW THAT THE ALTERNATIVE HYPOTHESIS IS ACCEPTED.

4.3.3 INDEPENDENT SAMPLE T-TESTS

INDEPENDENT SAMPLE T- Tests to understand the job satisfaction rate among associates in five-star hotels in Kolkata across both genders.

The hypothesis to be tested with this test:

H02: There is no meaningful change between male and female associates in lieu of how effective they perceive the Wellness programmes to be in five-star accommodation in Kolkata.

H12: There is a meaningful change between male and female associates in how they perceive the Effectiveness of Wellness programmes in five-star accommodation in Kolkata.



Table 4.3.6
Independent Samples Test

		t-test for Equality of Means							
		t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
				One-Sided p	Two-Sided p			Lower	Upper
9. How effective do you perceive the wellness programs offered by your hotel to be in improving overall employee well-being ?	Equal variances assumed	.229	168	.410	.819	.044	.190	-.332	.419
	Equal variances not assumed	.228	157.385	.410	.820	.044	.191	-.333	.420

Table 4.3.7
Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
9. How effective do you perceive the wellness programs offered by your hotel to be in improving overall employee well-being ?	Cohen's d	1.230	.035	-.267	.338
	Hedges' correction	1.236	.035	-.266	.337
	Glass's delta	1.245	.035	-.268	.338

a. The denominator used in estimating the effect sizes. Cohen's d uses the pooled standard deviation. Hedges' correction uses the pooled standard deviation, plus a correction factor. Glass's delta uses the sample standard deviation of the control (i.e., the second) group.



Interpretation of T Test for difference between male and female associates in their understanding of the Effectiveness of Wellness programmes:

- **Mean Scores:** Males and females had very similar average scores.
- **T-Test Results:** No prominent variance amongst genders was observed.
- **Effect Size:** Cohen's d (1.230) suggests a negligible effect size. Their confidence intervals also include zero, stating null difference.

4.3.3.1 T-TEST FOR JOB SATISFACTION WITH ANOTHER VARIABLE

		t-test for Equality of Means							
		t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
				One-Sided p	Two-Sided p			Lower	Upper
12. How would you rate your current level of job satisfaction?	Equal variances assumed	.588	165	.279	.557	.087	.148	-.205	.378
	Equal variances not assumed	.589	159.200	.278	.557	.087	.147	-.204	.378



Table 4.3.9
Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
12. How would you rate your current level of job satisfaction?	Cohen's d	.949	.091	-.214	.396
	Hedges' correction	.953	.091	-.213	.395
	Glass's delta	.941	.092	-.213	.397

a. The denominator used in estimating the effect sizes. Cohen's d uses the pooled standard deviation. Hedges' correction uses the pooled standard deviation, plus a correction factor. Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

INTERPRETATION OF T TEST FOR CURRENT RATE OF JOB SATISFACTION IN HOTELS:

Mean Scores: Males and Females again had similar mean scores.

T-Test Results: No significant difference was found. This p-value is well above the common significance threshold of 0.05, meaning the difference in means is not statistically significant.

Effect Size: Cohen's d (-0.949) indicates a small size effect, with a confidence interval spanning zero.

Overall T Test Interpretation

- Across both measures, no significant gender variations were found.
- The small size effect indicate: gender has little to no practical impact on job satisfaction rate.
- The similarity in means indicates a general consistency in attitudes toward sustainability in hospitality.

Mean figures for males and females are relatively low on scale (likely from 1 to 5, though the exact scale isn't specified in the document). Since the scores are low, this generally suggests a **low job satisfaction level**.

BOTH GENDERS SHOW A LOW INCLINATION TO THE EFFECTIVENESS OF WELLNESS PROGRAM INITIATIVES AS WELL AS HIGHER SATISFACTION LEVEL OF JOB. HENCE, WE AGREE TO OUR NULL HYPOTHESIS H02 AND REJECT THE ALTERNATIVE HYPOTHESIS H12.

4.4 CONCLUSION

The data analysis reveals a broadly positive but nuanced picture of wellness programme implementation in five-star accommodations in Kolkata. Staff members are largely aware of available programmes and perceive them as beneficial, particularly for stress reduction and physical health improvement. Inferential analysis confirms statistically significant associations between wellness participation and reduced absenteeism and turnover. However, satisfaction levels of job remain moderate and stress levels are notably high for a significant proportion of the workforce, suggesting that current programmes, while valuable, are not yet sufficient to fully address the well-being challenges inherent in the hotel environment. Critically, no significant gender-based differences were found in perceptions of either wellness effectiveness or job satisfaction, supporting the null hypothesis on this dimension.



CHAPTER CONCLUSION AND RECOMMENDATIONS

5

5.1 Summary of Key Findings:

This study set out to understand the implementation of employee wellness programmes in selective five-star staycations in Kolkata. Drawing on survey data from 171 respondents and a battery of statistical analyses, the study has generated the following key findings:

The workforce in five-star staycations in Kolkata is predominantly young (46.2 percent aged 20-29), graduate-educated, and largely composed of workers with only six months of hotel tenure. The employees' demographic profile has practical implications for how wellness programmes are designed and communicated.

Awareness of wellness programmes is very high (95.9 percent), indicating effective internal communication. Physical fitness activities are the most widely recognised component, followed by stress management workshops and mental health support services.

Employees generally perceive wellness programmes positively, with 55 percent of the sample rating them as effective or very effective. The top benefits they reported were stress reduction (60.1 percent) and improved physical health (54.1 percent).

Statistical analysis confirms a clear positive relationship between physical health improvements and reduced absenteeism (Chi-square = 50.939, $p < 0.001$), and a moderate positive relation between physical health and turnover ($r = 0.416$, $p < 0.001$). A strong relation was found between organisational culture support and employees' willingness to recommend programme improvements ($r = 0.641$, $p < 0.001$).

Gender differences were not statistically significant in perceptions of wellness effectiveness ($p = 0.892$) or job satisfaction ($p = 0.518$), supporting the null hypothesis on this dimension.

Key challenges include lack of communication and limited programme variety, highlighting implementation gaps.

5.2 Discussion:

The results of this project align with and extend existing research in several important ways. The positive association between wellness participation and reduced absenteeism corroborates support from many international studies demonstrating that health alternatives in the work place yields measurable operational benefits. The strong connection between organisational culture and support and employee engagement with wellness reflects the theoretical prediction of "SET Theory" that perceived organisational investment in employee welfare stimulates reciprocal commitment and proactive behaviour.

The finding that stress levels remain high despite the presence of wellness programmes is particularly telling. Nearly 43 percent of respondents reported high or very high stress, suggesting that current wellness provisions, while appreciated, have not yet reached the level of the intensity of occupational demands in the hotel sector. This gap between wellness provision and wellness need represents perhaps the most significant practical challenge identified by this research.

The absence of significant gender differences in wellness perceptions challenges some findings from earlier studies suggesting women are more likely than men to engage with psychological and mental health-related wellness provisions. This finding may reflect the specific demographic and cultural context of the Kolkata hotel workforce, where both genders appear to engage with available wellness resources to broadly similar degrees.



5.3 Recommendations:

According to the project's findings, the following recommendations are offered to hotel managers, HR professionals, and policymakers:

- **Enhance programme flexibility:** Given the shift-based nature of hotel work, wellness activities must be scheduled across all shift timings to promise parity for all employees, including those on night or split shifts.
- **Strengthen communication strategies:** While awareness is high, communication about how to access and benefit from programmes should be made more proactive, personalised, and department-specific.
- **Expand mental health provisions:** The high prevalence of stress in the sample warrants a more robust investment in better mental health support, including access to confidential counselling, peer support networks, and mindfulness-based stress reduction programmes.
- **Institutionalise employee participation in programme design:** The strong correlation between perceived organisational support and programme recommendation willingness suggests that co-designing wellness initiatives with employees will improve both relevance and uptake.
- **Develop visible leadership support:** Managers should actively participate in wellness activities and publicly endorse their importance, as leadership behaviour significantly shapes organisational culture norms around well-being.
- **Implement ongoing evaluation mechanisms:** Hotels should introduce structured, regular assessment of wellness programme outcomes using both quantitative metrics (absenteeism, turnover, healthcare utilisation) and qualitative feedback from employees.

5.4 Future Research Directions:

The current project has identified few avenues for future investigation. To get clearer answers, longitudinal studies would provide more solid evidence on the causal effects of wellness programme participation over time, particularly regarding employee retention and long-term health outcomes. Comparative findings across different accommodation categories (three-star, four-star, and five-star) and different geographic contexts within India would enhance the generalisability of findings. Further exploration might also point out the potential of technology-enabled wellness interventions — such as wearable health monitoring devices and app-based wellness challenges — which are increasingly being piloted in the hospitality sector.

5.5 Limitations:

This study is subject to several limitations that should be considered when interpreting its findings. The convenience sampling method and restriction to five-star hotels in one city limit the generalisability of results. One limitation is that self-reported data can bring in social desirability bias and recall biases. The cross-sectional design precludes causal inferences, and the relatively modest sample size of 171 may not totally represent the diversified staycation workforce. Future investigations would be inculcated from larger, more representative samples and longitudinal or experimental designs.

5.6 Final Reflection:

This study reinforces a growing body of evidence that employee wellness is not a peripheral concern but a core strategic priority for organisations seeking to sustain high-quality service in demanding operational environments. In the context of five-star hotels in Kolkata, where competitive pressures are intensifying and workforce expectations are evolving, wellness programmes represent both a moral obligation and a practical investment. When designed thoughtfully, implemented genuinely, and supported by organisational culture and leadership, these programmes have the demonstrated capacity to improve individual health, reduce absenteeism, enhance employee commitment, and ultimately contribute to organisational excellence.



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