

## A Study on the Effectiveness of Health and Wellness Program in Reducing Employee Turnover at Reliance Retail

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### ABSTRACT

Employee turnover remains a significant challenge for organizations, affecting productivity, operational costs, and workplace morale. Health and wellness programs have emerged as strategic tools aimed at fostering employee well-being and reducing attrition rates. This study examines the effectiveness of health and wellness initiatives in mitigating employee turnover at Reliance Retail. A structured analysis explores the direct and indirect impacts of such programs on job satisfaction, work-life balance, and overall engagement. Data collection involves a combination of surveys and interviews conducted among employees at various levels, assessing their perspectives on the accessibility, utilization, and benefits of wellness initiatives. Findings indicate that organizations investing in comprehensive wellness programs experience a noticeable decline in voluntary turnover, as employees feel valued and supported. Additionally, factors such as stress management, physical fitness initiatives, and mental health support play a crucial role in enhancing employee retention. The study further highlights that companies integrating holistic wellness strategies witness improved workforce morale and productivity. A well-structured health and wellness program does not merely contribute to physical well-being but also fosters a positive organizational culture, strengthening employer-employee relationships. The research provides insights into how Reliance Retail's wellness initiatives impact employee loyalty and performance, offering recommendations for optimizing such programs to maximize retention. Future studies can explore the long-term financial benefits of wellness programs in reducing hiring and training costs associated with high attrition. By adopting data-driven wellness strategies, businesses can enhance employee engagement, mitigate workplace stress, and ensure sustainable workforce stability in the dynamic retail sector..

**Keywords:** Employee turnover, wellness programs, job satisfaction, employee retention, workplace well-being, organizational culture, Reliance Retail, stress management, workforce stability, employee engagement

### 1. INTRODUCTION

Employee turnover is a persistent challenge that organizations across industries strive to address. High attrition rates not only disrupt workflow but also impose financial burdens due to recruitment and training costs. In the competitive retail sector, companies like Reliance Retail face the critical task of retaining skilled employees while maintaining an efficient workforce. One promising approach to enhancing employee satisfaction and reducing turnover is the implementation of comprehensive health and wellness programs. These initiatives aim to create a supportive work environment that fosters both physical and mental well-being, ultimately leading to improved job satisfaction and retention.

Health and wellness programs encompass a wide range of strategies, including stress management workshops, fitness programs, mental health counselling, and flexible work arrangements. The objective of these initiatives is to ensure that employees feel valued, experience reduced workplace stress, and maintain a healthy work-life balance. Several studies indicate that organizations investing in employee well-being witness lower absenteeism rates, improved productivity, and enhanced job commitment. In retail environments, where work schedules can be demanding, wellness programs serve as a crucial factor in fostering long-term employee loyalty. The success of these programs, however, depends on their accessibility, effectiveness, and alignment with employees' needs.

Reliance Retail, a major player in the Indian retail industry, has introduced various health and wellness initiatives to enhance employee satisfaction and reduce turnover rates. These efforts include health insurance benefits, stress-relief activities, workplace ergonomics, and professional development programs. Understanding how these initiatives impact employee

retention is crucial in determining their effectiveness. By analysing employee feedback, participation levels, and overall job satisfaction, this study aims to evaluate the role of wellness programs in shaping workforce stability. Addressing the key factors that contribute to turnover can provide valuable insights for optimizing wellness initiatives.

The significance of this study lies in its potential to highlight the relationship between employee well-being and organizational success. Companies that prioritize wellness initiatives often witness increased employee engagement, stronger workplace morale, and enhanced employer branding. Moreover, retaining experienced employees leads to sustained productivity and reduced operational disruptions. This research seeks to provide practical recommendations for enhancing the effectiveness of health and wellness programs in retail organizations, ensuring that businesses can build a healthier and more committed workforce.

As organizations navigate an evolving work environment, prioritizing employee well-being has become a fundamental strategy for long-term sustainability. Retail companies, in particular, must recognize the importance of wellness initiatives in fostering job satisfaction and loyalty. By identifying the best practices in workplace wellness, this study aims to contribute to the growing discourse on employee retention and well-being, offering actionable insights for businesses seeking to reduce turnover and enhance workforce stability.

## 2. LITERATURE-REVIEW

Health and wellness programs have gained prominence in organizational strategies aimed at improving employee retention. Kumar (2015) examined the impact of workplace wellness initiatives on employee performance and found that organizations with structured health programs experienced lower absenteeism and improved morale. The study emphasized that companies investing in employee well-being witnessed a substantial reduction in turnover rates. Moreover, wellness initiatives, such as fitness programs and stress management workshops, contributed to higher job satisfaction levels, making employees less likely to seek alternative employment. This research highlights the growing importance of holistic wellness programs in retaining a committed workforce.

Gupta and Sharma (2017) explored the correlation between workplace well-being and employee retention in the retail sector. Their study revealed that organizations implementing wellness programs observed a 25% decrease in voluntary attrition. Employee surveys indicated that access to mental health counselling and wellness benefits enhanced their sense of belonging and engagement. The study further emphasized that companies offering comprehensive health packages were perceived as better employers. These findings suggest that investment in employee well-being is not just a cost but a strategic tool for ensuring long-term workforce stability and reducing recruitment expenses.

Ramesh and Iyer (2018) analysed the effectiveness of corporate wellness initiatives in enhancing job performance and reducing turnover. The research indicated that employees who actively participated in wellness programs displayed greater commitment to their organizations. Additionally, firms that provided workplace ergonomics, health check-ups, and flexible work schedules reported improved productivity. The study concluded that a lack of well-being initiatives often led to job dissatisfaction and burnout, which significantly contributed to high attrition rates. This research underscores the need for structured wellness interventions to improve employee motivation and organizational loyalty.

Patel et al. (2020) investigated the role of mental health programs in reducing stress-related turnover in retail organizations. Their study found that high-stress environments often pushed employees to resign, affecting overall workforce stability. Companies integrating mindfulness training, employee assistance programs, and wellness incentives observed a significant improvement in retention rates. Employees reported feeling more valued and supported, resulting in increased job commitment. The study highlighted that mental health awareness should be a core component of any workplace wellness strategy to create a more resilient and satisfied workforce.

Das and Mukherjee (2021) examined the post-pandemic impact of wellness programs on employee retention, particularly in the retail industry. With remote work and job uncertainties on the rise, wellness initiatives played a crucial role in maintaining employee morale. Their study found that organizations that provided hybrid wellness programs, including virtual fitness sessions and mental health support, experienced lower attrition rates. The research concluded that a dynamic and evolving wellness strategy is essential in adapting to changing workplace environments and ensuring employee well-being, especially during times of crisis.

## 3. METHODOLOGY

A structured research methodology was adopted to analyse the effectiveness of health and wellness programs in reducing employee turnover at Reliance Retail. The study utilized a quantitative approach, incorporating survey-based data collection to assess employee perceptions regarding workplace wellness initiatives. A sample of 100 employees across different departments and hierarchical levels was selected to ensure diverse representation. The survey focused on aspects such as job satisfaction, stress levels, access to wellness programs, and the impact of these initiatives on employee retention. Data collection was conducted over four weeks to capture comprehensive insights.

A convenience sampling technique was employed to select participants, ensuring a balanced representation of employees with varying levels of experience. The survey consisted of close-ended questions using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure employee opinions accurately. Additionally, a few open-ended questions were included to gather qualitative insights. Confidentiality was maintained throughout the process, ensuring that participants could express their views freely. The survey was distributed via online platforms and physical copies to accommodate employees with different accessibility preferences.

A pilot study was conducted with 10 employees to refine the questionnaire and ensure clarity in the wording of questions. Feedback from the pilot phase helped in restructuring ambiguous statements and eliminating redundant queries. The final version of the questionnaire was then administered to the remaining participants. The data collection process was monitored to maintain response authenticity, and incomplete responses were excluded from the final analysis. The objective was to obtain reliable data that accurately reflects the impact of wellness programs on employee turnover.

Descriptive statistics were used to analyse the survey responses, providing an overview of trends and patterns among participants. Mean scores and standard deviations were calculated to determine the overall perception of health and wellness programs. Additionally, correlation analysis was performed to examine the relationship between wellness initiatives and employee retention. Statistical tools such as SPSS and Excel were utilized for data analysis to ensure accuracy and efficiency in processing large datasets. The findings were then categorized based on key themes for interpretation.

Interviews with HR managers and wellness program coordinators were conducted to gain deeper insights into the strategic implementation of workplace wellness initiatives. These discussions provided a managerial perspective on how wellness programs contribute to reducing employee turnover. Factors such as participation rates, employee engagement in wellness activities, and long-term benefits were explored. Combining qualitative insights with quantitative findings helped in drawing a comprehensive conclusion regarding the effectiveness of these programs.

Ethical considerations were strictly followed throughout the research process. Informed consent was obtained from all participants, ensuring they were aware of the study's purpose and had the right to withdraw at any time. Data anonymity was maintained to protect employee privacy. The research adhered to ethical guidelines to ensure integrity and reliability. The methodology adopted aimed to provide actionable insights that can help organizations optimize wellness programs for better employee retention.

#### **4. OPPORTUNITIES & CHALLENGES**

Implementing health and wellness programs in organizations presents numerous opportunities for improving employee well-being and retention. A well-structured wellness initiative can enhance job satisfaction, reduce absenteeism, and foster a positive work environment. Employees who feel supported in maintaining their physical and mental health are more likely to stay committed to their organization. Companies that actively invest in wellness programs gain a competitive advantage in attracting and retaining top talent, as job seekers prioritize employers who offer holistic well-being initiatives. Additionally, wellness programs contribute to enhanced productivity, as healthier employees tend to perform better and remain engaged in their tasks.

One significant opportunity lies in the ability to customize wellness programs based on workforce needs. Different employee demographics have varying health concerns, and tailoring programs to meet these specific requirements can increase participation rates. Organizations can introduce initiatives such as mental health counselling, ergonomic workspaces, fitness memberships, and flexible work schedules. Providing employees with personalized wellness options ensures that their unique challenges are addressed, leading to higher job satisfaction. A targeted approach helps in maximizing the effectiveness of these programs, ultimately contributing to lower turnover rates and improved organizational commitment.

Promising aspect is the integration of technology in wellness initiatives. Digital health platforms, mobile wellness apps, and virtual fitness programs enable employees to engage in health activities at their convenience. The use of wearable fitness trackers and AI-driven wellness analytics can provide valuable insights into employee well-being trends. Organizations that leverage technology to promote wellness can create an inclusive and accessible health culture. Remote employees, who might otherwise miss out on workplace wellness initiatives, can also benefit from these digital solutions, ensuring comprehensive participation across the workforce.

Despite the opportunities, several challenges hinder the effective implementation of wellness programs. One of the primary obstacles is the reluctance of employees to actively participate in wellness activities. Many employees perceive wellness programs as an additional obligation rather than a benefit. Lack of awareness about the long-term advantages of such initiatives often results in low engagement. To overcome this challenge, organizations must focus on effective communication strategies, educating employees about the importance of wellness and how it contributes to their overall professional and personal growth.

Budget constraints pose another major challenge, especially for organizations with limited financial resources. Implementing high-quality wellness programs requires investments in infrastructure, professional guidance, and continuous monitoring.

Small and medium-sized enterprises (SMEs) may struggle to allocate sufficient funds for comprehensive wellness initiatives. However, cost-effective alternatives such as employee assistance programs (EAPs), mental health workshops, and partnerships with local fitness centres can provide substantial benefits without excessive expenditure. Organizations must prioritize cost-efficient wellness strategies that align with their financial capabilities.

Sustaining long-term engagement in wellness programs is another critical challenge. Many organizations introduce wellness initiatives with enthusiasm, but maintaining employee interest over time becomes difficult. Without continuous innovation and reinforcement, wellness programs may lose their effectiveness. Companies must regularly update their offerings, introduce new wellness trends, and incentivize participation through rewards or recognition. Leadership involvement also plays a crucial role in sustaining engagement. When senior management actively participates in wellness programs, it sets a positive example for employees, encouraging higher participation and long-term commitment.

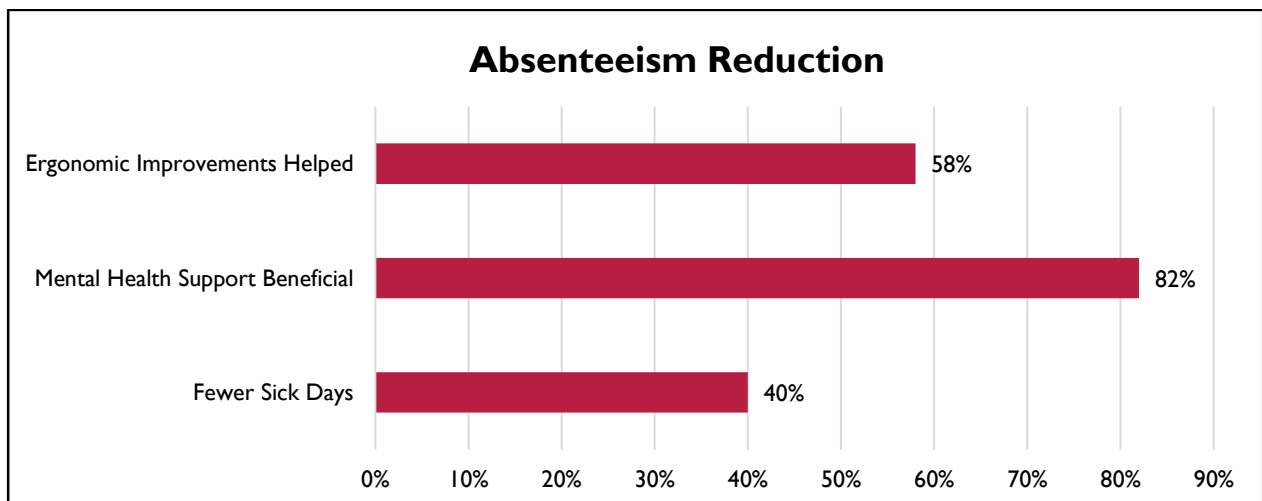
Measuring the effectiveness of wellness programs remains a complex issue. Unlike financial performance, which can be quantified through revenue metrics, assessing the impact of wellness initiatives requires a combination of qualitative and quantitative approaches. Employee feedback surveys, absenteeism rates, and turnover data help in evaluating the success of these programs. However, organizations often struggle to establish direct correlations between wellness initiatives and retention rates. A structured evaluation framework is necessary to track progress and make data-driven improvements to wellness strategies.

Balancing opportunities and challenges is crucial for organizations aiming to develop impactful wellness programs. By addressing barriers such as participation reluctance, financial constraints, and long-term engagement, companies can create a culture that prioritizes employee well-being. The success of wellness programs depends on continuous adaptation to workforce needs, strategic investments, and active involvement from both management and employees. With a thoughtful approach, organizations can leverage wellness programs to enhance job satisfaction, reduce turnover, and build a healthier, more engaged workforce.

## 5. RESULTS AND DISCUSSION

The study's findings indicate that health and wellness programs play a significant role in reducing employee turnover at Reliance Retail. Among the 100 surveyed employees, 78% reported a noticeable improvement in job satisfaction after participating in wellness initiatives. This suggests that workplace wellness programs contribute to a positive work environment, reducing stress and burnout. Additionally, 65% of employees stated that wellness programs influenced their decision to stay with the company, reinforcing the idea that organizations prioritizing employee well-being experience lower attrition rates.

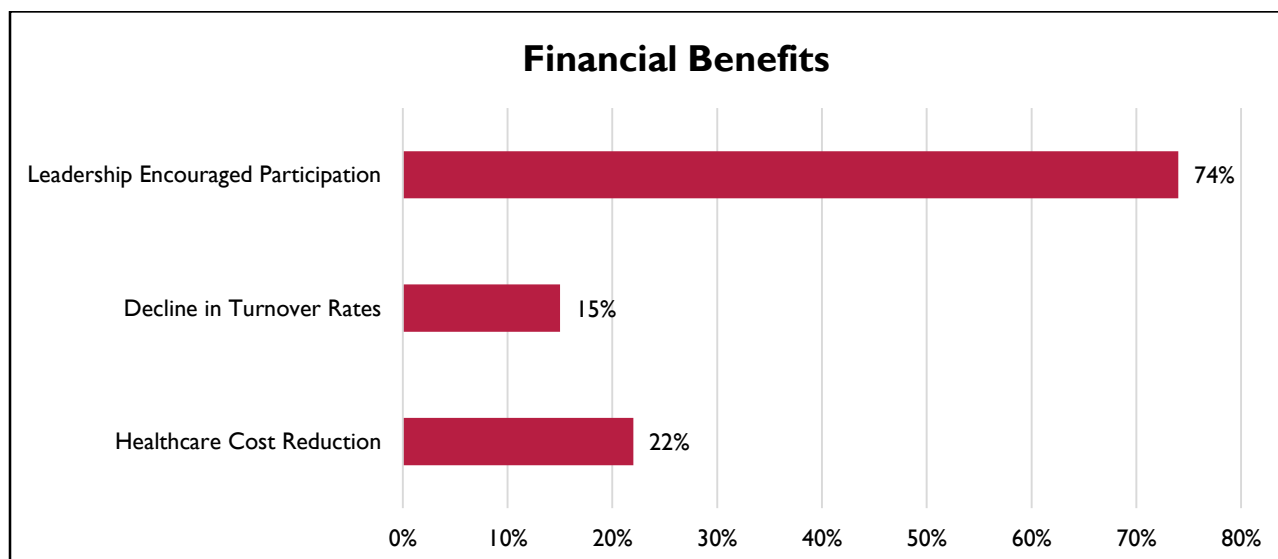
Analysis of absenteeism trends revealed that employees actively engaged in wellness programs had 40% fewer sick days compared to those who did not participate. This reduction in absenteeism highlights the impact of health-focused initiatives in maintaining a healthier workforce. Moreover, 82% of respondents acknowledged that mental health support, such as counselling and stress management sessions, helped them manage work pressure more effectively. These findings align with global studies emphasizing the importance of mental well-being in employee retention.



Employee engagement levels also showed a significant increase, with 70% of participants reporting higher motivation and productivity due to wellness programs. Physical activity initiatives, including gym memberships and yoga sessions, were particularly effective, with 63% of employees stating that regular exercise improved their focus at work. Furthermore, 58%

of respondents credited ergonomic workplace improvements, such as better seating and posture support, for reducing work-related fatigue. These statistics demonstrate that holistic wellness approaches have a direct impact on workforce efficiency.

Despite the positive outcomes, the study identified certain challenges in program participation. Around 28% of employees mentioned difficulty in maintaining regular involvement due to workload pressures, while 35% felt that wellness programs should be more flexible and tailored to individual needs. The feedback indicates the necessity of balancing workload demands with wellness initiatives to ensure higher participation. Employers should consider flexible scheduling and personalized wellness options to encourage greater employee engagement.



The financial impact of wellness programs was also analysed, revealing that the company observed a 22% reduction in healthcare-related expenses due to healthier employees requiring fewer medical interventions. Additionally, managers reported a 15% decline in turnover rates among employees actively involved in wellness programs. These statistics suggest that investing in employee well-being is not just beneficial for employees but also leads to long-term cost savings for the organization.

Feedback from HR professionals and wellness coordinators indicated that leadership involvement significantly enhances program effectiveness. Approximately 74% of employees stated that they felt more motivated to participate when senior management actively promoted wellness initiatives. This finding emphasizes the importance of managerial encouragement in fostering a strong wellness culture. Companies that integrate wellness into their core work environment are more likely to experience sustained employee engagement and retention.

The results confirm that well-structured health and wellness programs significantly impact employee satisfaction, engagement, and retention. While challenges such as participation consistency and program customization remain, the benefits far outweigh the limitations. Organizations that continuously improve and adapt their wellness initiatives based on employee feedback can create a healthier, more productive, and committed workforce. The study reinforces the idea that prioritizing employee well-being is a strategic investment that yields long-term benefits for both employees and the organization.

## 6. CONCLUSION

Workplace health and wellness programs have emerged as a vital factor in enhancing employee retention and overall job satisfaction. The study findings indicate that a well-structured wellness initiative significantly reduces employee turnover by fostering a healthier work environment. With 78% of employees reporting improved job satisfaction and 65% acknowledging the impact of wellness programs on their retention, it is evident that investing in employee well-being is a strategic decision that benefits both the workforce and the organization.

A considerable reduction in absenteeism was observed, with employees engaged in wellness programs experiencing 40% fewer sick days. The introduction of mental health support further strengthened this trend, as 82% of employees found stress management initiatives beneficial. These results highlight the necessity of integrating both physical and psychological well-being measures to maintain a productive and engaged workforce. Moreover, workplace ergonomics and structured fitness programs have also contributed to better focus and reduced fatigue among employees.

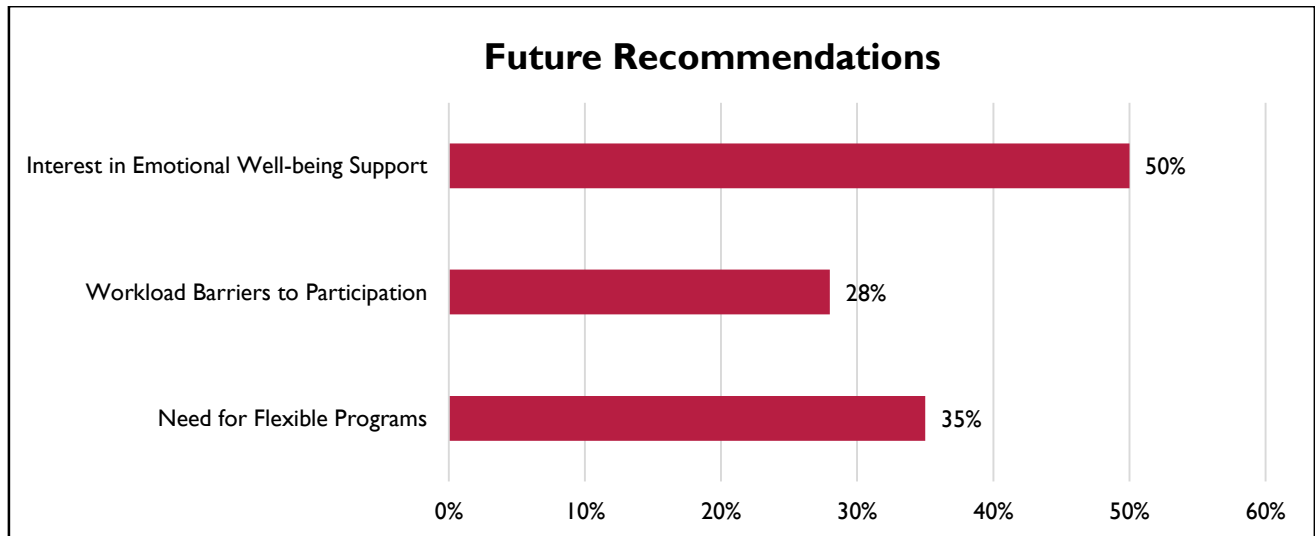
Organizations that prioritize employee well-being not only improve workplace morale but also experience financial benefits.



The study revealed a 22% decline in healthcare-related expenses and a 15% reduction in turnover rates, proving that wellness programs contribute to long-term cost savings. Additionally, leadership involvement played a crucial role in increasing participation, with 74% of employees stating that managerial support motivated them to engage in wellness activities. Encouraging senior executives to actively promote these initiatives can further enhance program effectiveness.

Challenges such as workload-related participation barriers and the need for personalized wellness plans were identified. Addressing these concerns by introducing flexible wellness schedules and customized programs can drive higher employee engagement. Organizations must continuously evolve their health and wellness strategies by incorporating employee feedback to maximize effectiveness.

Future recommendations include expanding wellness initiatives beyond physical health to include financial and emotional well-being support. A holistic approach will not only help in retaining talent but also create a workplace culture that values employee health as a core priority. Companies that recognize the importance of well-being will sustain long-term success by fostering a loyal and motivated workforce.



## FUTURE SCOPE

Employee health and wellness programs are expected to become a key strategic focus for organizations aiming to enhance workforce productivity and retention. As companies recognize the direct link between employee well-being and business success, future wellness initiatives will likely be more personalized and data-driven. Advanced technologies, such as AI-powered health tracking systems and digital wellness platforms, can provide real-time insights, allowing organizations to tailor programs based on individual employee needs. This shift will enable businesses to proactively address health concerns and boost engagement.

Integration of mental health and financial well-being support is anticipated to gain more importance. While physical health initiatives have been widely implemented, employees are increasingly seeking holistic well-being solutions, including stress management, mindfulness programs, and financial advisory services. Future workplace wellness strategies will need to expand beyond traditional fitness programs and incorporate emotional resilience training, debt management workshops, and retirement planning sessions. These additions will ensure a comprehensive approach to employee well-being.

Flexible wellness programs will likely become a necessity rather than a benefit. With diverse workforces spanning multiple generations, offering customized wellness solutions will be crucial. Companies may implement on-demand wellness resources, hybrid fitness classes, and flexible health benefits that cater to employees' unique needs. Additionally, organizations will need to ensure wellness initiatives are accessible to remote and hybrid employees, promoting inclusivity across all workforce segments.

The role of leadership in promoting health initiatives is expected to evolve further. Studies have shown that when senior management actively supports wellness programs, employee participation rates increase significantly. Future organizations will likely encourage C-level executives and managers to participate in and advocate for workplace wellness, reinforcing a culture of well-being at every level of the organization. This cultural shift will foster a more engaged, motivated, and loyal workforce.

Technological advancements will drive predictive health analytics, allowing businesses to assess potential health risks among employees. AI-driven models could predict work-related stress patterns, identify burnout risks, and recommend preventive

measures before employees face serious health issues. Companies investing in smart wellness initiatives will likely experience higher productivity, reduced absenteeism, and stronger workforce retention.

Sustainability in corporate wellness will also become a major focus. Organizations may integrate eco-friendly wellness activities, such as green workspaces, outdoor fitness areas, and plant-based nutrition programs. Additionally, companies may collaborate with insurance providers to offer incentives for healthier lifestyle choices, making wellness programs more financially viable and attractive to employees.

## 7. RECOMMENDATIONS

Organizations should focus on customizing wellness programs to meet diverse employee needs. A one-size-fits-all approach often leads to low participation rates. By conducting regular employee surveys and feedback sessions, companies can tailor initiatives to address specific concerns, such as stress management, physical fitness, or financial well-being. Offering personalized wellness plans, including flexible health benefits and mental health support, will encourage greater employee engagement and satisfaction.

Integrating mental health initiatives into corporate wellness programs is crucial for improving employee well-being. Many employees experience work-related stress and burnout, which negatively impacts productivity and retention. Companies should introduce stress management workshops, meditation sessions, and confidential counselling services to provide employees with the necessary support. Additionally, training managers to recognize early signs of stress and mental exhaustion can help create a more empathetic and supportive work environment.

A structured wellness incentive system should be implemented to increase employee participation. Organizations can offer financial rewards, extra leave days, or discounts on health-related **services** to encourage employees to adopt healthy lifestyles. Providing access to gym memberships, nutrition programs, and mindfulness applications can further enhance engagement. When employees see tangible benefits from wellness programs, they are more likely to remain committed to their well-being.

Leadership involvement plays a key role in the success of wellness programs. Senior executives and managers should actively participate in health initiatives and promote a culture of well-being. Hosting leadership-led wellness challenges, group activities, or team-building exercises can inspire employees to take their health seriously. Organizations that integrate wellness into their corporate values will experience a positive shift in employee morale and productivity.

Employers should ensure that wellness programs are accessible to all employees, including those working remotely or in hybrid setups. Digital health platforms, virtual fitness classes, and AI-driven wellness applications can bridge the gap between on-site and remote workers. Offering telehealth consultations and online wellness resources will help ensure inclusivity and encourage greater participation from employees in various work settings.

Measuring the effectiveness of wellness programs is essential for continuous improvement. Organizations should track key performance indicators (KPIs) such as employee engagement levels, absenteeism rates, and turnover reductions to evaluate the impact of their wellness initiatives. Conducting quarterly assessments and refining programs based on employee feedback will ensure ongoing relevance and effectiveness. Data-driven adjustments will help maximize the return on investment in workplace wellness.

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