

**Title: Generational Perspectives on Organizational
Wellness Programs: An empirical analysis of “One – size –
fits all “approach.**

MA HUMAN RESOURCE MANAGEMENT

2024 - 2026

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Executive summary

In the present increasing generational diversity of today's workforce, many organizations continue to implement standardized wellness programs that assume similar needs across all employees. Such a one-size-fits-all approach may overlook generational differences in wellness expectations, preferences, participation patterns, and perceived effectiveness.

This study examines the effectiveness of organizational wellness programs from a multigenerational perspective. The research specifically investigates whether standardized wellness initiatives adequately address the diverse needs of Baby Boomers, Generation X, Millennials, and Generation Z employees. The study further explores employee perceptions regarding wellness participation, work-life balance, satisfaction, and the need for customized wellness initiatives.

The research adopted a quantitative research design. Primary data were collected using a structured questionnaire administered to 63 employees working in IT firms located in Thiruvananthapuram. Purposive sampling was adopted for selecting respondents. The collected data were analyzed using the Statistical Package for Social Sciences (SPSS). Reliability was assessed through Cronbach's Alpha, while Cross-tabulation and One-way ANOVA were used to examine relationships between variables and differences among generational groups.

The findings reveal that employees strongly believe different generations possess different wellness needs. Most respondents rejected the effectiveness of a standardized wellness program and expressed a greater preference for flexible and customized wellness initiatives. The ANOVA results further indicate statistically significant differences in overall wellness perceptions across generations, thereby supporting the need for generation-sensitive organizational wellness strategies.

The study concludes that organizations should move beyond traditional one-size-fits-all wellness programs and adopt inclusive wellness initiatives that accommodate varying employee expectations, thereby improving participation, employee satisfaction, and organizational effectiveness.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The workplace has changed a lot over the years. Now we have people from different generations working together. These are the Baby Boomers, Generation X, Millennials, and Generation Z. Each of these groups has its values and ideas about work. They also have expectations when it comes to their well-being at work. This makes it hard for companies to create workplace practices that work for everyone.(Lyons & Kuron, 2014; Twenge, 2010)

One thing that companies are paying attention to is the wellness of their employees. Wellness is not just about not being sick. It is about being mentally healthy. It is also about being happy and having a balance between work and life. Companies are investing in wellness programs because they know that healthy employees are more productive and happy. These programs have come a way. They used to be about health awareness but now they include things like fitness classes, mental health support and stress management.

With all these advancements many companies still use a one-size-fits-all approach to wellness. This means they offer the wellness programs to all employees without thinking about their different needs. This approach is easy to implement. It may not work for everyone. The workforce today is very diverse. This makes it hard for human resource professionals to motivate employees and get them to participate in wellness activities.(Kooij et al., 2013)

Younger employees might want things like work arrangements and mental health counseling. Older employees might want things like health insurance and retirement planning. If companies offer the wellness programs to everyone they might not be meeting the needs of all their employees. This can lead to participation and satisfaction.

Companies are starting to realize that they need to offer wellness programs. These programs take into account the needs of each employee. They consider things like age, career stage and family responsibilities. The goal is to get more employees to participate and to improve the effectiveness of the wellness programs.

This study is about looking at how employees feel about their companys wellness programs. It wants to know if these programs are meeting the needs of employees from generations. The study is focused on IT companies in Thiruvananthapuram. It will help us understand what companies can do to create wellness programs that work for everyone.

1.2 Concept of Organizational Wellness Programmes

Organizational wellness programmes refer to structured initiatives implemented by organizations to improve employees' physical, psychological, emotional, and social well-being. These programmes aim to create healthier workplaces by encouraging preventive healthcare, promoting healthy lifestyles, reducing workplace stress, improving work-life balance, and supporting employees' overall quality of life. (World Health Organization, 2010; Grawitch et al., 2006)

Initially, workplace wellness programmes primarily focused on physical health through exercise, nutrition, and medical check-ups. However, organizations have gradually adopted a more holistic approach that incorporates mental health support, stress management, counselling services, financial wellness, flexible work arrangements, employee assistance programmes, recreational activities, and digital wellness platforms.

Effective wellness programmes benefit both employees and organizations by reducing absenteeism, improving employee morale, enhancing productivity, increasing job satisfaction, strengthening organizational commitment, and reducing turnover intentions. Consequently, wellness initiatives are increasingly viewed as strategic investments rather than employee welfare activities.

Despite these benefits, the success of wellness programmes depends largely on employee participation and the extent to which programmes align with employees' needs and expectations.

1.3 Evolution of Workplace Wellness Programmes

The concept of employee wellness has undergone significant transformation over the past five decades. During the 1970s and 1980s, organizational wellness primarily consisted of occupational safety programmes and physical fitness initiatives. Organizations mainly focused on reducing workplace injuries and promoting employee fitness through health awareness campaigns. (Mannheim, 1952)

During the 1990s, organizations began integrating wellness into broader human resource strategies by introducing preventive healthcare services, employee counselling, and stress management programmes. Increasing awareness regarding occupational stress and work-related illnesses encouraged employers to invest more extensively in employee well-being.

The emergence of digital technologies further transformed wellness management. Organizations now provide virtual counselling, wearable fitness tracking devices, online health assessments, mobile wellness applications, telemedicine services, mindfulness programmes, and personalized wellness platforms.

Today, employee wellness represents a strategic organizational initiative that supports employee engagement, organizational culture, productivity, and employer branding.

1.4 Generational Diversity in the Workplace

Generational diversity refers to the presence of employees from different age groups working together within the same organizational environment. Each generation develops unique attitudes, behaviours, values, and workplace expectations based on shared historical, economic, technological, and cultural experiences.

The four major generational cohorts commonly represented in today's workforce include:

Baby Boomers (1946–1964)

Baby Boomers generally value organizational loyalty, job security, stability, discipline, and long-term career development. They often prefer face-to-face communication, structured work environments, and traditional employee benefits such as medical insurance and retirement planning.

Generation X (1965–1980)

Generation X employees value independence, flexibility, career growth, and work-life balance. They are generally comfortable using technology while appreciating autonomy and practical organizational support.

Millennials (1981–2000)

Millennials prioritize meaningful work, continuous learning, flexibility, technological innovation, collaboration, and organizational culture. They often expect organizations to support mental health, career development, and flexible working arrangements.

Generation Z (1995–2012)

Generation Z represents the youngest workforce segment. Having grown up in a digital environment, they are highly comfortable with technology, online communication, mobile applications, and virtual learning. Mental health support, career development opportunities,

work-life integration, and digital wellness platforms are particularly important for this generation.

These generational differences significantly influence employee expectations regarding workplace wellness programmes.

1.5 Background of the Study

Over the twenty years employee wellness has become a big part of how companies manage their human resources. Companies know that happy and healthy employees are more productive and engaged. They also know that wellness programs can help reduce absenteeism and improve morale.

At the time companies are dealing with a workforce that includes four different generations. Each of these generations has its values and expectations. They also have ideas about what they want from their jobs and what they need to be happy and healthy. Despite these differences many companies still offer the wellness programs to all employees.

Previous studies have shown that wellness programs can have an impact on employees. They can improve job satisfaction reduce stress and increase productivity. However these studies have not looked at how different generations feel about wellness programs. This study wants to fill that gap. It will look at how employees from generations feel about their company's wellness programs and what they need to be happy and healthy.

1.6 Industry Profile

The IT industry is one of the growing sectors in India. It contributes a lot to the country's economy. Provides many jobs. The IT industry is also very diverse. It includes people from educational backgrounds, age groups and generations. Companies in this industry operate in a fast-paced environment. They have to deal with technological changes, intense competition and high expectations from their customers.

The nature of IT work can be demanding. It often involves hours, tight deadlines and a lot of stress. This can lead to burnout, mental fatigue and physical health problems. To address these issues many IT companies have implemented wellness programs. These programs include programs like fitness classes, mental health counseling and stress management workshops.

The IT industry is one of the industries where multiple generations work together. This creates challenges for companies that want to implement wellness programs. They have to consider

the needs and expectations of each generation. This study will look at how IT companies in the Thiruvananthapuram region is addressing these challenges.

1.7 Statement of the Problem

Companies are investing a lot in wellness programs. They are not always effective. One reason for this is that companies often use a one-size-fits-all approach. This means they offer the wellness programs to all employees without considering their different needs. This can lead to participation and satisfaction.

The modern workplace is very diverse. It includes people from generations each with its own values and expectations. A uniform wellness program may not meet the needs of all employees. This can result in participation rates, reduced employee satisfaction and limited organizational outcomes.

Previous studies have shown that wellness programs can have an impact on employees. However there is evidence on whether these programs are effective across different generations. This study wants to investigate this issue. It will look at how employees from generations feel about their companys wellness programs and what they need to be happy and healthy.

1.8 Need for the Study

This study is necessary because companies need to understand how different generations feel about wellness programs. They need to know if their current programs are meeting the needs of all employees. The study will help companies design effective wellness programs that consider the different needs of each generation.

The study will also help HR professionals understand how to create wellness programs that work for everyone. It will provide them with the information they need to design generation-wellness initiatives. This will help companies improve employee engagement, satisfaction, productivity and retention.

1.9 Significance of the Study

This study is significant because it will contribute to our understanding of how different generations feel about wellness programs. It will provide companies with the information they need to create wellness programs that meet the needs of all employees.

The study will also contribute to the growing body of literature on workplace wellness. It will provide insights into the relationship between generational diversity and wellness program effectiveness. This will help policymakers, HR practitioners and organizational leaders create evidence-based wellness policies that improve employee being and organizational productivity.

1.10 Scope of the Study

This study is focused on IT companies in Thiruvananthapuram. It will look at how employees from different generations feel about their company's wellness programs. The study will consider things like employee participation, satisfaction, work-life balance support and perception of wellness programs.

1.11 Objectives of the Study

The primary objective of this study is to evaluate whether the one-size-fits-all approach of wellness programs meets the needs of employees from different generations.

The specific objectives of the study are:

1. To identify differences in employee perceptions of organizational wellness programs.
2. To examine whether different generations have different wellness needs and expectations.
3. To analyze whether work-life balance expectations differ across generations.
4. To suggest strategies for designing generation-sensitive wellness programs.

1.12 Research Hypotheses

Null Hypothesis (H_0)

There is no significant difference between employees belonging to different generations in the perception of the organisational wellness programme.

Alternative Hypothesis (H_1)

There is a significant difference between employees belonging to different generations in the perception of the organisational wellness programme.

1.13 Variables of the Study

Independent Variable

- Generational Cohort

Dependent Variables

- Perceived Effectiveness of Wellness Programmes
- Employee Participation
- Employee Satisfaction
- Work-Life Balance Support
- Preference for Customized Wellness Programmes

1.14 Operational Definitions

Organizational Wellness Programmes

Structured initiatives implemented by organizations to improve employees' physical, psychological, emotional, and social well-being through health promotion activities, counselling services, work-life balance initiatives, and employee support systems.

Generational Cohort

The classification of employees into Baby Boomers, Generation X, Millennials, and Generation Z based on their birth years and shared socio-cultural experiences.

Employee Participation

The frequency with which employees voluntarily engage in organizational wellness initiatives such as fitness programmes, counselling services, health screenings, and recreational activities.

Perceived Effectiveness

The extent to which employees believe organizational wellness programmes improve their health, work-life balance, job satisfaction, and overall workplace experience.

Work-Life Balance Support

Organizational initiatives that enable employees to effectively balance professional responsibilities with their personal and family lives.(Greenhaus & Allen, 2011)

1.15 Theoretical Framework

A theoretical framework provides the conceptual foundation upon which the research is built. It explains the relationship between variables and guides the interpretation of research findings. The present study is supported by four major theories that explain generational differences in employee wellness preferences and workplace behaviour.

1.15.1 Generational Cohort Theory (Karl Mannheim, 1952)

Generational Cohort Theory, proposed by Karl Mannheim (1952), suggests that individuals born during the same historical period develop similar beliefs, attitudes, values, and behavioural characteristics because they experience common social, political, economic, and technological events during their formative years.

According to this theory, generational identity significantly influences employees' work values, communication styles, career expectations, learning preferences, and perceptions of organizational practices. Employees belonging to Baby Boomers, Generation X, Millennials, and Generation Z therefore possess different expectations regarding organizational wellness programmes.

For example, Baby Boomers may prioritize medical insurance, preventive healthcare, and retirement planning, whereas Millennials and Generation Z may value mental health support, flexible working arrangements, digital wellness applications, and career development opportunities. These differences suggest that standardized wellness programmes may not effectively satisfy employees across all generations.

This theory forms the primary theoretical foundation of the present study because it explains why employees from different generations perceive organizational wellness initiatives differently.

1.15.2 Life Course Development Theory (Baltes et al., 2006)

Life Course Development Theory proposes that human development is a continuous process influenced by biological, psychological, and environmental factors throughout an individual's lifetime.

According to Baltes et al. (2006), employee priorities and wellness needs evolve across different life stages. Younger employees generally focus on career growth, skill development,

and work-life integration, while older employees may prioritize health maintenance, financial security, retirement planning, and family responsibilities.

The theory suggests that employee wellness programmes should accommodate employees' changing needs throughout different stages of life rather than assuming that identical programmes are suitable for everyone.

Within the present study, this theory supports the argument that organizations should develop flexible wellness programmes capable of addressing age-related differences in employee expectations.

1.15.3 Social Cognitive Theory (Albert Bandura, 2004)

Bandura's Social Cognitive Theory explains that human behaviour results from the interaction of personal beliefs, environmental influences, and behavioural experiences.

The theory introduces the concept of **self-efficacy**, which refers to an individual's confidence in successfully performing particular activities. Employees possessing higher self-efficacy are generally more willing to participate in organizational wellness programmes.

Social Cognitive Theory also emphasizes observational learning, motivation, and environmental support. Employees are more likely to engage in wellness initiatives when organizational culture encourages participation, supervisors actively support employee well-being, and colleagues demonstrate positive wellness behaviours.

Within multigenerational organizations, differences in technological familiarity, learning preferences, and previous experiences may influence employee confidence when participating in digital wellness programmes.

This theory therefore explains why participation rates may vary among different generations even when identical wellness programmes are available.

1.15.4 Technology Acceptance Model (Fred Davis, 1989)

The Technology Acceptance Model (TAM) explains how individuals decide whether to adopt new technologies.

According to Davis (1989), technology acceptance primarily depends on two factors:

- **Perceived Usefulness**
- **Perceived Ease of Use**

Employees who perceive digital wellness platforms as useful and easy to operate are more likely to participate actively in technology-based wellness initiatives.

Generational differences strongly influence technology acceptance. Younger generations generally possess greater digital literacy and therefore adapt more easily to online counselling, mobile wellness applications, virtual fitness sessions, wearable health devices, and AI-enabled wellness platforms.

Older generations may require additional organizational support, training, and simplified digital interfaces to encourage participation.

This theory helps explain why technology-based wellness programmes may produce different participation rates across generational cohorts.

1.16 Conceptual framework

The conceptual framework illustrates the relationship between the independent and dependent variables included in the study.

Independent Variable

Generational Cohort

- Baby Boomers
- Generation X
- Millennials
- Generation Z

Organizational Wellness Programmes

- Physical Wellness
- Mental Health Support
- Work-Life Balance Initiatives
- Employee Assistance Programmes
- Recreational Activities
- Flexible Wellness Options

Dependent Variables

- Employee Participation
- Employee Satisfaction
- Perceived Effectiveness
- Work-Life Balance Support
- Preference for Customized Wellness Programmes

The conceptual framework proposes that employees belonging to different generational cohorts possess distinct expectations regarding organizational wellness programmes. These differences influence employee participation, satisfaction, perceptions of programme effectiveness, work-life balance, and preferences for customized wellness initiatives. The framework assumes that if organizational wellness programmes effectively accommodate generational differences, employees are more likely to participate actively, experience greater satisfaction, and perceive the programmes as beneficial. Conversely, standardized wellness programmes that ignore generational diversity may reduce employee engagement and programme effectiveness.

1.17 Limitations of the Study

The study has certain limitations that should be considered while interpreting the findings.

- The study is limited to selected IT firms in Thiruvananthapuram.
- Purposive sampling was adopted, which may limit the generalizability of the findings.
- The study relies on self-reported responses, which may be influenced by respondent perceptions.
- The sample size is limited to 63 employees.
- The findings represent perceptions at a particular point in time and may change with organizational practices and employee experiences.
- Though the title has mentioned all four generations, the data consist of only three generational cohorts.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Employee wellness has emerged as a critical area of interest in Human Resource Management due to its direct influence on employee health, organizational productivity, job satisfaction, employee engagement, and long-term organizational sustainability. Modern organizations increasingly recognize that employee well-being extends beyond physical health and encompasses psychological, emotional, financial, and social dimensions. Consequently, workplace wellness programmes have evolved from simple health promotion activities into comprehensive organizational strategies aimed at improving overall employee well-being.

Simultaneously, organizations are experiencing unprecedented generational diversity within their workforce. Employees belonging to Baby Boomers, Generation X, Millennials, and Generation Z work together while possessing distinct values, work expectations, communication styles, technological familiarity, and wellness preferences. These differences present significant challenges for organizations attempting to design wellness initiatives that satisfy all employees through a single standardized approach.

The existing body of literature has extensively examined organizational wellness programmes, employee engagement, work-life balance, productivity, and generational differences. However, relatively few studies have integrated these research areas to investigate whether standardized wellness programmes effectively serve employees belonging to different generations.

This chapter reviews previous studies relevant to organizational wellness programmes, employee well-being, generational diversity, workplace wellness effectiveness, and employee participation. It also identifies research gaps that justify the present investigation

2.2 Global Studies

Parks and Steelman in 2008 did a study on workplace wellness programmes. They found out that these programmes make employees happier with their jobs, less stressed, more committed to their organizations and promote healthier work environments. Organizations with wellness programmes also had lower absenteeism, happier employees and higher productivity. The researchers said that wellness programmes should be a part of the company culture, not separate welfare initiatives. They treated all employees as the same group and didn't check how different age groups think about wellness programmes.

Person et al. In 2010 studied employee participation in wellness programmes in a university. They found that 10.4 percent of employees joined in despite the programmes being available. The main reasons for not joining were lack of incentives, programmes being in locations, scheduling conflicts and not having enough time. The researchers said that employees should be involved in designing and implementing wellness programmes to increase participation.. Their study only looked at university employees and didn't check how wellness programmes work in other types of organizations or with different age groups.

Twenge in 2010 looked at how different generations of employees think about work. She found that younger generations want flexibility, work-life balance, meaningful work and personal growth while older generations value loyalty to the organization, stability and job security. This shows that different generations have expectations from work.. The study didn't specifically look at wellness programmes or how different generations think about them.

Jones in 2022 studied how different generations think about workplace wellness. They found that wellness programmes make employees feel better and more committed to their organizations. The study also found that younger employees Generation Z are more concerned about mental health. This means organizations should focus on well-being.. The study mainly looked at one generation and didn't compare different age groups.

Pandey in 2025 did a review of studies on employee being. They found that workplace wellness is not about physical health but also about psychological, emotional and social well-being. Organizations with wellness strategies have happier employees, higher productivity and better performance. The review suggested that wellness programmes should include stress management, financial well-being, work-life balance and employee engagement.. It didn't check how different generations think about wellness programmes.

Foster in 2021 reviewed studies on wellness programmes. They found that these programmes improve employee outcomes like job satisfaction, absenteeism and organizational commitment. The programmes also reduce turnover intentions. Improve employee engagement.. The review didn't investigate if wellness programmes work differently for different age groups.

Silinda and Mpungose in 2025 studied the relationship between wellness programmes and employee productivity in public-sector organizations. They found that participation in wellness programmes improves work performance, attendance, motivation and organizational commitment. The researchers suggested that wellness programmes should be part of

organizational development strategies. The study only looked at public-sector organizations and didn't consider private-sector IT organizations or different age groups.

2.3 International Studies

Liepinyte and Geerts in 2016 studied employee perceptions of wellness programmes in a tech organization. They found that employees liked wellness initiatives when they were supported by management and had an employee culture. The programmes should address emotional, mental and social well-being.. The study had a small sample size and didn't compare different age groups.

Sanchez, Flegl and Depoo in 2021 studied wellness programme preferences among generations. They found that different generations have preferences: Millennials like educational assistance, Generation X likes dental care and travel benefits and Baby Boomers prioritize medical insurance and cultural activities. This shows that employee wellness expectations vary across generations. The study was done in one Mexican organization and didn't assess overall wellness programme effectiveness or technology acceptance among different age groups.

Smaliukiene and Bekesiene in 2020 studied the relationship between differences and workplace well-being. They found that generational membership affects employees' subjective being because of differences in work values, communication preferences and personal expectations. The study supports the need for organizations to consider diversity when designing wellness initiatives.. It had a small number of Baby Boomers and didn't include Generation Z.

Yu et al. In 2024 studied the relationship between wellness programmes and employee engagement. They found that employees who participate in wellness programmes are more motivated, have morale and are more committed to their organizations. The study also identified support for organizational culture and employee awareness as important factors influencing programme effectiveness. It didn't investigate whether these relationships vary across different age groups.

2.4 Indian Studies

In India, employee wellness is getting attention, but studies on organizational wellness programmes from a multigenerational perspective are limited. Most Indian research focuses on employee being, occupational stress, work-life balance and organizational commitment. There

is a lack of studies on whether a one-size-fits-all wellness approach works for different generations.

2.5 Kerala Studies

In Kerala also there are also no studies on organizational wellness programmes, especially in the IT sector. Existing research looks at employee satisfaction, work-life balance, stress management, and organizational behaviour. There is limited evidence on whether generation-sensitive wellness initiatives are more effective than traditional approaches. This justifies the need for the study.

2.6 Comparative Analysis of Previous Studies

The reviewed literature consistently indicates that organizational wellness programmes positively influence employee satisfaction, productivity, engagement, organizational commitment, and overall well-being. Studies conducted by Person et al. (2010), Parks and Steelman (2008), Foster (2021), and Yu et al. (2024) collectively demonstrate that employee wellness initiatives produce measurable organizational benefits when effectively implemented.

Similarly, research conducted by Sanchez et al. (2021), Smaliukiene and Bekesiene (2020), Jones (2022), and Twenge (2010) confirms that employees belonging to different generations possess distinct workplace values, behavioural patterns, and wellness expectations. These studies suggest that employee age and generational identity significantly influence organizational experiences.

Despite these contributions, existing research largely investigates workplace wellness and generational diversity as separate areas of inquiry. Very few studies simultaneously examine how generational differences influence employee perceptions regarding the effectiveness of organizational wellness programmes.

Furthermore, most previous investigations were conducted in Western countries, public-sector organizations, educational institutions, or single organizations, thereby limiting their applicability to Indian corporate organizations. Existing studies also frequently employ either quantitative or qualitative methods independently, restricting the comprehensiveness of their findings.

The present study addresses these limitations by examining organizational wellness programmes from a multigenerational perspective within IT firms in Thiruvananthapuram using empirical quantitative analysis.

2.7 Research Gap

The review of the existing literature reveals several important gaps that provide the foundation and justification for the present study. Although numerous researchers have examined employee wellness programmes and their influence on employee outcomes such as job satisfaction, employee engagement, productivity, organizational commitment, and overall well-being, most studies have investigated employee wellness and generational diversity as separate areas of research. Only a limited number of studies have attempted to integrate these two concepts by examining how employees from different generational cohorts perceive the effectiveness of organizational wellness programmes.

Another significant gap identified in the literature is the limited comparative analysis involving all four major generational cohorts—Baby Boomers, Generation X, Millennials, and Generation Z. Most previous studies have focused on one or two generations or have broadly categorized employees based on age, thereby overlooking the distinct wellness expectations and preferences that exist across multiple generations within the same workplace. As organizations continue to employ a multigenerational workforce, understanding these differences has become increasingly important for designing effective wellness initiatives.

The literature review also indicates that a substantial proportion of existing research has been conducted in Western countries, particularly in North America and Europe. Comparatively, there is limited empirical evidence from the Indian context, especially within the corporate sector. Since cultural values, organizational practices, workforce demographics, and employee expectations vary across countries, findings from Western studies may not be directly applicable to Indian organizations. This highlights the need for context-specific research that reflects the realities of Indian workplaces.

Furthermore, previous studies have primarily concentrated on evaluating the impact of wellness programmes on organizational outcomes such as employee engagement, productivity, absenteeism, job satisfaction, and retention. However, relatively few studies have critically examined whether standardized or "one-size-fits-all" wellness programmes effectively address

the diverse needs and expectations of employees belonging to different generations. Consequently, limited attention has been given to employees' perceptions regarding the suitability and effectiveness of uniform wellness initiatives in a multigenerational work environment.

The literature also reveals a lack of research exploring the barriers that influence employee participation in organizational wellness programmes across different generational groups. Employees may encounter various challenges, such as time constraints, lack of awareness, limited accessibility, or differences in personal preferences, which can affect their participation in wellness initiatives. Similarly, there is limited empirical evidence examining employees' preferences for customized wellness programmes that align with their unique needs, career stages, and life circumstances.

In addition, only a few studies have examined work-life balance from a multigenerational perspective. Although work-life balance is widely recognized as an important dimension of employee well-being, there is insufficient research investigating whether employees from different generations perceive organizational support for work-life balance differently and how these expectations influence the effectiveness of wellness programmes.

The present study seeks to address these identified research gaps by examining generational perspectives on the effectiveness of organizational wellness programmes within selected Information Technology (IT) firms in Thiruvananthapuram, Kerala. By focusing on employees' perceptions of the traditional "one-size-fits-all" approach and exploring the need for generation-sensitive wellness initiatives, the study contributes to the existing body of knowledge while providing practical insights for organizations seeking to design more inclusive, flexible, and employee-centred wellness programmes.

The present research seeks to bridge these gaps by evaluating whether organizational wellness programmes effectively satisfy employees belonging to different generations and by providing recommendations for generation-sensitive wellness strategies.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The present study examines the perception of organizational wellness programmes among employees belonging to different generational cohorts. Specifically, it investigates whether a "one-size-fits-all" wellness approach adequately addresses the diverse needs of a multigenerational workforce. This chapter explains the research design, study area, sampling procedure, data collection methods, research instrument, variables, statistical tools, reliability testing, ethical considerations, and limitations adopted for the study.

3.2 Research Design

The present study adopted a **quantitative research design** because the objectives focus on measuring employees' perceptions, comparing responses across generational cohorts, and testing statistical relationships among variables. A quantitative approach enables the researcher to analyze numerical data objectively and draw conclusions using statistical techniques.

The design facilitates the examination of relationships between generational cohort and employees' perceptions regarding organizational wellness programmes, participation levels, work-life balance, and satisfaction.

3.3 Nature of the Study

The present research is **analytical** in nature. The analytical component examines statistically significant differences among generational groups through Cross-tabulation and One-Way ANOVA.

3.4 Area of the Study

The study was conducted among employees working in selected **Information Technology (IT) firms located in Thiruvananthapuram, Kerala**.

The IT sector was selected because it employs a multigenerational workforce comprising Baby Boomers, Generation X, Millennials, and Generation Z employees. Organizations within this sector increasingly implement employee wellness programmes, making it an appropriate context for examining generational perspectives regarding workplace wellness.

3.5 Population of the Study

For the present study, the population consists of employees working in IT firms in Thiruvananthapuram who belong to different generational cohorts and are exposed to organizational wellness programmes.

3.6 Sample

The sample of this study is IT firms of Thiruvananthapuram.

3.7 Sampling technique

The sampling method used is purposive sampling, where the researcher intentionally handpicks participants based on specific traits, expertise, or experiences relevant to the study

The study included **63 employees** working in selected IT firms in Thiruvananthapuram. The respondents belonged to different age groups representing multiple generations and voluntarily participated in the survey.

3.8 Sources of Data

The study utilized primary data.

Primary Data

Primary data were collected directly from employees through a structured questionnaire.

The questionnaire consisted of demographic questions and statements measuring employees' perceptions regarding organizational wellness programmes, participation, work-life balance, customized wellness preferences, and generational differences.

3.9 Tools for Data Collection

A structured questionnaire was used as the instrument for collecting data.

The questionnaire consisted of two sections.

Section A

Demographic information including

- Age

- Gender
- Work Experience
- Department

Section B

Statements related to

- Awareness of wellness programmes
- Participation
- Wellness preferences
- Generational needs
- Customized wellness programmes
- Work-life balance
- Organizational wellness effectiveness

Responses were measured using a **Five-Point Likert Scale**.

Response	Score
Strongly Disagree	1
Disagree	2
Somewhat Agree	3
Agree	4
Strongly Agree	5

3.10 Variables of the Study

Independent Variable

Generational Cohort

The study classifies respondents into four generational categories based on age.

- Baby Boomers
- Generation X
- Millennials
- Generation Z

Dependent Variables

The study measures the following dependent variables:

- Perceived Effectiveness of Organizational Wellness Programmes
- Employee Participation
- Employee Satisfaction
- Work-Life Balance Support
- Preference for Customized Wellness Programmes

3.11 Measurement of Variables

The variables included in the study were operationalized using statements in the structured questionnaire.

Variable	Measurement
Organizational Wellness Programmes	Awareness and availability of wellness initiatives
Employee Participation	Frequency of participation
Work-Life Balance	Likert Scale
Satisfaction	Likert Scale
Customized Wellness Preference	Likert Scale
Perceived Effectiveness	Likert Scale

Higher scores indicate stronger agreement regarding the effectiveness of organizational wellness programmes.

3.12 Reliability of the Instrument

Reliability refers to the consistency and stability of the research instrument in measuring the intended variables.

The reliability of the questionnaire was assessed using **Cronbach's Alpha**. An alpha value above **0.73** generally indicates acceptable reliability.

The questionnaire used in the present study demonstrated satisfactory internal consistency and was considered reliable for further statistical analysis.

3.13 Statistical Tools Used for Data Analysis

The data collected through the structured questionnaire were coded, classified, and analyzed using the **Statistical Package for Social Sciences (SPSS)**. Appropriate statistical tools were selected based on the objectives and hypotheses of the study.

The following statistical techniques were used:

3.13.1 Percentage Analysis

Percentage analysis was used to summarize the demographic characteristics of the respondents. It provides a simple and effective way to present data related to age, gender, work experience, awareness of wellness programmes, and participation levels.

The percentage for each category was calculated using the formula:

$$\text{Percentage} = (\text{Number of respondents} / \text{Total number of respondents}) * 100$$

This technique helped in presenting respondent profiles clearly and understandably.

3.13.2 Cross-Tabulation Analysis

Cross-tabulation is a descriptive statistical technique used to examine the relationship between two categorical variables.

In the present study, cross-tabulation was used to compare employees' opinions regarding organizational wellness programmes across different variables, such as:

- Generational consideration versus standardized wellness programmes.

- Different wellness needs versus uniform wellness approach.
- Work-life balance expectations versus standardized wellness initiatives.

Cross-tabulation helped identify response patterns and provided preliminary evidence regarding employees' attitudes toward customized wellness programmes.

3.13.3 One-Way Analysis of Variance (ANOVA)

One-Way ANOVA was employed to determine whether statistically significant differences exist among different generational cohorts regarding their perceptions of organizational wellness programmes.

The test compared the mean scores of different generations for variables such as:

- Generational wellness needs.
- Work-life balance support.
- Overall wellness programme effectiveness.

The decision rule adopted for hypothesis testing was:

- **p-value < 0.05:** Reject the null hypothesis.
- **p-value > 0.05:** Fail to reject the null hypothesis.

The ANOVA results enabled to determine whether generational differences significantly influence employees' perceptions regarding workplace wellness.

3.13.4 Cronbach's Alpha Reliability Test

Cronbach's Alpha was used to assess the internal consistency of the questionnaire.

The coefficient ranges from **0 to 1**, where higher values indicate greater reliability.

Cronbach's Alpha	Interpretation
Above 0.90	Excellent Reliability
0.80–0.89	Good Reliability
0.70–0.79	Acceptable Reliability
0.60–0.69	Marginal Reliability
Below 0.60	Poor Reliability

The questionnaire demonstrated acceptable reliability of value 0.73 and was therefore considered suitable for statistical analysis.

3.14 Data Processing Procedure

After data collection, all completed questionnaires were carefully examined for completeness and consistency.

Editing

The collected questionnaires were checked for incomplete responses, inconsistencies, and missing information.

Coding

Each response option was assigned numerical values to facilitate statistical analysis.

For example:

Response	Code
Strongly Disagree	1
Disagree	2
Somewhat Agree	3
Agree	4
Strongly Agree	5

Classification

The coded data were grouped according to the study variables.

Tabulation

The classified data were entered into Microsoft Excel and subsequently imported into SPSS for statistical analysis.

3.15 Ethical Considerations

The present research was conducted following accepted ethical principles to ensure the rights and privacy of all respondents were protected.

- Participation was entirely voluntary.
- Respondents were informed about the academic purpose of the research.
- Confidentiality of responses was maintained throughout the study.
- No respondent was forced to participate.
- Personal identification details were not disclosed.
- Data collected were used exclusively for academic purposes.
- Respondents were free to withdraw from the survey at any stage.

Maintaining these ethical standards enhanced the credibility and authenticity of the research findings.

3.16 Limitations of the Research Methodology

Although every effort was made to ensure methodological accuracy and enhance the reliability of the study, certain limitations should be acknowledged. The research was confined to selected Information Technology (IT) firms in Thiruvananthapuram, which may limit the applicability of the findings to organizations operating in other industries or geographical locations. A purposive sampling technique was adopted due to accessibility constraints and the need to select respondents who met the criteria of the study. While this approach was appropriate for achieving the research objectives, it may restrict the generalizability of the findings. Furthermore, the study was based on a sample of 63 respondents, which represents only a segment of the target population. The findings are derived from employees' self-reported perceptions and opinions, which may be influenced by individual experiences and subjective bias. In addition, the responses reflect employees' views during the specific period in which the data were collected, and these perceptions may change over time due to evolving organizational practices, workforce demographics, or external factors. Moreover, organizational wellness policies, programmes, and human resource practices differ across companies, and these variations may influence employees' perceptions differently. Therefore, the findings of the present study should be interpreted within the context of the selected organizations and the methodological limitations identified above.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

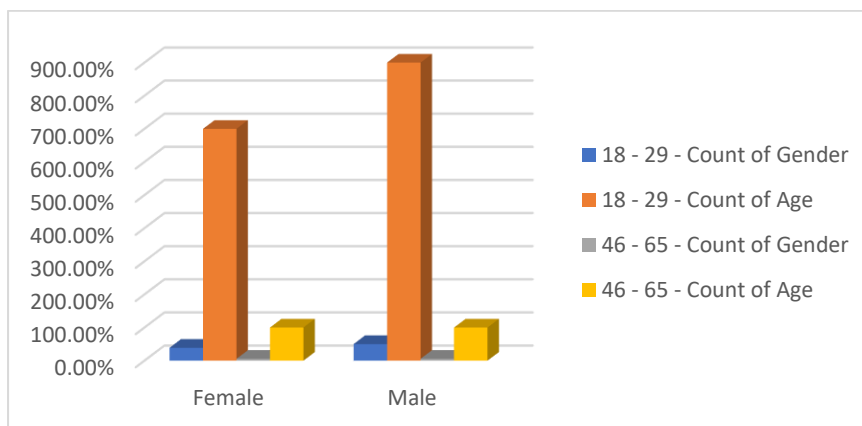
4.1 Introduction

Data analysis is one of the most important stages of research because it transforms raw data into meaningful information that addresses the research objectives. The present study collected primary data from **63 employees working in selected IT firms in Thiruvananthapuram** using a structured questionnaire. The collected data were coded, classified, and analyzed using the **Statistical Package for the Social Sciences (SPSS)**.

The statistical techniques used include percentage analysis, cross-tabulation, Cronbach's Alpha for reliability testing, and One-Way Analysis of Variance (ANOVA). The findings are presented using tables, graphs, and interpretations to facilitate understanding and to support the testing of the research hypotheses.

4.2 Respondent Profile

Table 4.1 Demographic Profile of Respondents



The demographic profile includes:

- Age
- Gender
- Work Experience
- Department

Interpretation

The demographic profile indicates that the respondents represent different generational groups working in IT organizations. This diversity supports the primary objective of examining generational perspectives regarding organizational wellness programmes. The inclusion of

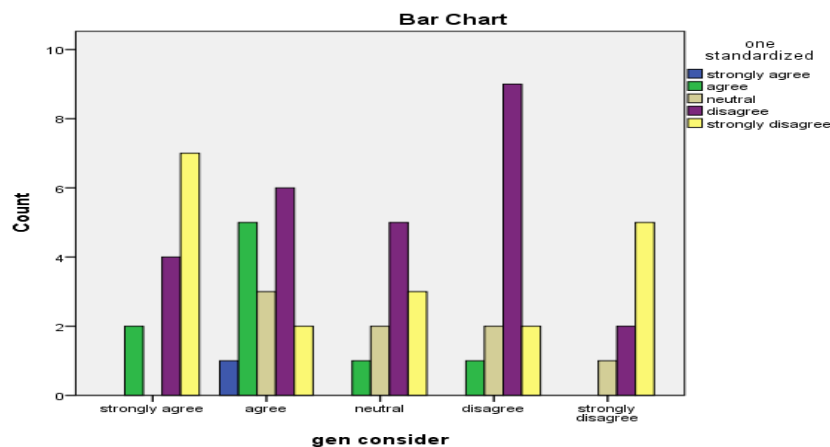
employees with varying levels of work experience and departmental backgrounds enhances the relevance of the study by providing a broader understanding of employee perceptions.

4.3 Cross-Tabulation Analysis

Cross-tabulation was performed to examine relationships between employees' perceptions regarding organizational wellness programmes and generational considerations.

Table 4.2

Wellness Programmes Should Consider Generational Needs × One Standardized Programme is Sufficient



Objective

To determine whether employees who believe wellness programmes should consider generational needs also support or reject a standardized wellness programme.

Inference

The cross-tabulation reveals that employees who strongly believe wellness programmes should consider generational differences overwhelmingly reject the idea of implementing one standardized wellness programme for all employees.

Among respondents who strongly agreed that generational needs should be considered, the majority disagreed or strongly disagreed that a single standardized programme would be sufficient.

Overall:

- **26 respondents** disagreed with a standardized wellness programme.

- **19 respondents** strongly disagreed.
- Only a small proportion supported a uniform wellness approach.

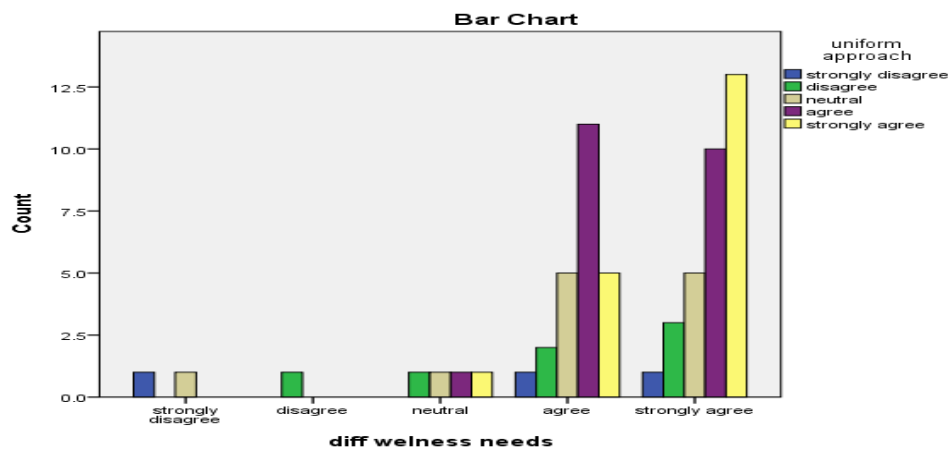
Interpretation

The findings clearly indicate that **71.42%** of respondents recognize the diversity of employee wellness expectations across generations. Employees perceive that a standardized wellness programme cannot effectively satisfy the varying health priorities, work-life balance expectations, and participation preferences of different age groups.

The high concentration of responses within the disagreement categories suggests a strong organizational preference for customized wellness initiatives. This finding supports the argument that employee wellness strategies should be flexible rather than identical for every employee.

Table 4.3

Different Generations Have Different Wellness Needs × Uniform Approach Ignores Generational Preferences



Objective

To examine whether employees who recognize generational differences also believe that a uniform wellness approach ignores employee preferences.

Inference

The analysis indicates that **32 respondents strongly agreed** that different generations possess different wellness needs.

Among these respondents, **63%** also believed that a standardized wellness programme ignores individual generational preferences.

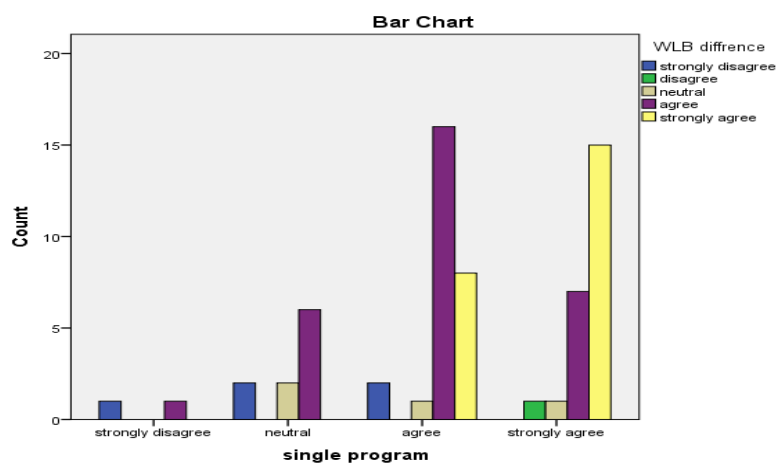
Similarly, respondents who agreed that generations differ in wellness expectations consistently expressed support for customized wellness initiatives.

Interpretation

The findings reinforce the importance of recognizing generational diversity when designing organizational wellness programmes. Employees believe that wellness expectations are influenced by age, career stage, technological familiarity, family responsibilities, and personal lifestyle. Consequently, organizations should avoid implementing identical wellness initiatives for all employees and instead provide flexible wellness options capable of satisfying different generational requirements.

Table 4.4

Current Wellness Programmes × Work-Life Balance Needs



Objective

To examine employee perceptions regarding whether standardized wellness programmes adequately support work-life balance across generations.

Inference

Approximately one-third of respondents agreed that existing wellness programmes contribute to work-life balance.

However, a larger proportion disagreed that a single wellness programme adequately satisfies employees belonging to different generations.

A considerable percentage of respondents also remained Somewhat Agree, indicating uncertainty regarding the effectiveness of current wellness initiatives.

Interpretation

The findings suggest that employees acknowledge the importance of work-life balance but question whether standardized wellness programmes effectively address varying employee expectations.

Different generations possess different family responsibilities, career priorities, and work preferences. Consequently, organizations should introduce flexible wellness options capable of accommodating these differences.

4.4 Reliability Analysis

Table 4.5 Cronbach's Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.760	19

Objective

To examine the internal consistency of the questionnaire.

Interpretation

Cronbach's Alpha was used to evaluate the reliability of the research instrument. The reliability analysis indicates that the questionnaire possesses satisfactory internal consistency with the value 0.760 and is therefore appropriate for statistical analysis. The obtained reliability coefficient demonstrates that the questionnaire items consistently measure employees' perceptions regarding organizational wellness programmes.

4.5 One-Way Analysis of Variance (ANOVA)

One-Way Analysis of Variance (ANOVA) was employed to determine whether statistically significant differences exist among different generational cohorts regarding their perceptions of organizational wellness programmes. The test compares the mean responses of the different generations and helps determine whether the observed variations are statistically significant.

The level of significance adopted for the study is **5% (0.05)**.

Decision Rule:

- If **p-value < 0.05**, reject the null hypothesis.
- If **p-value > 0.05**, fail to reject the null hypothesis.

Table 4.6

ANOVA: Perception of Organizational Wellness Programmes Across Generations

Source	F Value	Significance (p)	Decision
Between Groups	4.612	0.014	Reject H ₀

Null Hypothesis (H₀)

There is **no significant difference** between the employees belonging to different generational cohorts and their perception of organisational wellness programs.

Alternative Hypothesis (H₁)

There is a **significant difference** between the employees belonging to different generational cohorts and their perception of organisational wellness programs.

Interpretation

The ANOVA results indicate an **F-value of 4.612** with a **significance value (p) of 0.014**, which is less than the accepted significance level of **0.05**.

Therefore, the null hypothesis is rejected.

This finding indicates that employees belonging to different generations perceive organizational wellness programmes differently. The differences may arise due to variations in

work values, health priorities, technological familiarity, career aspirations, and work-life balance expectations. The result supports the central argument of the study that organizations should avoid implementing a single standardized wellness programme for all employees and instead develop customized wellness initiatives capable of addressing diverse employee needs.

Table 4.7

ANOVA: Organizational Wellness Programmes and Work-Life Balance

Source	F Value	Significance (p)	Decision
Between Groups	2.867	0.065	Accept H ₀

Hypothesis

H₀: There is no significant difference among generations regarding perceptions of work-life balance support.

Interpretation

The calculated significance value is **0.065**, which is greater than **0.05**.

Therefore, the null hypothesis cannot be rejected.

This indicates that employees belonging to different generations possess relatively similar opinions regarding the contribution of organizational wellness programmes toward work-life balance.

Although minor differences exist, they are not statistically significant.

This finding suggests that work-life balance remains an important organizational concern across all generations.

Table 4.8

ANOVA: Overall Effectiveness of Organizational Wellness Programmes

Source	F Value	Significance (p)	Decision
Between Groups	3.475	0.037	Reject H ₀

Interpretation

The ANOVA results reveal an **F-value of 3.475** with a significance level of **0.037**.

Since the significance value is less than **0.05**, the null hypothesis is rejected.

The findings indicate that overall perceptions regarding the effectiveness of organizational wellness programmes differ significantly across generational groups.

This supports the argument that organizational wellness strategies should consider employees' age-related expectations and personal wellness priorities.

Organizations implementing flexible wellness initiatives are therefore more likely to improve employee participation, satisfaction, and organizational commitment.

4.6 Discussion of Findings

The statistical analysis provides strong evidence that generational diversity significantly influences employees' perceptions regarding workplace wellness programmes.

The cross-tabulation results demonstrate that most respondents believe employees belonging to different generations possess different wellness expectations. Respondents generally disagreed with implementing a single standardized wellness programme and expressed a greater preference for customized wellness initiatives.

The reliability analysis confirmed that the questionnaire possesses satisfactory internal consistency, thereby ensuring the credibility of the collected data.

The ANOVA results further strengthen the findings by demonstrating statistically significant differences among generations regarding the effectiveness of organizational wellness programmes. However, perceptions regarding work-life balance did not differ significantly across generations, suggesting that work-life balance is universally valued by employees regardless of age.

Overall, the findings indicate that organizations should move away from traditional one-size-fits-all wellness programmes and instead adopt flexible, inclusive, and employee-centred wellness strategies.

4.7 Major Findings of the Study

1. Employees from different generations possess different wellness expectations.
2. A majority of respondents do not support a standardized "one-size-fits-all" wellness programme.
3. Employees prefer customized wellness initiatives based on generational needs.
4. Reliability analysis confirmed that the questionnaire is internally consistent and suitable for research.
5. ANOVA revealed statistically significant differences in wellness programme perceptions among different generations.
6. Work-life balance is considered important by employees across all generations.
7. Employees believe that flexible wellness programmes improve participation and organizational satisfaction.
8. Generation-sensitive wellness initiatives are likely to increase employee engagement and organizational commitment.
9. Organizations should periodically evaluate employee wellness preferences to ensure programme relevance.
10. Employee participation is likely to improve when wellness initiatives are aligned with employees' personal and professional needs.

CHAPTER 5

FINDINGS AND INTERPRETATION

5.1 Introduction

This chapter presents the major findings of the study based on the statistical analysis carried out in Chapter 4. The findings are discussed in relation to the research objectives and compared with observations from the reviewed literature, where applicable. The purpose of this chapter is to interpret the statistical results in a meaningful manner and explain their implications for organizational wellness programmes in a multigenerational workforce.

The analysis was conducted using responses collected from **63 employees** working in selected IT firms in Thiruvananthapuram. Percentage analysis, cross-tabulation, reliability analysis, and One-Way ANOVA were employed to evaluate employee perceptions regarding organizational wellness programmes.

5.2 Objective-wise Discussion of Findings

➤ Objective 1

To identify generational differences in employee perceptions regarding organizational wellness programmes.

The statistical analysis revealed significant differences among generational cohorts regarding their perceptions of workplace wellness programmes. The One-Way ANOVA produced a statistically significant result ($p < 0.05$) for overall wellness programme perception, indicating that employees from different generations do not evaluate organizational wellness initiatives in the same manner.

This finding supports the central premise of the study that employee expectations regarding wellness programmes vary across generations because of differences in age, career stage, personal responsibilities, technological exposure, and workplace values. The finding is consistent with the work of Smaliukiene and Bekesiene (2020) and Twenge (2010), who reported that generational characteristics significantly influence workplace attitudes and organizational expectations.

➤ Objective 2

To examine whether different generations possess different wellness needs and expectations.

The cross-tabulation analysis indicated that 63% of respondents agreed or strongly agreed that employees belonging to different generations possess different wellness needs.

Younger employees generally expressed greater interest in flexible work arrangements, mental health support, learning opportunities, and digital wellness platforms. Older employees were perceived to value preventive healthcare, medical insurance, retirement planning, and physical wellness initiatives.

These findings support Generational Cohort Theory, which proposes that employees develop different attitudes and expectations based on shared historical experiences.

➤ **Objective 3**

To evaluate employee satisfaction regarding existing organizational wellness programmes.

The analysis suggests that while employees appreciate the existence of wellness programmes, many respondents believe that existing initiatives require greater flexibility and customization.

Several respondents indicated that standardized programmes fail to accommodate diverse employee preferences, reducing participation and limiting programme effectiveness.

The findings imply that employee satisfaction depends not merely on the availability of wellness initiatives but on how effectively these initiatives address individual employee needs.

➤ **Objective 4**

To analyse work-life balance expectations across generations.

The ANOVA results indicated that differences among generations regarding work-life balance were not statistically significant.

Although employees belong to different age groups, work-life balance emerged as a common organizational expectation across all generations.

This finding suggests that organizations should continue investing in flexible work arrangements, leave policies, employee assistance programmes, and stress management initiatives that support employees irrespective of age.

➤ **Objective 5**

To recommend strategies for improving organizational wellness programmes.

The findings clearly indicate that organizations should move beyond traditional one-size-fits-all wellness programmes.

Employees strongly support customized wellness initiatives capable of accommodating differences in career stage, health priorities, family responsibilities, and technological preferences.

Organizations adopting flexible wellness strategies are therefore likely to experience improvements in employee engagement, participation, organizational commitment, and overall effectiveness

5.3 Major Findings of the Study

The analysis of the collected data revealed several important findings regarding employees' perceptions of organizational wellness programmes in a multigenerational workforce. One of the most significant findings of the study is that employees belonging to different generations possess distinct wellness needs, expectations, and preferences. These differences are influenced by factors such as age, career stage, family responsibilities, lifestyle, health priorities, and technological adaptability, indicating that employees do not perceive wellness initiatives in a uniform manner.

The study further found that a majority of respondents do not support the traditional "one-size-fits-all" approach to organizational wellness programmes. Instead, employees expressed a strong preference for wellness initiatives that are flexible and tailored to meet the unique requirements of different generational groups. This finding highlights the growing need for organizations to move away from standardized wellness models and adopt more personalized approaches that recognize workforce diversity.

The reliability analysis conducted using Cronbach's Alpha confirmed that the research instrument possessed satisfactory internal consistency, indicating that the questionnaire was reliable and suitable for measuring employees' perceptions regarding organizational wellness programmes. This enhances the credibility and validity of the findings obtained through the study.

The results of the One-Way Analysis of Variance (ANOVA) revealed statistically significant differences in employees' perceptions of organizational wellness programmes across different generational cohorts. This indicates that generational diversity has a meaningful influence on how employees evaluate the effectiveness, relevance, and

usefulness of organizational wellness initiatives. The findings support the view that employee wellness strategies should consider generational characteristics while designing and implementing wellness programmes.

Another important finding of the study is that work-life balance is regarded as an essential aspect of employee well-being across all generations. Although employees differ in their wellness expectations, maintaining a healthy balance between personal and professional life emerged as a common priority irrespective of age. This suggests that organizations should continue to strengthen policies and practices that promote work-life balance for all employees.

The study also revealed that employees believe flexible and customized wellness programmes encourage greater participation and improve overall satisfaction with organizational wellness initiatives. When employees perceive that wellness programmes are relevant to their personal needs and circumstances, they are more willing to participate actively and derive greater benefits from such initiatives. This increased participation can positively influence employee morale, motivation, and workplace engagement.

Furthermore, the findings indicate that generation-sensitive wellness programmes have the potential to enhance employee engagement, organizational commitment, and overall workplace well-being. By acknowledging the diverse expectations of employees and offering a variety of wellness options, organizations can create a more inclusive work environment where employees feel valued and supported throughout different stages of their careers.

The analysis also highlights the importance of regularly evaluating employee wellness needs and preferences. As workforce demographics, organizational practices, and employee expectations continue to evolve, organizations should periodically collect employee feedback through surveys, interviews, or other assessment methods to ensure that wellness programmes remain relevant, effective, and aligned with changing employee requirements.

Finally, the study concludes that employee participation in organizational wellness programmes is likely to increase when wellness initiatives are designed according to employees' personal and professional needs rather than being implemented as standardized

programmes. A flexible and employee-centred approach to wellness not only improves programme effectiveness but also contributes to higher job satisfaction, stronger organizational commitment, reduced absenteeism, improved employee retention, and enhanced organizational performance. Overall, the findings emphasize that organizations should view employee wellness as a strategic investment and continuously adapt their wellness initiatives to meet the diverse needs of a multigenerational workforce.

5.3 Discussion with Previous Studies

The findings of the present study are broadly consistent with previous research reviewed in Chapter 2.

Studies by Parks and Steelman (2008) and Foster (2021) demonstrated that comprehensive wellness programmes positively influence employee satisfaction, organizational commitment, and productivity. The present study similarly confirms that employees recognize the importance of workplace wellness but expect programmes to be more responsive to their individual needs.

The present findings also support Sanchez et al. (2021), who reported that different generations prioritize different wellness benefits. Employees participating in the current study similarly acknowledged that generational differences influence wellness preferences and programme participation.

Furthermore, the findings reinforce the conclusions of Smaliukiene and Bekesiene (2020) regarding the influence of generational diversity on workplace well-being. The significant ANOVA results obtained in the present study provide additional empirical evidence supporting the relationship between generation and wellness programme perception.

However, unlike some previous studies, the present research observed that work-life balance remains equally important across all generations, suggesting that certain wellness expectations may be universal despite generational differences.

5.4 Overall Interpretation

The findings of the present study indicate that organizational wellness programmes play a significant role in enhancing employee well-being, satisfaction, and organizational effectiveness. However, the analysis clearly demonstrates that employees belonging to different generational cohorts possess distinct wellness needs, preferences, and expectations. Consequently, a standardized "one-size-fits-all" wellness programme may not effectively address the diverse requirements of a multigenerational workforce.

The cross-tabulation analysis revealed that 63% of respondents believe wellness programmes should be designed by considering generational differences. Employees expressed the opinion that a uniform wellness approach overlooks variations in work values, health priorities, career stages, technological preferences, and work-life balance expectations. This suggests that organizations should adopt flexible and inclusive wellness strategies that cater to the unique needs of different employee groups.

The reliability analysis confirmed that the research instrument possessed satisfactory internal consistency, indicating that the questionnaire was reliable for measuring employees' perceptions regarding organizational wellness programmes. Furthermore, the ANOVA results revealed statistically significant differences in the overall perception of wellness programmes across generations, supporting the view that age and generational characteristics influence employees' evaluation of workplace wellness initiatives. However, no statistically significant difference was observed in perceptions related to work-life balance, indicating that maintaining a healthy balance between personal and professional life is a common expectation shared by employees across all generations. The findings also highlight that the effectiveness of organizational wellness programmes depends not only on their availability but also on their relevance, accessibility, and alignment with employees' evolving needs.

Overall, the study concludes that organizations should shift from a generalized wellness approach to a more personalized and generation-sensitive model. Regular assessment of employee wellness needs, continuous evaluation of programme effectiveness, and active employee involvement in programme design can help organizations build a healthier, more engaged, and productive workforce. Such an approach will not only enhance employee well-being but also strengthen organizational commitment, improve retention, and contribute to long-term organizational success.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The present study examined employees' perceptions regarding organizational wellness programmes in the context of a multigenerational workforce. The findings demonstrate that employees belonging to different generations possess distinct wellness expectations, participation preferences, and perceptions regarding programme effectiveness.

The statistical analysis confirmed that a one-size-fits-all approach is insufficient for addressing the diverse wellness needs of today's workforce. Significant differences were observed in employees' perceptions of organizational wellness programmes across generations, indicating that organizations should consider generational diversity when designing employee well-being initiatives.

Although work-life balance was valued equally by employees across generations, respondents generally preferred wellness programmes that provide flexibility and allow employees to choose initiatives aligned with their personal and professional needs.

Overall, the study concludes that organizations adopting customized, inclusive, and employee-centred wellness strategies are more likely to improve employee participation, satisfaction, organizational commitment, and overall workplace well-being.

6.2 Recommendations

Based on the findings of the study, the following recommendations are proposed to help organizations develop more effective and inclusive wellness programmes that address the needs of a multigenerational workforce. Implementing these recommendations can enhance employee well-being, improve organizational performance, and create a healthier workplace culture.

6.2.1 Introduce Generation-Sensitive Wellness Programmes

One of the key findings of the study is that employees from different generations possess different wellness needs, expectations, and preferences. Therefore, organizations should move beyond the traditional "one-size-fits-all" approach and design wellness programmes that are sensitive to generational diversity. Instead of offering identical initiatives to all employees, organizations should provide a range of wellness options that reflect employees' different career stages, lifestyles, health priorities, and personal responsibilities.

Generation-sensitive wellness programmes encourage greater employee participation because employees are more likely to engage in initiatives that are relevant to their individual

needs. Such programmes also promote inclusivity, increase employee satisfaction, and demonstrate that the organization values workforce diversity. Ultimately, customizing wellness initiatives contributes to higher employee engagement, stronger organizational commitment, and improved retention.

6.2.2 Regularly Assess Employee Wellness Needs

Employee expectations and wellness requirements continuously evolve due to changes in work environments, technology, personal responsibilities, and organizational culture. Therefore, organizations should periodically assess employee wellness needs instead of assuming that existing programmes remain effective over time.

Wellness assessments can be conducted through employee surveys, feedback forms, suggestion boxes, focus group discussions, and, wherever possible, direct person-to-person interactions between employees and HR professionals. Personal interaction enables organizations to better understand employee concerns that may not be fully expressed through questionnaires.

Regular assessment helps organizations identify emerging wellness needs, evaluate employee satisfaction, and modify existing programmes accordingly. This continuous feedback process ensures that wellness initiatives remain relevant, employee-centred, and responsive to changing workforce expectations.

6.2.3 Adopt a Holistic Approach to Employee Wellness

Employee wellness should not be limited to physical health alone. Organizations should adopt a holistic approach that addresses multiple dimensions of employee well-being, including physical, mental, emotional, social, and financial wellness.

Physical wellness initiatives may include health screenings, fitness programmes, nutrition awareness, and preventive healthcare. Mental and emotional wellness can be supported through counselling services, stress management workshops, mindfulness sessions, and employee assistance programmes. Social wellness can be enhanced through team-building activities, employee engagement programmes, and opportunities for social interaction. Financial wellness initiatives, such as financial planning workshops, retirement planning guidance, and debt management education, can reduce employee stress and improve financial security.

A comprehensive wellness programme enables employees to maintain a healthy balance in all aspects of life, leading to improved productivity, reduced absenteeism, enhanced morale, and better organizational performance.

6.2.4 Strengthen Mental Health and Emotional Well-being Initiatives

Mental health has become an increasingly important aspect of employee wellness in modern organizations. Employees frequently encounter workplace stress, heavy workloads, role conflicts, and personal challenges that may affect their psychological well-being. Organizations should therefore prioritize mental health by providing confidential counselling services, employee assistance programmes, stress management workshops, resilience training, and mental health awareness campaigns.

Creating a psychologically safe workplace where employees feel comfortable seeking support without fear of stigma encourages early intervention and promotes overall well-being. Organizations that actively support employees' mental health often experience higher job satisfaction, improved employee engagement, lower turnover intentions, and a healthier organizational culture.

6.2.5 Promote Flexible Wellness Options and Work-Life Balance

Since employees differ in their work schedules, personal commitments, and lifestyle preferences, wellness programmes should be designed with flexibility. Organizations should provide employees with multiple participation options, including in-person activities, virtual sessions, hybrid wellness programmes, and self-paced digital learning modules.

In addition, organizations should strengthen policies that promote work-life balance by introducing flexible working arrangements, wellness leave, family-friendly policies, and initiatives that help employees effectively manage both personal and professional responsibilities.

Providing flexibility allows employees to participate in wellness activities without disrupting their work commitments, thereby increasing participation and overall programme effectiveness. Flexible wellness initiatives also demonstrate organizational concern for employees' well-being and contribute to a healthier work environment.

6.2.6 Increase Awareness and Communication Regarding Wellness Programmes

Even well-designed wellness programmes cannot achieve their objectives if employees are unaware of the available services. Organizations should therefore develop effective

communication strategies to ensure that employees receive timely and accurate information regarding wellness initiatives.

Awareness can be created through emails, employee portals, internal newsletters, mobile applications, workshops, orientation programmes, posters, and regular awareness campaigns. Managers and HR professionals should actively communicate the benefits of wellness programmes and encourage employees to participate.

Effective communication improves employee awareness, increases programme utilization, and ensures that organizational investments in wellness generate meaningful outcomes.

6.2.7 Encourage Employee Participation in Programme Design

Employees should not only participate in wellness programmes but should also be involved in designing and evaluating them. Organizations should establish mechanisms for collecting employee suggestions, conducting regular feedback sessions, and involving representatives from different generational groups during programme planning.

Employee participation ensures that wellness initiatives reflect actual employee needs rather than management assumptions. It also creates a sense of ownership, strengthens trust between employees and management, and increases participation rates.

A participative approach enables organizations to continuously improve their wellness programmes while fostering an inclusive organizational culture.

6.2.8 Leverage Technology to Improve Wellness Delivery

Technology offers organizations numerous opportunities to enhance the accessibility and effectiveness of wellness programmes. Digital wellness platforms, mobile applications, wearable fitness devices, virtual counselling services, online fitness sessions, and wellness tracking tools can make wellness programmes more convenient and engaging for employees. However, organizations should ensure that technology-based initiatives remain user-friendly and accessible to employees with different levels of technological familiarity. Providing training and alternative participation options can help ensure that digital wellness programmes remain inclusive.

The effective use of technology enables organizations to expand programme reach, monitor participation, provide personalized wellness recommendations, and improve employee engagement.

6.2.9 Continuously Evaluate Wellness Programme Effectiveness

Organizations should regularly evaluate the effectiveness of wellness programmes using measurable indicators such as employee participation rates, satisfaction levels, absenteeism, productivity, employee feedback, and overall programme outcomes.

Continuous evaluation enables organizations to identify strengths, address weaknesses, and make evidence-based improvements to wellness initiatives. It also ensures that wellness programmes remain aligned with organizational objectives and employee expectations.

A systematic evaluation process enhances accountability, improves programme quality, and maximizes the return on organizational investment in employee wellness.

6.2.10 Integrate Employee Wellness into Long-Term Human Resource Strategy

Employee wellness should not be viewed merely as a welfare initiative or a short-term organizational activity. Instead, it should be integrated into the organization's long-term Human Resource Management strategy. Wellness should become an essential component of organizational culture, leadership practices, talent management, employee engagement, and sustainable business development.

Organizations that strategically integrate wellness into HR policies are better positioned to attract and retain talented employees, improve organizational resilience, enhance employer branding, and achieve long-term organizational success.

In today's competitive business environment, investing in employee wellness is no longer optional but a strategic necessity. Organizations that recognize the diverse needs of their workforce and continuously adapt their wellness programmes accordingly will be better equipped to build healthier, more satisfied, and highly productive employees while ensuring sustainable organizational growth.

6.3 Limitations of the Study

While the present study provides meaningful insights into employees' perceptions of organizational wellness programmes in a multigenerational workforce, certain limitations should be considered when interpreting the findings. The study was confined to selected Information Technology (IT) firms in Thiruvananthapuram, Kerala, which may limit the generalizability of the findings to organizations operating in other industries or geographical regions. The research adopted a purposive sampling technique, and the sample comprised 63 respondents, which, although appropriate for the objectives of the study, may not fully

represent the perspectives of the broader working population. In addition, the findings are based on self-reported responses collected through a structured questionnaire, making them subject to individual perceptions, opinions, and potential response bias. Furthermore, organizational wellness policies, workplace culture, and human resource practices vary considerably across organizations and industries, which may influence employees' perceptions and experiences differently. Therefore, the findings of this study should be interpreted within the specific context of the selected organizations and should not be generalized without considering these limitations.

6.4 Scope for Future Research

Although the present study provides valuable insights into generational perspectives on the effectiveness of organizational wellness programmes, there remains considerable scope for future research in this area. Future studies may expand the scope by conducting similar research across multiple industries to compare wellness practices and employee perceptions in different organizational settings. Researchers may also consider increasing the sample size to improve the generalizability and reliability of the findings. Comparative studies between public and private sector organizations could provide a deeper understanding of how organizational structure and policies influence the design and effectiveness of employee wellness programmes. In addition, future research may examine the long-term impact of customized wellness programmes on employee well-being, job satisfaction, organizational commitment, productivity, and retention through longitudinal studies that track changes over an extended period. With the rapid advancement of digital technologies, researchers may also explore the effectiveness of technology-enabled and Artificial Intelligence (AI)-driven wellness initiatives, including wearable health devices, virtual wellness platforms, AI-based health monitoring systems, and personalized digital wellness solutions. Furthermore, qualitative or mixed-method research could be undertaken to gain a more comprehensive understanding of employees' experiences, expectations, and perceptions regarding organizational wellness programmes. Such studies would contribute to the existing body of knowledge and assist organizations in developing more innovative, inclusive, and employee-centred wellness strategies that effectively address the evolving needs of a diverse and multigenerational workforce.

6.5 Final Conclusion

Employee wellness has evolved from being a supplementary organizational initiative to becoming a strategic component of sustainable human resource management. In today's dynamic work environment, organizations are increasingly characterized by a multigenerational workforce, where employees from different age groups bring unique values, experiences, expectations, and priorities to the workplace. This diversity presents both opportunities and challenges for organizations in designing wellness programmes that are meaningful, inclusive, and capable of supporting the overall well-being of all employees.

The present study highlights the importance of recognizing that employee wellness cannot be addressed through a traditional "one-size-fits-all" approach. As organizations continue to experience workforce diversity across generations, it becomes essential to understand that employees' wellness needs are not uniform. Factors such as career stage, family responsibilities, physical and mental health requirements, technological adaptability, and personal aspirations influence how employees perceive and benefit from organizational wellness initiatives. Therefore, wellness programmes should be designed with sufficient flexibility to accommodate these diverse needs rather than assuming that a single programme can effectively serve every employee.

Organizations that invest in employee-centred wellness strategies are more likely to create a healthier, more engaged, and more productive workforce. Effective wellness programmes should move beyond conventional health initiatives and adopt a holistic approach that integrates physical, mental, emotional, social, and financial well-being. Equally important is the continuous assessment of employee needs, enabling organizations to adapt their wellness initiatives in response to changing workforce demographics and evolving workplace expectations.

The study also emphasizes the strategic role of Human Resource Management in promoting employee well-being. HR professionals are no longer responsible solely for administering employee welfare programmes; they play a crucial role in understanding workforce diversity, identifying changing employee expectations, encouraging participation, and creating a supportive organizational culture. By involving employees in the planning and evaluation of

wellness initiatives, organizations can ensure that such programmes remain relevant, accessible, and effective.

Rather than viewing wellness programmes as standardized organizational policies, employers should consider them as flexible and evolving strategies that reflect the diversity of their workforce. A personalized approach to employee wellness not only enhances employee satisfaction and participation but also contributes to stronger organizational commitment, improved productivity, reduced absenteeism, better retention, and a positive work environment. Such programmes foster a culture in which employees feel valued, supported, and motivated to perform at their best.

As workplaces continue to evolve, organizations must also recognize that employee expectations will change over time. Advances in technology, changing work patterns, increasing awareness of mental health, and shifting lifestyle priorities require organizations to regularly review and redesign their wellness strategies. A responsive and adaptable wellness framework will enable organizations to meet the changing needs of present and future generations while maintaining organizational effectiveness.

In conclusion, the success of organizational wellness programmes lies not in offering identical benefits to every employee but in understanding that wellness is a personal and evolving concept. The findings of this study reinforce the need for organizations to move beyond traditional wellness models and adopt flexible, inclusive, and employee-centred approaches that acknowledge generational diversity. By designing wellness programmes according to employees' unique needs and life stages rather than relying on a uniform approach, organizations can build healthier workplaces, improve employee well-being, and achieve sustainable organizational success in an increasingly diverse and competitive business environment.

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APPENDIX

Title: Generational Perspectives on Organizational Wellness Programs: An empirical analysis of “One – size – fits all “approach.

Description:

This survey aims to examine how employees across generational cohorts perceive the effectiveness of organizational wellness programs, particularly the “one-size-fits-all” approach, which is an inclusive program for all.

Participation in this survey is voluntary, and all responses will be kept strictly confidential and used solely for academic purposes. There are no right or wrong answers—your honest opinion is highly valuable.

SECTION A: DEMOGRAPHIC DETAILS

1. Age:
☐ Below 25 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55+
2. Gender:
☐ Male ☐ Female ☐ Prefer not to say ☐ Other
3. Years of Work Experience:
☐ 0–2 ☐ 3–5 ☐ 6–10 ☐ 11–20 ☐ 20+
4. Date of Birth: _____
5. Department: _____

SECTION B: SURVEY REQUIREMENTS

6. Are you aware of wellness programs in your organization?
☐ Yes ☐ No
7. How often do you participate in wellness programs?
☐ Never ☐ Rarely ☐ Sometimes ☐ Often ☐ Always
8. Which wellness programs do you wish to participate in? (Select all)
☐ Fitness programs
☐ Mental health support (counseling, therapy)
☐ Health check-ups
☐ Work-life balance initiatives
☐ Recreational activities
☐ Others: _____
9. What prevents you from participating?
☐ Lack of time
☐ Lack of interest
☐ Not relevant to my needs

- ☐ Lack of awareness
- ☐ Timing conflicts with work schedule
- ☐ Others: _____

10. I participate more when programs match my personal needs and lifestyle.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

11. Wellness programs consider the needs of different generations.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

12. My organization designs wellness programs inclusively for all age groups.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

13. Different generations have different wellness needs.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

14. Current programs fail to address generational differences effectively.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Questionnaire for research

15. A single wellness program cannot satisfy all generations equally.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
16. I believe one standardized program is sufficient for all employees.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
17. A uniform approach ignores generational preferences and expectations.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
18. Customized wellness programs would be more effective than uniform ones.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
19. Wellness programs help me maintain work-life balance.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
20. Work-life balance needs differ across generations.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral

- ☐ Agree
- ☐ Strongly Agree

21. Current wellness initiatives adequately support my work-life balance needs.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

22. Flexible wellness options would better suit different generations.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

23. What improvements would you suggest?

24. Do you think different generations require different wellness programs? Why?
