Employee Wellness Culture: Charlotte, North Carolina Employees Perspectives on Corporate Wellness Initiatives and Culture

Sydney Lash under the guidance of Leah Marone, LCSW

April 1st, 2023

Abstract

Corporate wellness initiatives play a key role in the well-being of employees and the performance of companies. The project consisted of surveying 45 Charlotte employees to gather perspectives on employees' needs regarding wellness program offerings, the state of their current company culture, and their job's contribution to their overall stress. The goal of this survey was to get insight into what is most important in corporate wellness programs and to determine the relationship between several aspects of company culture and job stress contribution. The results show that aspects of work modality, gender, and age play a role in job stress contribution. Aspects of company culture also played a role in job stress contribution.

Keywords: wellness, corporate wellness initiative, corporate wellness culture

Introduction

Corporate health and wellness initiatives have become increasingly popular over the past decade for good reason. Well-designed programs benefit employees, leadership, and corporations. Health interventions that address the issues employees face not only improve health and wellness outcomes but also boost productivity in the workplace (Jones et.al, 2019). Moreover, improving employee health and sustaining those improvements reduces healthcare costs for employers. A meta-evaluation of worksite health promotion economic returns found that implementing a workplace health promotion initiative reduced health plan costs by 25% (Chapman, 2023). According to the Principal Financial Well-Being Index survey, over 25% of employees have had decreased time away from work due to employee wellness programs, and 45% of those surveyed said they would stay at their company longer because of a wellness program (2021).

In an era of quiet quitting and job hopping, a single workplace wellness initiative may not be sufficient. It may not meet the needs of most employees, prevent burnout effectively, or be accessible. Instead, there has been an effort to create sustainable workplace wellness rather than a one-time implementation. This involves changing the workplace culture to support employee wellness in day-to-day tasks, both in and out of the workplace. In a 2022 Gallup study, employee recognition was ranked as a high priority. According to the report, "receiving recognition from managers and leaders at least a few times a month makes employees up to twice as likely to be thriving" (2022). Approaching corporate wellness as a cultural shift, rather than a one-time program, has a lasting positive impact on employee well-being and work outcomes. It also prioritizes employee needs rather than statistical outcomes, keeping employees engaged in the mission.

Definitions

In relation to this study three phrases needed to be considered and defined for participants before they completed the survey. **Wellness** was defined simply as the state of being in good health physically and mentally. This was derived and simplified from the Center for Disease Control's definition of well-being and the National Wellness Institute's Six Dimensions of Wellness. The CDC stated that “well-being can be described as judging life positively and feeling good” (2018). The six dimensions of wellness are occupational, emotional, physical, spiritual, intellectual, and social (Hettler, 2023). A culture of wellness would be a culture at work that supports health physically and mentally/ A **culture of wellness** was described as offering several benefits and consistently encouraging employees to utilize these benefits as a means to ensure high levels of self-care. A culture of wellness emphasizes the importance of prioritizing

mental and physical health over work. To differentiate a culture of wellness from a wellness initiative definition was included in the survey. A **corporate wellness initiative** refers to any program that supports or improves the overall wellness of its employees.

Survey Development

The survey used The National Institute for Occupational Safety and Health's (NIOSH) quality of work-life questionnaire to measure nine categories and constructs, including job level, culture, health outcomes, hours of work, family, supervision, benefits, union, and others (2013). The survey was divided into three sections. The first section consisted of demographic questions, such as age range, gender identity, race, ethnicity, industry sector, role in the company, company size, work modality, and average weekly working hours. This section aimed to determine potential differences in workplace wellness perception based on the measured demographics.

The second section of the survey focused on corporate wellness initiatives, including whether they are offered, accessibility, types of benefits provided, and potential changes. The third section explored company culture, including the promotion of wellness programs, leadership interactions, satisfaction with wellness programs, and work-life balance. This distinguishes the survey from the NIOSH quality of work-life questionnaire, which primarily focuses on work-life constructs. The purpose of this section was to potentially identify whether culture or programming had the most significant impact on perceptions of workplace wellness.

Survey Distribution

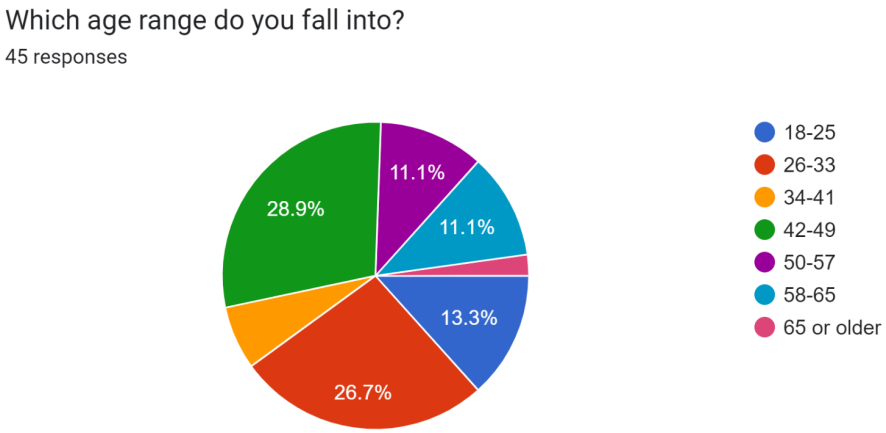
The survey was distributed using convenience sampling methodology. The survey was shared through LinkedIn posts and messages. Responders voluntarily clicked on the link

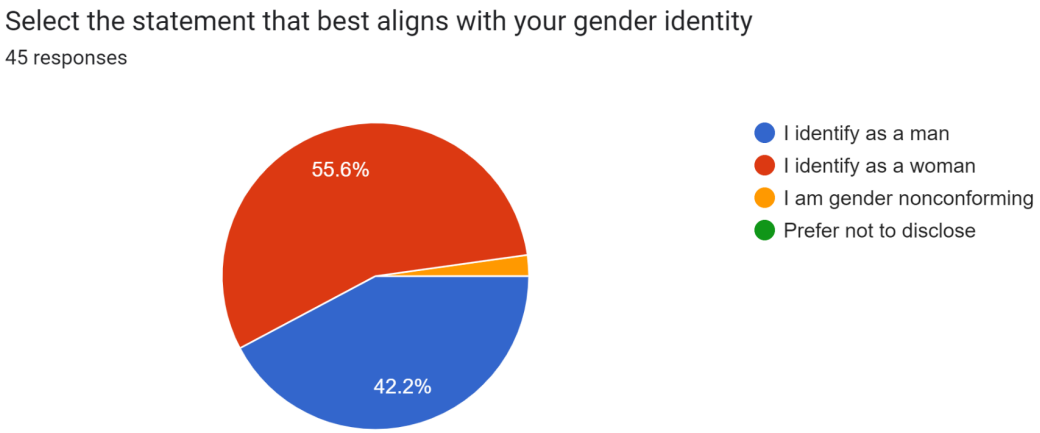
indicating a willingness to participate in the survey. Additional voluntary interviews were conducted over Zoom.

Results

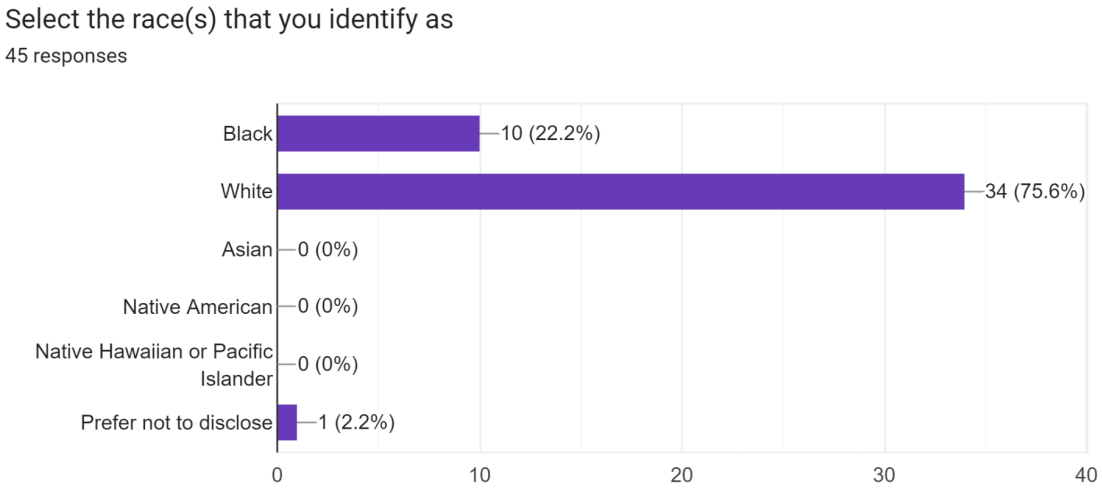
A survey was conducted among professionals in the Charlotte area, and 45 responses were collected. The survey's demographic section analyzed various factors such as age, gender identity, racial identity, ethnicity, industry sector, role in the company, company size, average working hours per week, and work modality.

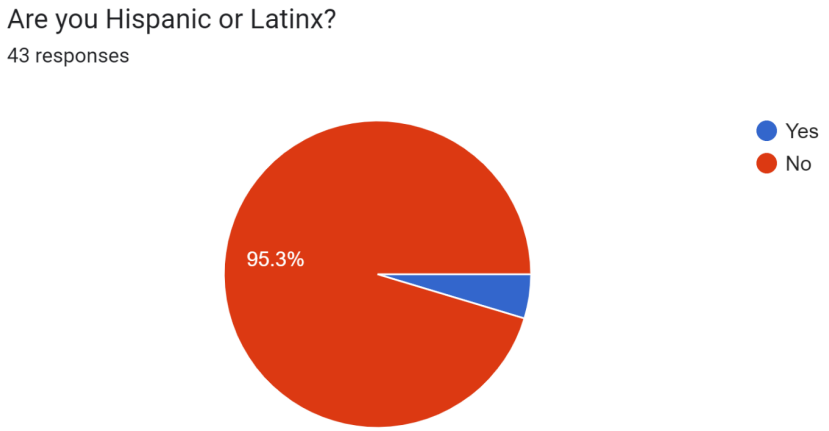
Regarding age, the survey respondents were distributed with 13.3% of respondents were aged 18-25, 26.7% were aged 26-33, 6.7% were aged 34-41, 28.9% were aged 42-49, 11.1% were aged 50-57, 11.1% were aged 58-65, and 2.2% were aged 65 or older. In terms of gender identity, 55.6% identified as women, 42.2% identified as men, and 2.2% identified as gender nonconforming.



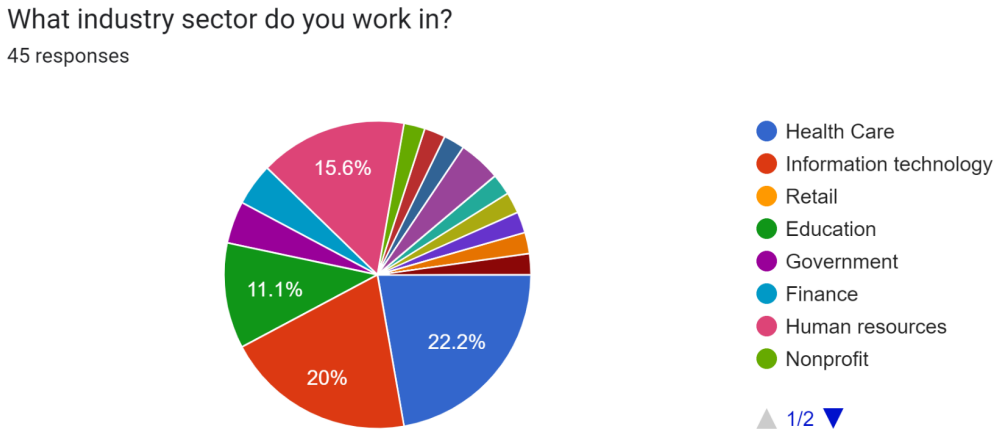


Racial identity was reported as White by 75.6% of respondents, Black by 22.2%, and undisclosed by 2.2%. Regarding ethnicity, 4.7% of respondents identified as Hispanic or Latinx.



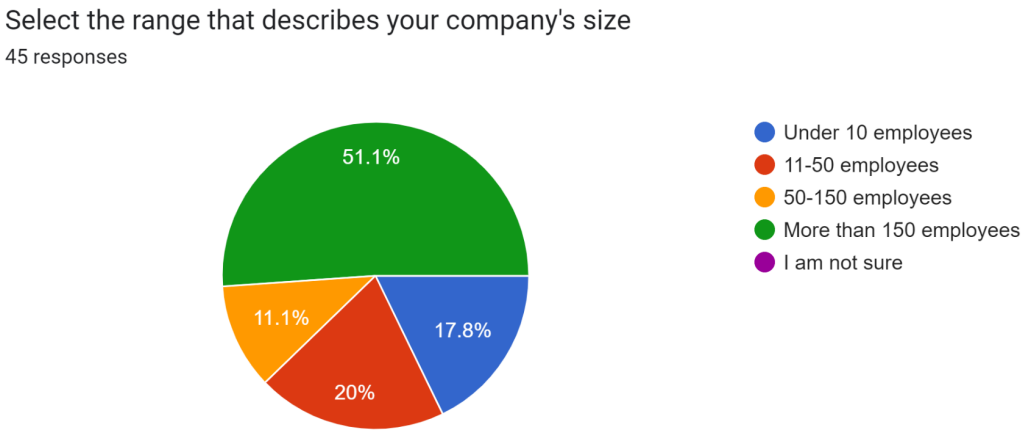


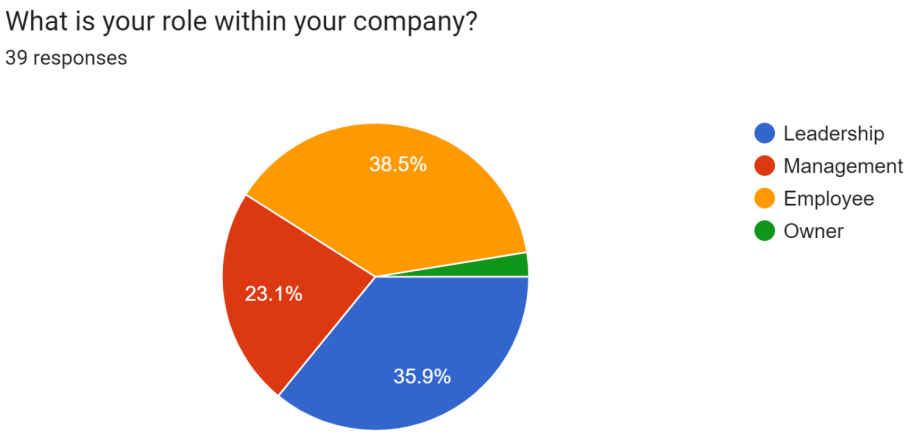
Industry sectors were represented by healthcare (22.2%), information technology (20%), human resources (15.6%), education (11.1%), finance, manufacturing, and government (4.4% each), and consulting, journalism, and nonprofit (2.2% each). Most respondents (38.5%) were employees, followed by leadership (35.9%), management (23.1%), and business owners (2.6%).



Regarding company size, the majority (51.1%) worked for companies with over 150 employees, followed by companies with 11-50 employees (20%), under 10 employees (17.8%),

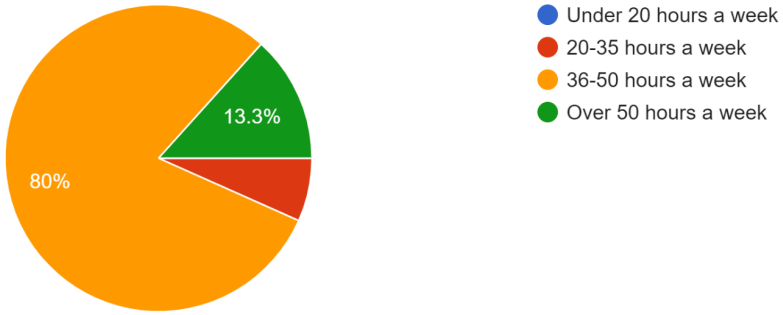
and 51-150 employees (11.1%). Most respondents (80%) worked 36-50 hours a week. 42.2% worked in a hybrid setting, 37.8% worked remotely, and 20% worked in-person.





On average, how many hours do you work in a week?

45 responses



Select the statement that best describes your work modality

45 responses

The survey also asked about corporate wellness initiatives, including whether they were offered, their accessibility, the types of benefits offered, and potential changes. The survey found that 78% of respondents were offered an employee wellness program, and 20% were not. The majority of respondents (62.8%) ranked the accessibility of their company wellness program as 4 or 5 out of 5. Gym memberships were offered to 32.5% of respondents, health insurance to 87.5%, paid leave to 85%, quality interactions with leadership to 32.5%, sabbaticals to 17.5%, employee assistance programs to 50%, and in-office health lunches to 20%.

Regarding potential changes, 43% of respondents wanted gym memberships to be included in their employee wellness package, and 41% wanted to expand accessibility to the existing wellness package. Improving work-life balance was also mentioned by 35% of respondents. Mental health counseling and workshops were also suggested.

The final section of the survey focuses on company culture, including wellness programs, leadership interactions, work-life balance, and overall happiness with these programs. When asked if leaders in their company encourage the use of wellness programs, 54.5% of respondents completely agreed, 18.2% agreed, 15.9% disagreed, and 11.4% completely disagreed. For the statement "I feel supported by leaders in my company to prioritize my health," 43.2% of respondents completely agreed, 27.3% agreed, 25% disagreed, and 4.5% completely disagreed.

In response to the statement, "I feel pressure to be available to work outside of normal work hours," 18.2% of respondents completely agreed, 18.2% agreed, 36.4% disagreed, and 27.3% completely disagreed. For the statement "I feel comfortable advocating for my mental health in my work environment," 30.2% of respondents completely agreed, 53.5% agreed, 9.3% disagreed, and 7% completely disagreed.

Regarding the statement "My job interrupts my life outside of normal work hours," 15.9% of respondents completely agreed, 20.5% agreed, 43.2% disagreed, and 20.5% completely disagreed. For the statement "I am encouraged to take breaks when needed," 31.8% of respondents completely agreed, 40.9% agreed, 20.5% disagreed, and 6.8% completely disagreed.

When asked if they were aware of the stress and workload before beginning their role, 31.8% of respondents completely agreed, 43.2% agreed, 15.9% disagreed, and 9.1% completely disagreed. For the statement "My job is a large source of stress in my life," 18.6% of respondents completely agreed, 34.9% agreed, 37.2% disagreed, and 9.3% completely disagreed.

Statistical methodology

This survey used a mixed methodology to gather information on current employee wellness programs and employee opinions on wellness programs. A two-sample t-test was used to determine if there was a significant difference in the two group means. The tests were used to compare the aspects of wellness culture and their effect on stress scores. The t-test assumes that the two samples are independent of one another, the distribution of the data is normal, and the two populations have the same variance. All of which apply to the data being analyzed. The null hypothesis is that there is no significant difference between the means of the two populations and the alternative hypothesis is that there is a significant difference between the means of the two populations. If the p-value obtained from the test is less than .05 the null hypothesis is rejected and it is concluded that there is a significant difference in the means of the two groups. This allows us to conclude that for this particular sample, the aspect of corporate wellness did play a role in employee stress contribution. The limitation of the t-test is its inability to control for confounding variables.

Analysis and Discussion

Based on previous studies, occupation, race, gender, and age are considered confounding factors when examining reported workplace stress. However, in this survey, occupation and race

were not included in the analysis for their correlation with stress due to uneven representation in the sample.

As previously mentioned, participants were asked to rate their self-reported stress levels in response to the statement "My job is a large source of stress in my life" using a scale of 1 to 4, where 4 indicated that the job was the primary stressor for the respondent and 1 indicated that the job was not a source of stress. Ratings of 3 and 4 were considered to represent high levels of self-reported job stress.

Gender Identity

A Gallup report from 2021 shows that 46% of working women reported experiencing stress for a significant portion of the day in 2020, while the same was true for 42% of working men. In the US and Canada, these figures were 62% and 52%, respectively (Gandhi and Robinson 2021). During the pandemic, reported burnout among women increased by 4%, while it remained constant for men (Saad et.al, 2021).

Studies on gender and workplace stress have found that men and women experience stress differently. Men tend to feel more pressure from quantitative demands, while women tend to feel more pressure from qualitative or psychological demands (Torres et.al, 2013). One study found that women are more at risk for work stress than their male coworkers (Malik et. al,2022).

However, there is little research on gender nonbinary individuals and workplace stress. A recent survey found that 64.7% of male respondents reported high levels of job stress, compared to 44% of female respondents. The mean reported job stress contribution was 2.47 for

men and 2.52 for women. One respondent identified as non-binary and reported experiencing a high level of job-related stress.

Gender Identity	Mean Reported Job Stress
Men	2.52
Women	2.47
Non-binary	N/A

Age

Younger employees prioritize workplace wellness more than previous generations, and workers under the age of 40 have experienced an increase in anger and stress surrounding work since the pandemic (Pendell 2021). Work stress among older adults, aged 60 and older, is influenced by several factors including education level, the pace of work, and experience in the field (Malik et al., 2022).

While a study found that age can be a protective factor against work stress, as younger workers reported more work stress and conflicts with work-family balance, as well as more recent experiences of discrimination due to lack of experience and coping mechanisms, older workers have reported lower health ratings. This could be due to declining health and creativity with age, which could affect their potential to deal with work challenges and offset the psychological resilience of older workers (Hsu, 2019).

A survey was conducted with participants aged 18-77, and the results showed that younger respondents aged 18-25 had a mean reported job stress contribution of 2.5, with 17% reporting no stress contribution from their job, 50% reporting high stress, and 33% reporting low-stress contribution. Respondents aged 26-41 had a mean reported stress of 2.375, with 47%

reporting high stress and 53% reporting low-stress contribution. Those aged 42-58 had a mean reported stress contribution of 2.785, with 61% reporting high-stress contribution, while baby boomers aged 59-77 had a mean reported stress contribution of 2.4, with 33% reporting high-stress contribution.

Age Group	Mean Reported Job Stress
18-25	2.5
26-41	2.375
42-58	2.785
59-77	2.4

Work Modality

According to current literature, the mode of work significantly impacts the overall well-being of employees. Market research conducted by Slack in 2022 revealed that 80% of workers desire flexibility in their work location. Employees with inflexible work schedules and modalities reported higher work-related stress levels and poorer work-life balance. In terms of pressure to be available for work outside of regular hours, office-only workers expressed a higher level of pressure, with 44% completely agreeing, while hybrid and remote workers reported lower levels of pressure at 11% and 12%, respectively. Additionally, when asked if their job interrupts their life outside of normal work hours, 33% of in-person workers completely agreed, compared to only 11% of hybrid and remote workers. A similar trend was observed in response to the statement “My job is a large source of stress in my life,” with 33% of in-person workers completely agreeing, compared to 18% of remote workers and 12% of hybrid workers.

During interviews, employees emphasized the preference for a hybrid work modality over both remote and in-person work modalities. One responder stated, “I would say my preference is hybrid. I had only worked in person until Covid when I was able to do my work from home and then we were brought back into the office. I would have appreciated some ease back into that. I now work remotely so I know things can be lacking when there is a fully remote role.” She then discusses the downsides to a fully remote role: social interaction is really important for some people, not only for social health but also communication in person with your colleagues can really change when you’re only remote and you have to work around your remote schedule and only meet phone or video.” Another interviewee stated that the flexibility of a hybrid option helped with his previous burnout from a fully in-person position: “I was beginning to feel redundant going into the office and feeling burnt out, I was at the bank around 4 years. I was ready to move into a role that was more relaxed and fluid because it's a remote job and you have to travel to meet clients but other than that you're at home and I was ready for a more flexible schedule. That was one of the biggest factors in my decision for a career change.” He furthers the point of lack of social interactions in a remote role, “forming genuine relationships is harder in a remote environment.”

A Gallup survey of hybrid workers found that hybrid work can improve workers' personal well-being and productivity by allowing them to work in a way that suits them best. However, it can also lead to feelings of disconnection from the corporate culture. When working from home, arranging team tasks can be difficult, but independent tasks benefit from a more focused environment (Wigert and White, 2022).

One of the challenges of working in a fully remote environment is the risk of an endless workday. Many remote workers skip meals, neglect to take breaks, and have limited in-person social interaction. The solution is to set clear boundaries for employees around breaks and the amount of time spent working (Efron, 2022).

According to a Gallup study, more than 90% of the 70 million employees surveyed do not want to return to the office full-time. Workers who are eligible for remote work and go into the official report feeling "stuck" and desire additional flexibility (Wigert and Agrawal, 2022).

The mean reported job stress for respondents was 2.2105 for those who worked hybrid, 3.11 for those who worked in person, and 2.53 for those who worked remotely.

Work Modality	Mean Reported Job Stress
Hybrid	2.2105
In-person	3.111
Remote	2.53

Wellness culture

Factors of wellness culture were analyzed for effect on job stress contribution. Factors analyzed were leaders' encouragement to use the wellness program, leaders' support of health prioritization, feelings of pressure to be available outside of normal work hours, comfortability to advocate for mental health, job interrupting life outside of normal work hours, and encouragement to take breaks when needed.

In a recent Gallup study focusing on reducing burnout, setting clear work expectations and leading by example were cited as key steps leadership must put in place to reduce burnout,

especially among remote employees (Efron, 2022). This point is furthered by responses from participants who decided to participate in interviews; one participant stated that leadership encouragement to take breaks allows her to prioritize her own wellness "...if your management or leadership is vocal and truly transparently supportive of a modified work desk at home, or taking a break, or just encouraging you that you do not have to stay after your scheduled time unless it is something that occurs twice a year as a deadline, but you don't have to stay late every day. Being vocal about that and truly supportive of it I think helps". She furthers this idea by stating that her manager's check-ins allow for a culture of wellness in their company: "My managers have told me multiple times to not work overtime, get sleep, make sure you are taking care of yourself and have reminded me to keep my job in perspective, I do not have a life or death job things will be okay. Being told that ahead of time is almost preventative."

Another interviewee stated that leaders need to model behaviors that promote wellness for him to believe they are truly accepted in the company. "The leader has to demonstrate it. They have to actively demonstrate that wellness is important to them. They can say and put as many things into place as they want to but if you don't see them following that themselves then i think that that's gonna be the most important thing. Because if they say well 'Oh you can take time off for mental health' and you see your boss constantly stressed and never taking a mental health day then you really start to question whether that's an option for you or not."

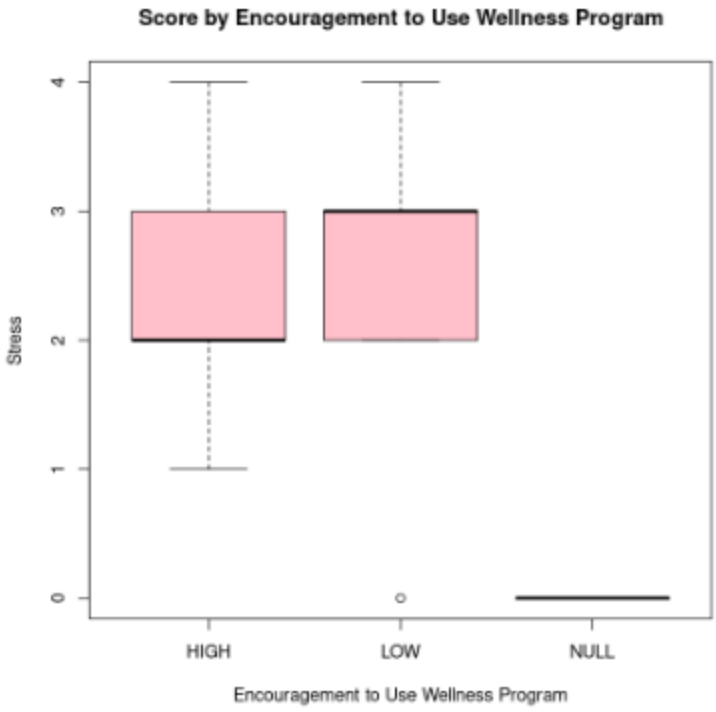
Accessibility to wellness programs was cited in two interviews as a point of increasing the use of the said program. One interviewee stated that the reason for her satisfaction went beyond the healthcare benefits to include the accessibility to health promotion programs: "not

only my insurance but how my company views mental health and are their things encouraged as far as physical health. Are there resources and tools I can use that are accessible through the company, even if they are not free, they are known as far as healthcare and taking care of mental health." Another interviewee stated that his satisfaction with the wellness program was the simplicity, "I would say the simplicity to access them or know where to go, it is a lot easier to find the right person to learn about the resources. I have enjoyed the resources and the simplicity to figure out where to go."

Factors were split into a culture that promotes wellness and one that doesn't. All of the factors were rated on a scale of one to four. The overall mean job stress contribution, 2.511, was used as a point of reference.

Leaders' encouragement to use the wellness program was rated on a scale of one to four, one being not at all and four being yes completely. Ratings of three and four were regarded as promoting a wellness culture and ratings of one and two were regarded as not promoting a wellness culture. Overall mean job stress contribution was 2.511. The mean job stress contribution for low encouragement to use the wellness program, ratings of one and two, was 2.7143. The mean job stress contribution for high encouragement to use the wellness program, ratings of three and four, was 2.5625.

Encouragement to Use Wellness Programs	**Mean Job Stress Contribution**
Overall	2.511
Low encouragement	2.667
High encouragement	2.53



A two-sample t-test was used to compare the mean job stress contribution groups that had high encouragement to use the wellness program and those who had low encouragement to use the wellness program. The null hypothesis is that there is no significant difference in mean job stress contribution among the two groups. The alternative is that there is a significant difference between the mean job stress contribution. The null hypothesis will be rejected with a p-value less than .05.

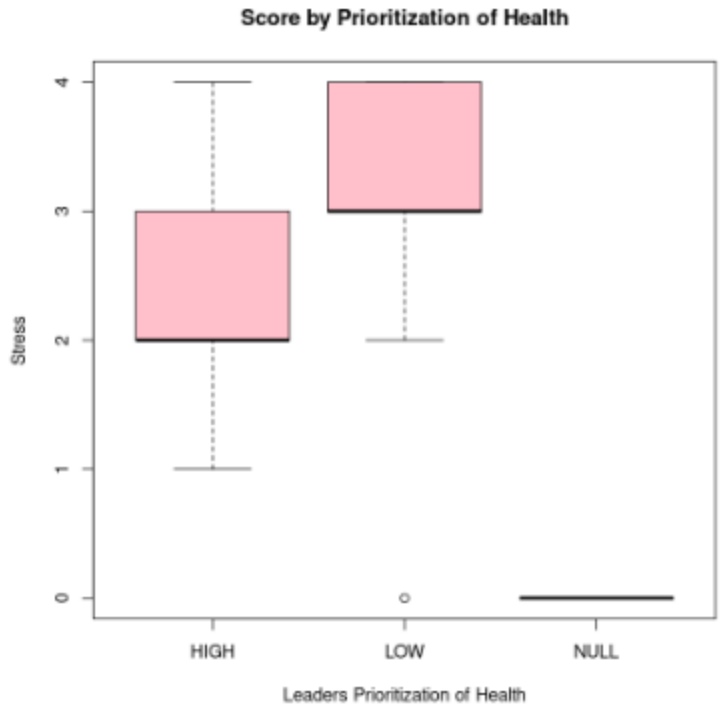
```
    Two Sample t-test

data:  source_of_stress by leaders_encourage_wellness
t = -0.40671, df = 42, p-value = 0.6863
alternative hypothesis: true difference in means between group HIGH and group LOW
is not equal to 0
95 percent confidence interval:
 -0.8073515  0.5365182
sample estimates:
mean in group HIGH  mean in group LOW
          2.531250           2.666667
```

The p-value was .6863, therefore we fail to reject the null hypothesis. This means that there is no significant difference between mean job stress contribution in groups with high encouragement to use wellness programs and those with low encouragement to use the wellness program.

Leaders' support of health prioritization was rated on a scale of one to four, one being not at all and four being yes completely. Ratings of three and four were regarded as promoting a wellness culture and ratings of one and two were regarded as not promoting a wellness culture. Overall mean job stress contribution was 2.511. The mean job stress contribution for low support of health prioritization, ratings of one and two, was 2.9545. The mean job stress contribution for high support of health prioritization, ratings of three and four, was 2.45.

Support of Health Prioritization	**Mean Job Stress Contribution**
Overall	2.511
Low support	2.92
High Support	2.42



A two-sample t-test was used to compare the mean job stress contribution groups that had high support of health prioritization and those who had low support of health prioritization. The null hypothesis is that there is no significant difference in mean job stress contribution among the two groups. The alternative is that there is a significant difference between the mean job stress contribution. The null hypothesis will be rejected with a p-value less than .05.

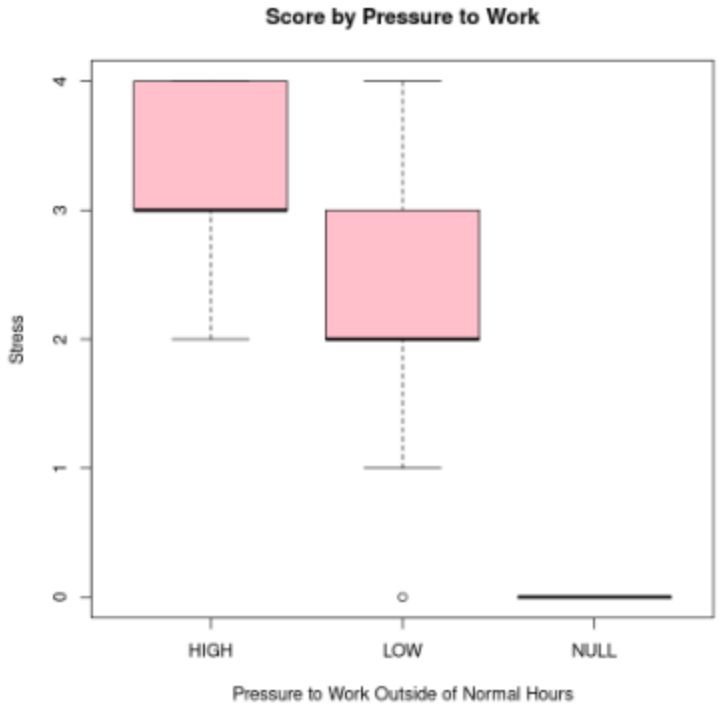
```
    Two Sample t-test

data:  source_of_stress by leaders_prioritize_health
t = -1.5928, df = 42, p-value = 0.1187
alternative hypothesis: true difference in means between group HIGH and group
LOW is not equal to 0
95 percent confidence interval:
 -1.1419228  0.1344786
sample estimates:
mean in group HIGH  mean in group LOW
          2.419355           2.923077
```

The p-value was .1187, therefore we fail to reject the null hypothesis. This means that there is no significant difference between mean job stress contribution in groups with high encouragement to prioritize health and those with low encouragement to prioritize health.

Pressure to be available outside of normal work hours was rated on a scale of one to four, one being not at all and four being yes, all the time. Ratings of three and four were regarded as not promoting a wellness culture and ratings of one and two were regarded as promoting a wellness culture. Overall mean job stress contribution was 2.511. The mean job stress contribution for low pressure to be available outside of work, ratings of one and two, was 2.166. The mean job stress contribution for high pressure to be available outside of work, ratings of three and four, was 3.18

Pressure to be available outside of normal work hours	**Mean job stress contribution**
Overall	2.511
Low pressure	2.21
High pressure	3.19



A two-sample t-test was used to compare the mean job stress contribution groups that had high pressure to work outside of normal hours and those who had low pressure to work outside of normal hours. The null hypothesis is that there is no significant difference in mean job stress contribution among the two groups. The alternative is that there is a significant difference between the mean job stress contribution. The null hypothesis will be rejected with a p-value less than .05.

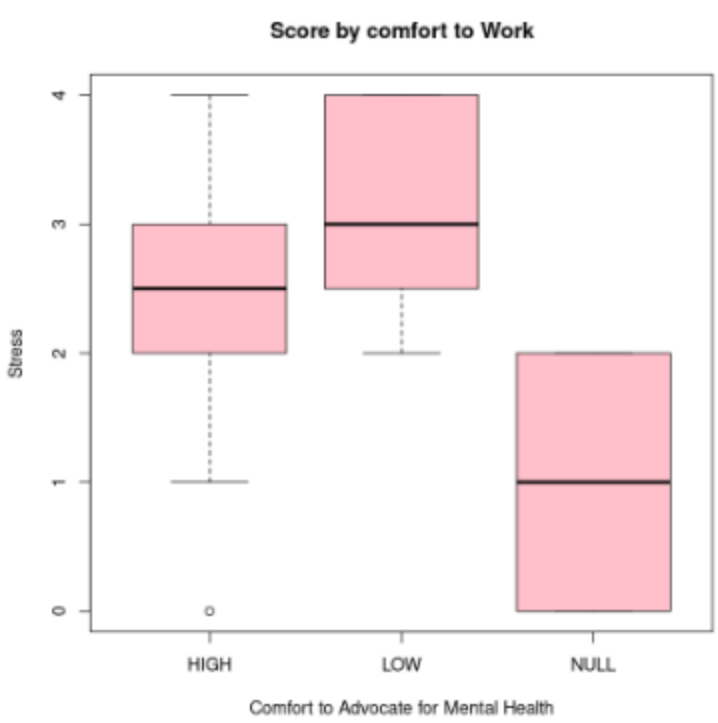
```
    Two Sample t-test

data:  source_of_stress by pressure_to_work
t = 3.6058, df = 42, p-value = 0.0008196
alternative hypothesis: true difference in means between group HIGH and group
LOW is not equal to 0
95 percent confidence interval:
 0.4285324 1.5178961
sample estimates:
mean in group HIGH  mean in group LOW
          3.187500           2.214286
```

The p-value was .0008196, therefore we reject the null hypothesis. This means that there is a significant difference between mean job stress contribution in groups with high pressure to work outside of normal hours and those with low pressure to work outside of normal hours.

Comfortability to advocate for mental health in the work environment was rated on a scale of one to four, one being not at all and four being yes, completely. Ratings of three and four were regarded as promoting a wellness culture and ratings of one and two were regarded as not promoting a wellness culture. Overall mean job stress contribution was 2.511. The mean job stress contribution for low comfortability to advocate for mental health in the work environment, ratings of one and two, was 3.21. The mean job stress contribution for high comfortability to advocate for mental health in the work environment, ratings of three and four, was 2.44.

Comfortability to advocate for mental health in the work environment	**Mean job stress contribution**
Overall	2.511
Low comfortability	3.14
High comfortability	2.47



A two-sample t-test was used to compare the mean job stress contribution groups that had high comfortability to advocate for their mental health and those who had low comfortability to advocate for their mental health. The null hypothesis is that there is no significant difference in mean job stress contribution among the two groups. The alternative is that there is a significant difference between the mean job stress contribution. The null hypothesis will be rejected with a p-value less than .05.

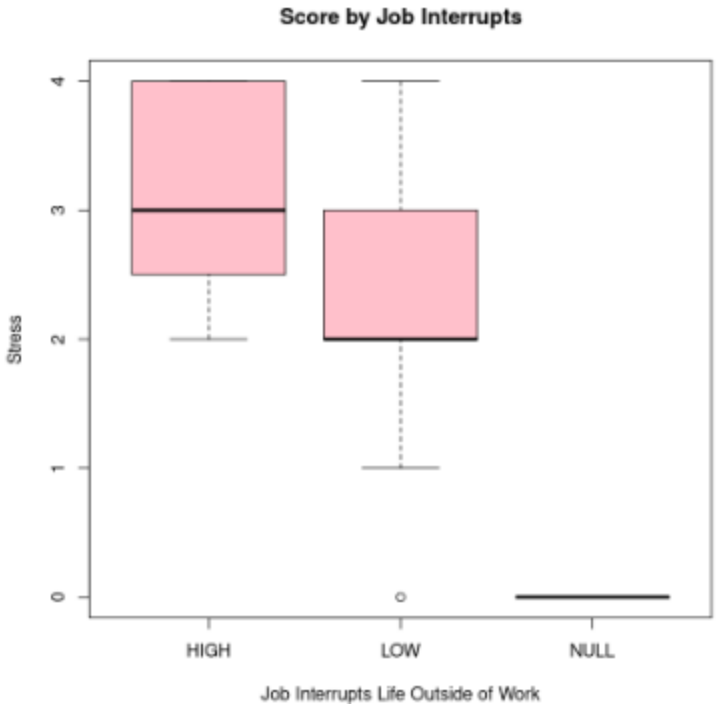
```
    Two Sample t-test

data:  source_of_stress by comfortable_to_advocate
t = -1.6902, df = 41, p-value = 0.09859
alternative hypothesis: true difference in means between group HIGH and group
LOW is not equal to 0
95 percent confidence interval:
 -1.4719609  0.1306911
sample estimates:
mean in group HIGH  mean in group LOW
          2.472222           3.142857
```

The p-value was .09859, therefore we fail to reject the null hypothesis. This means that there is no significant difference between mean job stress contribution in groups with high comfortability to advocate for their mental health and those with low comfortability to advocate for their mental health.

Job interrupting life outside of normal work hours was rated on a scale of one to four, one being not at all and four being yes, all the time. Ratings of three and four were regarded as not promoting a wellness culture and ratings of one and two were regarded as promoting a wellness culture. Overall mean job stress contribution was 2.511. The mean job stress contribution for low job interruption in the work environment, ratings of one and two, was 2.21. The mean job stress contribution for high job interruption in the work environment, ratings of three and four, was 3.13.

Job interrupting life outside of normal work hours	**Mean job stress contribution**
Overall	2.511
Low job interruption	2.28
High job interruption	3.06



A two-sample t-test was used to compare the mean job stress contribution groups that had high job interruption of life outside of work and those who had low job interruption of life outside of work. The null hypothesis is that there is no significant difference in mean job stress contribution among the two groups. The alternative is that there is a significant difference between the mean job stress contribution. The null hypothesis will be rejected with a p-value less than .05.

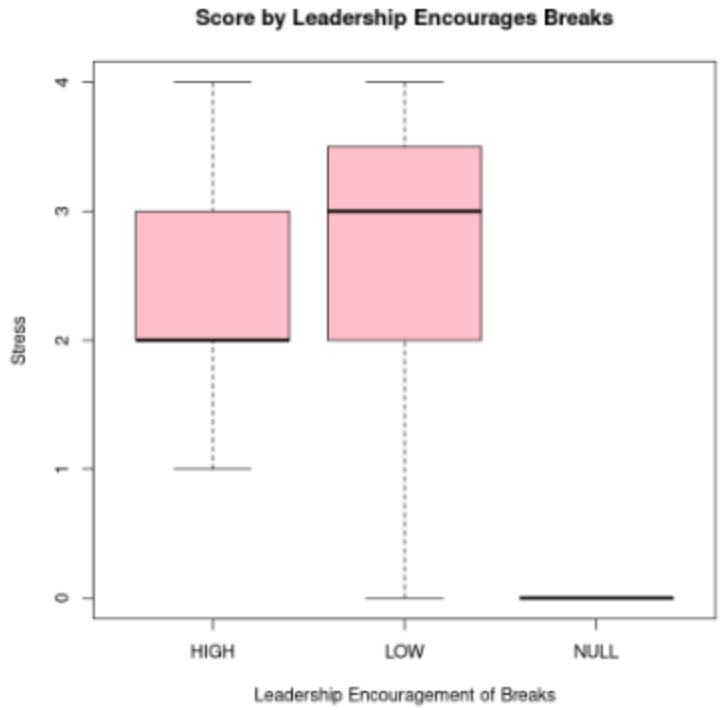
```
    Two Sample t-test

data:  source_of_stress by job_interrupts
t = 2.7288, df = 42, p-value = 0.009243
alternative hypothesis: true difference in means between group HIGH and group
LOW is not equal to 0
95 percent confidence interval:
 0.2023198 1.3512516
sample estimates:
mean in group HIGH  mean in group LOW
          3.062500           2.285714
```

The p-value was .009243, therefore we reject the null hypothesis. This means that there is a significant difference between mean job stress contribution in groups with high job interruption of life outside of work and those with low job interruption of life outside of work.

Encouragement to take breaks when needed was rated on a scale of one to four, one being not at all and four being yes, all the time. Ratings of three and four were regarded as promoting a wellness culture and ratings of one and two were regarded as not promoting a wellness culture. Overall mean job stress contribution was 2.511. The mean job stress contribution for low encouragement to take breaks when needed, ratings of one and two, was 2.61. The mean job stress contribution for high encouragement to take breaks when needed, ratings of three and four, was 2.46.

Encouragement to take breaks	**Mean job stress contribution**
Overall	2.511
Low encouragement	2.75
High encouragement	2.5



A two-sample t-test was used to compare the mean job stress contribution groups that had high leadership encouragement to take breaks and those who had low leadership encouragement to take breaks The null hypothesis is that there is no significant difference in mean job stress contribution among the two groups. The alternative is that there is a significant difference between the mean job stress contribution. The null hypothesis will be rejected with a p-value less than .05.

```
    Two Sample t-test

data:  source_of_stress by encourage_breaks
t = -0.75443, df = 42, p-value = 0.4548
alternative hypothesis: true difference in means between group HIGH and group
LOW is not equal to 0
95 percent confidence interval:
 -0.9187407  0.4187407
sample estimates:
mean in group HIGH  mean in group LOW
              2.50               2.75
```

The p-value was .4548, therefore we fail to reject the null hypothesis. This means that there is no significant difference between mean job stress contribution in groups with high leadership encouragement to take breaks and those with low leadership encouragement to take breaks.

Corporate Wellness Culture Conclusions

Based on the difference in mean job stress contribution it is clear that there is some effect of all aspects of wellness culture and job stress contribution. The t-test was only able to find significant differences in the aspect of job interrupting life outside of normal hours and pressure to work outside of normal hours. This emphasizes the importance of work-life balance among those who completed the survey. Further study with a larger sample size is needed to determine if other aspects of corporate wellness culture affect reported job stress contribution. The data from previous studies and interviews uphold the belief that long-term corporate culture of wellness rather than short-term interventions is best for maintaining employee mental health which in turn leads to better productivity for companies.

Limitations and Suggestions

The research methodology had limitations due to sample size and selection. A larger sample size would have allowed for conclusions to be drawn about the correlation between wellness culture practices and job stress. The data collection process may have resulted in biases. Convenience sampling is not fully representative of the entire population, and there was uneven gender identity representation and a low response rate from nonbinary individuals. Furthermore, there was no representation of Asian or Native American professionals, and their opinions on corporate wellness were not collected. A simple random methodology would have allowed the sample to represent the population being studied better.

Previous research on corporate wellness culture was limited since it is an emerging concept. As the concept develops, the methodology can become more efficient. This study can be used as a reference for further research on corporate wellness culture and its effects on employee mental health. It also provides insight into what employees value in a corporate wellness initiative. However, further research needs to be conducted to provide a representative sample to conclude the general population's opinions on wellness. Additionally, further interviews with participants or additional free-response questions would provide insight into the reasoning behind answers that may seem conflicting to the researcher. Moreover, narrowing down the topic to one specific aspect of corporate wellness would allow for more specific results.

References

2021 principal financial well-being index: Businesses rely on steady cash flow, boosted employee benefits. Principal. (2021, August 24). Retrieved April 1, 2023, from https://www.principal.com/about-us/global-insights/2021-principal-financial-well-being-index-businesses-rely-steady-cash-flow

Agrawal, S., Saad, L., & Wigert, B. (2023, March 30). *Gender gap in worker burnout widened amid the pandemic*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/358349/gender-gap-worker-burnout-widened-amid-pandemic.aspx

Attell, Brandon K.; Brown, Kiersten Kummerow; and Treiber, Linda A., "Workplace Bullying, Perceived Job Stressors, and Psychological Distress: Gender and Race Differences in the Stress Process" (2017). GHPC Articles. 168. https://scholarworks.gsu.edu/ghpc_articles/168

Bergeron, P. (2022, September 19). *Check-ins, continual listening can calm employee anxiety*. SHRM. Retrieved April 1, 2023, from https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/check-ins-continual-listening-can-calm-employee-anxiety.aspx

Centers for Disease Control and Prevention. (2018, October 31). *Well-being concepts*. Centers for Disease Control and Prevention. Retrieved April 1, 2023, from https://www.cdc.gov/hrqol/wellbeing.htm

Chapman, L. (2023, January 6). *Workplace Wellness Programs Produce Health Improvements - the "proof"*. Chapman Institute. Retrieved April 1, 2023, from https://chapmaninstitute.com/resources/workplace-wellness-programs-produce-health-improvements/

Citation: Soubelet-Fagoaga, I.; Arnoso-Martinez,M.; Elgorriaga-Astondoa, E.; Martínez-Moreno, E. Telework and Face-to-Face Work during COVID-19 Confinement: The Predictive Factors of Work-Related Stress from a Holistic Point of View. Int. J. Environ. Res. Public Health 2022, 19, 3837. https://doi.org/10.3390/ijerph19073837

Clifton, J. (2023, March 30). *The World's workplace is broken -- here's how to fix it*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/393395/world-workplace-broken-fix.aspx#:~:text=The%20real%20fix%20is%20this,them%20truly%20feel%20cared%20about.

Crawford, J. O., MacCalman, L., & Jackson, C. A. (2011). The health and well-being of remote and mobile workers. *Occupational Medicine*, *61*(6), 385–394. https://doi.org/10.1093/occmed/kqr071

Efron, L. (2022, September 30). *How to help remote workers avoid the endless workday*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/402083/help-remote-workers-avoid-endless-workday.aspx?version=print

Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Work from home during the COVID-19 Outbreak. *Journal of Occupational & Environmental Medicine*, *63*(7). https://doi.org/10.1097/jom.0000000000002236

Gallup. (2022). Global Workplace 2022 Report: The Voice of The World's Employees

Gallup. (2022). Unleashing The Human Element At Work: Transforming Workplaces Through Recognition.

Gandhi, V., & Robison, J. (2021, July 23). *Wellbeing stats for women in the workplace show a need for change*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/352529/wellbeing-stats-women-workplace-show-need-change.aspx

Hart, D., Paetow, G., & Zarzar, R. (2018). Does implementation of a corporate wellness initiative improve burnout? *Western Journal of Emergency Medicine*, *20*(1), 138–144. https://doi.org/10.5811/westjem.2018.10.39677

Harvey, G. (2019). Corporate wellness: What, why not and whither? *Employee Relations: The International Journal*, *41*(4), 638–648. https://doi.org/10.1108/er-06-2018-0151

Hetler, B. (2023, February 17). *Six dimensions of Wellness*. National Wellness Institute. Retrieved April 1, 2023, from https://nationalwellness.org/resources/six-dimensions-of-wellness/

Hsu, H.-C. (2018). Age differences in work stress, exhaustion, well-being, and related factors from an ecological perspective. *International Journal of Environmental Research and Public Health*, *16*(1), 50. https://doi.org/10.3390/ijerph16010050

Jones D, Molitor D, Reif J. What do Workplace Wellness Programs do? Evidence from the Illinois Workplace Wellness Study. Q J Econ. 2019 Nov;134(4):1747-1791. doi: 10.1093/qje/qjz023. Epub 2019 Aug 16. PMID: 31564754; PMCID: PMC6756192.

Maese, E., & Lloyd, C. (2021, May 26). *Understanding the effects of discrimination in the workplace*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/349865/understanding-effects-discrimination-workplace.aspx

Malik, M. A., Singh, S. P., Jyoti, J., & Pattanaik, F. (2022). Work stress, health and wellbeing: Evidence from the older adults labor market in India. *Humanities and Social Sciences Communications*, *9*(1). https://doi.org/10.1057/s41599-022-01192-7

National Institute for Occupational Safety and Health. (2013, August 29). *Quality of Worklife Questionnaire*. Centers for Disease Control and Prevention. Retrieved April 1, 2023, from https://www.cdc.gov/niosh/topics/stress/qwlquest.html

National Research Council. 2004. *Understanding Racial and Ethnic Differences in Health in Late Life: A Research Agenda*. Washington, DC: The National Academies Press. https://doi.org/10.17226/11036.

Pendell, R. (2021, December 28). *Younger workers have had it worse*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/358385/younger-workers-worse.aspx

Rivera-Torres, P., Araque-Padilla, R., & Montero-Simó, M. (2013). Job stress across gender: The importance of emotional and intellectual demands and social support in women. *International Journal of Environmental Research and Public Health*, *10*(1), 375–389. https://doi.org/10.3390/ijerph10010375

U;, M. S. R. M. K. (2012). *Does aging make employees more resilient to job stress? age as a moderator in the job stressor-well-being relationship in three Finnish occupational samples*. Aging & mental health. Retrieved April 1, 2023, from https://pubmed.ncbi.nlm.nih.gov/23215801/

Wigert, B., & Agrawal, S. (2022, August 31). *Returning to the office: The current, preferred and future state of remote work*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/397751/returning-office-current-preferred-future-state-remote-work.aspx?version=print

Wigert, B., & White, J. (2022, September 14). *The advantages and challenges of hybrid work*. Gallup.com. Retrieved April 1, 2023, from https://www.gallup.com/workplace/398135/advantages-challenges-hybrid-work.aspx?version=print