

EMPLOYEES WELLNESS PROGRAMS AND MENTAL HEALTH OUTCOME OF ACADEMIC STAFF OF PUBLIC UNIVERSITIES IN RIVERS STATE.

EMMANUEL Ethel Ifeyinwa. PhD

Department of Employment Relations/Human Resource Management
Faculty of Administration and Management, Rivers State University
ethel.emmanuel@ust.edu.ng

Abstract

The study examined employee wellness and mental health outcomes of public university in Rivers State. A sample size of 346 drawn from a population of 3,440 academic staff of the public universities. simple random sampling technique was used. Data was collected through structured questionnaires, and Spearman's rank correlation coefficient was employed to analyze the relationship among the variables. The findings indicated a significant positive relationship between employee wellness programs and mental health outcomes. The study concludes that employee wellness programs relate with mental health outcomes. The study recommends enhancing wellness programs for improved mental health outcome.

Keywords: Employee wellness programs, career wellness program, social wellness program, mental health outcomes, emotional wellbeing, physical wellbeing.

Introduction

The mental health of academic staff in public universities is crucial for their well-being and the institution's overall effectiveness and productivity. Good mental health enhances job performance, engagement, and efficiency, while poor mental health reduces productivity, increase absenteeism, and higher error rates (Zhang, 2014; Ganu et al., 2017). The mental health of academic staff has a direct impact on student outcomes. Academically and emotionally healthy staff engage better with students, providing high-quality instruction and meaningful mentorship, which enhances student performance and satisfaction (Hammoudi et al., 2023). Addressing mental health helps mitigate burnout and lower turnover rates and retention of skilled staff and contributes to a positive work environment. When staff feel supported and valued, it fosters a culture of well-being and collaboration. This positive atmosphere enhances better teamwork, higher morale, and a sense of community among staff, all of which are essential for the smooth functioning of the university (Hong, 2019). Promoting a Healthy Workforce: A Literature Review of Workplace Wellness Programs (Doctoral dissertation). Universities that prioritize the mental health of their staff can enhance their reputation as caring and supportive institutions. This can attract talented faculty and staff, as well as students who are looking for a supportive academic environment. A strong institutional reputation can also contribute to securing funding and partnerships, further benefiting the university community (Calin Emilian, et al., 2022).

Moreover, mental well-being is crucial for creativity and innovation. Academics in good mental health are more likely to engage in innovative research and contribute to academic advancements. They are also better equipped to collaborate on interdisciplinary projects and generate new ideas, which can enhance the university's research output and impact (Ahuja, 2023). Investing in the mental health of academic staff can lead to economic benefits for the university. Reduced absenteeism and turnover, enhanced productivity, and lower healthcare costs are some of the economic advantages. Prioritizing mental health outcome through employee wellness programs, can create a more sustainable and financially stable environment in the universities (Fadele et al., 2024).it has become ad an important component in promoting the health and well-being of the workforce, particularly within academic institutions where staff encounter stress and demands. These programs are crucial in supporting the mental health of academic staff, who are often tasked with balancing teaching, research, administrative duties, and personal commitments.

Employee wellness programs encompass a broad spectrum of initiatives designed to enhance physical, mental, and emotional health (Abasili, et al., 2023). These programs involves fitness activities, health

screenings, nutritional guidance and mental health counselling support for work-life balance. By fostering a holistic approach to health, wellness programs aim to improve overall employee well-being, reduce absenteeism, and increase productivity and job satisfaction (Alnizari, 2024). Several studies have focused on employee wellness programs (Abasili, et al., 2023; Alnizari, 2024; Fadele et al., 2024) and mental health (Zhang, 2014; Hammoudi et al., 2023; Ganu et al., 2017) independently. However, there is a notable lack of empirical research examining the impact of wellness programs on the mental health outcomes of academic staff in public universities in Rivers State. This study aims to address this gap by investigating how wellness programs influence the mental health of academic staff in these institutions. This research will provide valuable insights and contribute to the existing literature on employee wellness and mental health in public universities.

Despite the growing recognition of the importance of mental health and employee wellness, a significant gap exists in empirical research about the influence of wellness programs on the mental health outcomes of academic staff in public universities, particularly in Rivers State. Existing literature predominantly focuses on general workplace wellness programs or overlooks the unique challenges faced by academic staff in higher education institutions

Academic staff often experience high levels of pressure due to heavy workloads, research pressures, administrative responsibilities, and the demands of teaching and mentoring students (Kinman & Wray, 2015 & Kinman & Wray, 2018). These stressors can adversely affect their mental health, leading to issues such as anxiety, depression, burnout, and reduced job satisfaction (Winefield et al., 2008). However, the efficacy of wellness programs intended to mitigate these issues remains under-researched in this specific context (Rivkin et al., 2020). Public universities also face unique challenges, including resource constraints, high student-to-staff ratios, and increasing administrative demands. These challenges can exacerbate anxiety levels and impact the mental health of academic staff. Therefore, the implementation of comprehensive employee wellness programs is not just beneficial but essential in these institutions;

Furthermore, there is limited understanding of the types of wellness initiatives that are most beneficial for academic staff in Rivers State's public universities. Without targeted and evidence-based wellness programs, the mental health and overall well-being of these employees may continue to decline, potentially impacting their productivity, job performance, and retention rates (Abasili, et al., 2023). This study seeks to bridge this gap by exploring the relationship between employee wellness programs and mental health outcomes among academic staff in public universities in Rivers State.

The aim of the study is to examine the relationship between employee's wellness programs and mental health outcome of public university in Rivers State. Specifically, it examines the connection between career wellness programs and emotional well-being of public university in Rivers State, career wellness programs and physical wellbeing of public university in Rivers State, social wellness programs and emotional well-being of public university in Rivers State and social wellness programs and physical wellbeing of public university in Rivers State.

In order to achieve these objectives, the study thus poses these questions: what is the relationship between career wellness programs and emotional well-being of public university in Rivers State, what is the connection between career wellness programs and physical wellbeing of public university in Rivers State, what is the association between social wellness programs and emotional well-being of public university in Rivers State and what is the bond between social wellness programs and physical wellbeing of Public university in Rivers State?

Literature Review

The Job Demands-Resources (Jd-R) Theory

The Job Demands-Resources (JD-R) Theory, developed by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001 addresses the impact of employee wellness programs on the mental health outcomes of academic staff in public universities. This theory posits that employee well-being and job performance are influenced by the balance between job demands and resources. Job resources are

elements that assist in achieving work goals, lessen job demands, and foster personal growth, such as encouraging management and career opportunities. Job demands, on the other hand, are aspects of a job that call for continuous effort and are associated with certain costs, such as high work pressure and emotional demands.

Mental health support, stress management workshops, and physical health activities can mitigate the negative effects of high job demands, preventing burnout and health problems. These programs also enhance job engagement and encourage professional development and personal growth, which are essential for overall mental well-being. The JD-R theory, originally proposed by Bakker and Demerouti, highlights the importance of strategically implementing wellness programs to balance the high demands of academic roles with sufficient job resources, thereby improving mental health outcomes for academic staff.

Employee Wellness Programs

Organizational initiatives aimed at promoting and enhancing workers' health and well-being are known as employee wellness programs (Juba, 2024). These programs often include a variety of activities and resources, such as fitness classes, health screenings, stress management workshops, and mental health services (Abasili, 2023). The primary goal of wellness programs is to enhance employees' physical and mental health, which can lead to increased job satisfaction, productivity, and reduced absenteeism. Research (González, 2022; Abasili, 2023, Winefield et al., 2008; Khan, 2024) has shown that wellness play a vital role in creating a supportive and healthy work environment. They can help reduce workplace stress, improve morale, and wellness within the organization. Implementing wellness programs also demonstrates a company's commitment to its employees' well-being, which can enhance employee loyalty and attract top talent. Companies with effective wellness programs often see improvements in employee engagement and retention (Richemond & Needham, 2020; Berry, et al., 2010)

Career Wellness Programs

Career wellness programs are organizational initiatives designed to support employees in their career development and overall job satisfaction. These programs typically include career counseling, mentorship opportunities, professional development workshops, and resources for skill enhancement. The objective is to assist employees in achieving their career goals while maintaining a healthy work-life balance, which can lead to increased job satisfaction and organizational commitment. According to Noe (2013), career development programs are essential for fostering employee motivation and engagement, which in turn can enhance overall organizational performance.

Employee loyalty and investment in their employment are more likely to persist when they perceive clear avenues for progress inside the company and feel supported in their professional objectives. Effective career wellness programs contribute to employee retention and reduce turnover rates. Career wellness programs enhances employee growth and development, attract top talent and create a more dynamic and skilled workforce.

Social Wellness Programs (SOP)

SOP are designed to foster a sense of community and belonging among employees by encouraging positive social interactions and relationships (Marshall, 2020). These programs often include team-building activities, social events, volunteer opportunities, and support groups, aiming to produce a helpful and inclusive work environment. The primary goal is to enhance employees' social well-being, which can lead to improved job satisfaction, collaboration, and overall mental health. Social well-being encompasses individuals' perceptions of their social relationships and their functioning in the social world.

Incorporating social wellness programs in the workplace can also have significant benefits for organizational culture and productivity. Dutton and Ragins (2007) advocates that high-quality acquaintances among employees enhanced better individual and organizational outcomes, job

performance, creativity, and resilience. By promoting social wellness, organizations can create a positive work environment that not only supports individual employees but also drives collective success.

Mental Health Outcomes

Mental health outcomes refer to the various effects that mental health status can have on an individual's overall well-being, including emotional, psychological, and social aspects of life (World Health Organization (2014)). Positive mental health outcomes include high levels of emotional resilience, effective coping strategies, a strong sense of well-being, and the ability to maintain fulfilling relationships and perform well in various roles, such as at work or school. Contrariwise, undesirable psychological health consequences can manifest as anxiety, depression, stress-related disorders, impaired functioning in daily activities, and decreased quality of life.

Mental health outcomes is widely recognized in both personal and professional settings as it has a direct impact on employee performance, engagement, and productivity. Employers can enhance mental health outcomes by producing a loyal work environment, work-life balance and offering mental health resources (Wang et al. 2007) highlights that employees who receive appropriate mental health support are more likely to be productive and less likely to miss work due to mental health issues. Furthermore, organizations that prioritize mental health can reduce the stigma associated with mental health problems, encouraging employees to seek help when needed, thus fostering a healthier and more supportive workplace culture.

Emotional Well-Being

The term "emotional well-being" describes the capacity to feel good feelings and moods as well as the ability to control and express emotions in a healthy and productive way. It is a crucial component of overall mental health and can significantly influence an individual's quality of life, relationships, and job performance. Emotional well-being encompasses several aspects, including emotional awareness, resilience, stress management, and the capacity for positive emotions such as joy, gratitude, and contentment. According to Diener and Chan (2011), individuals with high levels of emotional well-being are more likely to enjoy better physical health, higher levels of productivity, and stronger social relationships.

Promoting emotional well-being involves generating an environment where employees feel safe to express their emotions and seek help when needed. This can be achieved through various initiatives, such as providing access to mental health resources, offering stress management workshops, and fostering a culture of open communication and support. Research by Harter, et al., (2003) indicates that employees with high levels of emotional well-being are more engaged, motivated, and likely to contribute positively to their organization's success. By prioritizing emotional well-being, employers can enhance their workforce's overall health and productivity, leading to a more dynamic and resilient organization.

Physical Wellbeing

Physical well-being encompasses maintaining a healthy body through regular exercise, proper nutrition, adequate sleep, and regular medical check-ups. It is a foundational aspect of overall health, influencing not only physical health outcomes but also mental and emotional well-being. Engaging in regular physical activity has been shown to reduce the risk of chronic diseases such as heart disease, diabetes, and obesity, and can also improve mood and energy levels.

In the workplace, promoting physical well-being can lead to numerous benefits, including reduced absenteeism, increased productivity, and improved employee morale. Employers can support physical well-being by providing access to fitness facilities, offering health and wellness programs, and encouraging active lifestyles. Pronk et al. (2004) demonstrates that workplace health programs enhance developments in physical activity levels among employees, reduce healthcare costs and

enhance overall workplace performance. Prioritizing physical well-being, will foster a healthier, more engaged, and productive workforce. These hypotheses are proposed:

Ho₁: There is no significant relationship between career wellness programs and emotional well-being of public university in Rivers State.

Ho₂: There is no significant relationship between the career wellness programs and physical wellbeing of public university in Rivers State.

Ho₃: There is no significant relationship between social wellness programs and emotional well-being of public university in Rivers State.

Ho₄: There is no significant relationship between social wellness programs and physical wellbeing of public university in Rivers State.

Empirical Review

Ganu et al. (2017) employed a cross-sectional design to evaluate the effect of workplace fitness programs on workers' job performance in the telephone communication business. 150 workers volunteered to be interviewed for the study. The data revealed that exercise routines significantly improve productivity and job effectiveness. Surprisingly, more than 90% of employees who participated in physical exercise did not take sick leave during the course of a year. Implementing fitness and wellness programs at work can boost productivity and performance, offering considerable and long-term benefits to both firms.

Richemond and Needham (2020) investigate how health programs affect college and university faculty members' job satisfaction. The findings of this correlational study, which comprised a sample of full- and part-time academics from traditional brick-and-mortar and for-profit American universities, indicate that participation in wellness programs does not predict job satisfaction. Furthermore, interaction studies demonstrate a substantial correlation between gender and job happiness, with female faculty members reporting higher job satisfaction. Years of experience were also found to have a substantial impact; faculty members who had been employed for 11 to 15 years were more likely to report being content with their jobs.

The effects of staff wellness initiatives on productivity within the Nigerian civil service was investigated by Abasili et al. in 2023. The study methodically examined and assessed a range of linked communication mediums using a content analysis technique. The study examined empirical research done in Nigeria and was based on the Job Demands-Resources (JD-R) Model, which focuses on the interaction between job demands and resources and their implications on employee well-being and performance. This analysis looked at the rewards, drawbacks, and results of workplace wellness initiatives. The results showed that these initiatives can have a good impact on workers' overall productivity, work-life balance, and physical and mental health. However, in order to guarantee success, issues like time constraints and societal perceptions of mental health must be addressed.

Fleming (2024) conducts a comparative study between those who engage in various individual-level well-being therapies such as mindfulness exercises, resilience training, and well-being applications, and those who do not. The survey data comes from 46,336 workers across 233 organisations. Compared to nonparticipants, the analysis shows that participants do not significantly better on a number of subjective well-being markers. Examining the possible selection bias in the cross-sectional data, the study interprets these findings using the Job Demands-Resources (JD-R) Theory. All things considered, the findings point to the ineffectiveness of these well-being interventions un supplying the tools required to fulfil work demands.

Methodology

This study employed a cross-sectional survey design, focusing on the private universities in the Rivers State, Nigeria. The population comprises 3440 academic staff of Public Universities in Rivers State. Using krejcie and Morgan 1970 table, a sample size of 346 was determined. Data collection was carried out through a structured questionnaire that included both close-ended and multiple-choice

questions. The predictor variable (employee wellness programs) was measured with career wellness programs and social wellness programs. The validity of the instrument in this study was ascertained using face and content validity and the Cronbach's Alpha was used to ascertain the reliability. The study adopted the threshold of 0.7 for the Cronbach's Alpha reliability. Spearman's rank correlation coefficient was used for the analysis with the aid of SPSS 25.0.

Result

From the 346 copies distributed, only 312 (90.2%) were retrieved and well filled. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below.

			Correlations		
			Career Wellness Programs	Emotional Well-Being	Physical Well-Being
Spearman's rho	Career Wellness Programs	Correlation Coefficient	1.000	.785**	.792**
		Sig. (2-tailed)	.	.000	.000
		N	312	312	312
	Emotional Well-Being	Correlation Coefficient	.785**	1.000	.698**
		Sig. (2-tailed)	.000	.	.000
		N	312	312	312
	Physical Well-Being	Correlation Coefficient	.792**	.698**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	312	312	312

Source: SPSS Output, 2024.

The analysis in Table 1 indicates a significant relationship ($p < 0.05$) between career wellness programs and emotional well-being. The correlation coefficient is 0.785 suggesting a strong positive relationship between career wellness programs and emotional well-being. Furthermore, the outcome depicts a significant relationship ($p < 0.05$) between career wellness programs and physical well-being. The correlation coefficient is 0.792, indicating a strong positive relationship between career wellness programs and physical well-being.

			Correlations		
			Social Wellness Programs	Emotional Well-Being	Physical Well-Being
Spearman's rho	Social Wellness Programs	Correlation Coefficient	1.000	.734**	.756**
		Sig. (2-tailed)	.	.000	.000
		N	312	312	312
	Emotional Well-Being	Correlation Coefficient	.734**	1.000	.715**
		Sig. (2-tailed)	.000	.	.000
		N	312	312	312
	Physical Well-Being	Correlation Coefficient	.756**	.715**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	312	312	312

Source: SPSS Output, 2024.

The analysis in Fable 2 reveals a significant relationship ($p < 0.05$) between social wellness programs and physical well-being, with a correlation coefficient of 0.734, indicating a strong positive relationship. Additionally, the results show a significant relationship ($p < 0.05$) between social

wellness programs and physical well-being, with a correlation coefficient of 0.756, suggesting a strong positive relationship between these variables.

Discussion

Career Wellness Programs and Emotional Well-Being

The analysis on career wellness programs and emotional well-being yielded correlation value of 0.785 with a p-value of 0.000, indicating a positive, strong and significant relationship between the two variables. The coefficient of determination (R^2) value of 0.616 signifies that 61.6% of the total variation in emotional well-being can be explained by changes in career wellness programs. This implies that the remaining 38.4% of the variation in emotional well-being is due to other factors not captured by the career wellness programs in this study. The positive, strong, and significant relationship indicates that enhancing career wellness programs is likely to lead to improvements in employees' emotional well-being. This substantial explanatory power suggests that interventions or enhancements in career wellness programs could be a key strategy for organizations aiming to boost the emotional health of their workforce. However, it is also important to identify and address other factors contributing to emotional well-being to fully support employees' mental health.

Given the significant contribution, organizations should consider prioritizing and investing in comprehensive career wellness initiatives. These could include professional development opportunities, career counselling, work-life balance support, and other resources aimed at fostering career satisfaction and growth. By doing so, organizations not only support their employees' emotional health but also potentially enhance overall productivity, job satisfaction, and retention rates. Furthermore, it remains crucial to identify and address the other 46.6% of factors influencing emotional well-being. This could involve examining additional variables such as work environment, personal life circumstances, physical health, and social support systems. A holistic approach that integrates career wellness with these other factors will likely be the most effective strategy for promoting optimal emotional well-being among employees. This result aligns with the findings of Noe (2013) that career development programs are essential for fostering employee motivation and engagement, which in turn can enhance overall organizational performance.

Career Wellness Programs and Physical Well-Being

The analysis of career wellness programs and physical well-being revealed a correlation coefficient of 0.792 with a p-value of 0.000, indicating a significant and positive, strong relationship between these variables. The correlation determination (R^2) value of 0.627 suggests that 62.7% of the total variation in physical well-being can be explained by changes in career wellness programs. This implies that a considerable portion of an individual's physical well-being is influenced by the quality and presence of career wellness programs. The strong positive correlation indicates that improvements in career wellness programs are likely to lead to enhancements in physical well-being.

The R^2 value of 0.627 emphasizes the substantial impact that career wellness programs have, accounting for over half of the variability in physical well-being. This suggests that organizations aiming to improve employees' physical health should focus significantly on developing and refining their career wellness programs. Such programs might include initiatives like ergonomic assessments, fitness and nutrition workshops, stress management training, and health screenings, all of which can contribute to better physical health outcomes.

Additionally, it is essential to recognize that 37.3% of the variation in physical well-being is due to other factors not accounted for by career wellness programs. These factors might include personal lifestyle choices, genetic predispositions, access to healthcare, and social support. Therefore, while enhancing career wellness programs is crucial, a comprehensive approach to physical well-being should also address these other factors to achieve the best outcomes for employees' health and overall well-being. The results support the findings of Abasili et al. (2023), who found that these programs

can have a positive impact on workers' overall productivity, work-life balance, and physical and mental health.

Social Wellness Programs and Emotional Well-Being

The analysis of social wellness programs and emotional well-being revealed a correlation coefficient of 0.734 with a p-value of 0.000, indicating a positive, strong and significant relationship between the two variables. The coefficient of determination (R^2) value of 0.539 signifies that 53.9% of the total variation in emotional well-being can be explained by changes in career wellness programs. This implies that social wellness programs play a crucial role in influencing emotional well-being. The strong positive correlation, with a coefficient of 0.734, indicates that as social wellness programs improve, there is a corresponding significant improvement in emotional well-being.

The R^2 value of 0.539 highlights that over half of the variability in emotional well-being can be attributed to the effectiveness of social wellness programs. Social wellness programs may include activities and initiatives such as team-building exercises, social events, peer support groups, and opportunities for meaningful social interactions within the workplace.

Given that 53.9% of the variation in emotional well-being is explained by social wellness programs, organizations should prioritize the development and maintenance of these programs to support their employees' emotional health. However, it is also important to consider the remaining 46.1% of the variation, which may be influenced by other factors such as personal relationships outside of work, individual psychological factors, and other wellness programs like mental health services and physical wellness initiatives.

To maximize the emotional well-being of employees, a holistic approach that integrates social wellness with other supportive measures is recommended. This comprehensive strategy will address the multifaceted nature of emotional well-being and create a more supportive and healthy work environment; this aligns with the findings of Dutton and Ragins (2007) which suggests that high-quality connections among employees can lead to enhanced individual and organizational outcomes.

Social Wellness Programs and Physical Well-Being

The analysis of social wellness programs and physical well-being revealed a correlation coefficient of 0.756 with a p-value of 0.000, indicating a significant and positive, strong relationship between these variables. The correlation determination (R^2) value of 0.572 suggests that 57.2% of the total variation in physical well-being can be explained by changes in social wellness programs. This implies that social wellness programs have a substantial impact on physical well-being. The strong positive correlation, with a coefficient of 0.756, indicates that improvements in social wellness programs are likely to lead to significant enhancements in physical well-being.

The R^2 value of 0.572 emphasizes that a considerable portion (57.2%) of the variability in physical well-being can be attributed to the effectiveness of social wellness programs. This suggests that social wellness programs are a critical factor in promoting physical health among employees. These programs might include initiatives such as social events, group fitness activities, peer support groups, and opportunities for social interaction and community interactions. Given the significant influence of social wellness programs on physical well-being, organizations should invest in and prioritize these programs as part of their overall wellness strategy. Enhancing social wellness programs can lead to better physical health outcomes for employees, which can, in turn, result in higher productivity, lower absenteeism, and improved overall job satisfaction.

However, it is also important to recognize that 42.8% of the variation in physical well-being is due to other factors not captured by social wellness programs. These factors might include individual lifestyle choices, access to healthcare, genetic predispositions, and other wellness initiatives such as nutrition and exercise programs. To achieve optimal physical well-being for employees, organizations should adopt a holistic approach that integrates social wellness programs with other health and wellness initiatives. This comprehensive strategy will address the diverse factors influencing physical

well-being and create a more supportive and healthy work environment. This conforms with the findings of Abasili et al., (2023) that employee wellness programs influence employee productivity.

Conclusion

This study investigated the connection between employee wellness programs and mental health outcomes at public universities in Rivers State. It specifically examined the relationships between career wellness programs and emotional well-being, career wellness programs and physical well-being, social wellness programs and emotional well-being, and social wellness programs and physical well-being. The findings reveal significant, strong, and positive relationships in all examined areas. Career wellness programs are strongly linked to both emotional and physical well-being, with over half of the variations in these outcomes being attributable to changes in these programs. Similarly, social wellness programs significantly impact both emotional and physical well-being, also accounting for more than half of the observed variations.

These results highlight the critical role of comprehensive wellness programs in promoting the well-being of university employees. Implementing robust career and social wellness programs can lead to improved emotional and physical health outcomes among staff, fostering a healthier and more productive work environment. To maximize benefits, universities should adopt a holistic approach that integrates various health and wellness initiatives. Regular assessment and adaptation of these programs will ensure they meet employees' needs and contribute effectively to their overall well-being.

Recommendations

Based on the findings, the following recommendations are proffered to the public universities.

1. Implement comprehensive career development initiatives, including professional growth opportunities, career counseling, and work-life balance support. These programs should be designed to enhance employees' job satisfaction and emotional well-being by providing clear career progression paths and addressing work-related stress.
2. Integrate wellness activities into career development programs, such as incorporating ergonomic training, offering regular health screenings, and promoting physical fitness programs. These initiatives can help mitigate physical strain and health issues related to work, thereby improving the overall physical well-being of employees.
3. Foster a supportive and engaging work environment through social wellness programs, including team-building activities, peer support groups, and social events. These programs should aim to strengthen interpersonal relationships and create a sense of community, which can significantly enhance employees' emotional well-being.
4. Encourage physical activity and healthy lifestyle choices through social wellness programs by organizing group fitness classes, wellness challenges, and outdoor recreational activities. These social initiatives can promote physical health and create a more active and health-conscious workplace culture.

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