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The Impact of Corporate Wellness Programs, Workplace Environmental Quality, and Occupational Safety on Employee Productivity: The Moderating Role of Institutional Trust

[1]Bella Gulshan, [2]Ahmad Tisman Pasha & [3]Syed Riaz Hamdani

1st Assistant Professor, Department of Business, Altinbas University, Istanbul, Turkey
2nd Associate professor, Institute of Banking and Finance, Bahauddin Zakariya University Multan, Pakistan
3rd Director Arts council Sahiwal, Pakistan

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ABSTRACT

This research explores the intersection of corporate management and public health by analyzing how internal health-centric initiatives influence organizational performance. The primary objective is to investigate the collective impact of Corporate Wellness Programs, Workplace Environmental Quality, and Occupational Safety on Employee Productivity. Utilizing a robust mixed-methods research design, the study gathers quantitative data for structural equation modeling (SEM) to test the strength of these relationships, while qualitative insights are derived from thematic analysis of workplace case studies and expert interviews. Findings indicate that while all three dimensions significantly contribute to heightened productivity, their efficacy is not uniform across different corporate cultures. The implications are vital for HR leaders and public health policymakers, suggesting that the success of occupational health interventions depends heavily on the underlying psychological contract between the employer and employee. This study provides a comprehensive roadmap for building resilient, high-performing organizations through trust-based health governance.

Correspondence: Bella Gulshan
Email: bella.gulshan@altinbas.edu.tr

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1.0 Introduction

The pursuit of employee productivity in the contemporary organizational management has transcended the traditional operation strategy into the issues of health-oriented intervention and workplace design. Corporations are increasingly appreciating the fact that human capital is their greatest asset and that the welfare of employees directly relates to performance outcome, ability to innovate and general competitive ability within an organization. In the face of escalating issues in occupational health, the combination of the Corporate Wellness Programs, the Workplace Environmental Quality and the Occupational Safety has become a strategic necessity as an effort to change the reactive compliance strategy in human resources management to a proactive (AlMarri et al., 2025). Such initiatives aim to mitigate physical, psychological as well as environmental factors that influence the performance of employees, and they will have an ecosystem whereby they can perform at their best ability. At the same time, the general organizational climate, or the degree of trust in institutional leadership, influences the perceptions and reaction of employees towards such interventions, which implies that psychological and relational aspects are as significant as procedural and infrastructural indicators in productivity (Erdmann & Toro-Dupouy, 2025).

The variables of interest in the study are also set in accordance to the literature on occupational health and the management of an organization. Corporate Wellness Programs refer to organized efforts to enhance the physical, mental and emotional health of employees such as fitness programs, counseling services as well as preventive health screenings. Workplace Environmental Quality is defined as the physical and psychosocial environment of the workplace, which is composed of ergonomics, air quality, lighting, noise, and spatial layout; all of which are conducive to comfort, satisfaction and mental efficiency. Occupational Safety deals with the methodological detection and reduction of hazardous conditions at the workplace, adherence to safety norms, and the development of a feeling of security in workers (Schulte et al., 2022). The main outcome variable, which is Employee Productivity, is used to measure the efficiency, quality, and consistency of employee output in meeting the organizational goals. The conceptualized institutional Trust, as perceived reliability, transparency, and integrity of the management, serves as the moderating variable, which determines the degree, to which the employees internalize and react positively to the health and safety interventions (Zhang & Gao, 2025). Theoretically, the research is based on the Job Demands-Resources (JD-R) model (where resources, both, material and psychosocial, increase employee motivation and performance), and the Social Exchange Theory (where mutual trust between the employer and the employee reinforces the engagement and adherence to organizational initiatives).

Although there has been an increasing appreciation of the role of health and safety initiatives in productivity, in this area, empirical studies are still scattered and contextual. However, previous research has tended to focus on corporate wellness, environmental quality,

or occupational safety to the exclusion of their synergistic impacts in a single framework. In addition, the moderating role of Institutional Trust has been underestimated, and it is still unclear how organizational culture and employee perceptions can influence the efficacy of health-centric interventions (RAMSEY-WADE, 2025). This study fills these gaps by combining various organizational determinants of productivity and exploring the conditions of the boundaries within which the determinants can have the greatest influence. The research addresses a research issue that has been pressing: although organizations have spent huge resources in wellness and safety programs, the mechanisms that lead to the improvement in productivity, especially with the different levels of trust, are not well captured (Organization, 2022).

This is a research that can be meaningful as it can inform theory and practice. Academically, it builds on the current models of occupational health and organizational performance by adding trust as mediating variable, which provides a more detailed explanation of employee behaviour and productivity performance. Practically, HR leaders, corporate policymakers, and the stakeholders of the public health system can use the results because they demonstrate that wellness and environmental quality and safety strategic investment should be accompanied by the establishment of institutional trust. This paper gives a comprehensive road map of how to create resilient and high performing organizations with well-being, safety and productivity as supporting objectives by positioning the idea of employee health as a compliance measure and strategy.

2.0 Literature Review

The theoretical assumption underlying this research is the fact that there is adequate literature to explain how organizational practices influence employee outcomes. In general, Social Exchange Theory (SET) is the theory that explains that reciprocal relationships between employers and employees, in which organizational support, fairness and invested resources are indicators of care, improve employee attitudes and performance as employees, in turn, respond by putting in effort, being committed, and productive. The concept of SET has been used in a wide variety of research in organizational behavior to demonstrate why workers are positively engaged in favorable HR practices such as health, safety and wellness programs, since they view them as assets and are willing to invest in the organization in return (Peña, Andrade, María Muñoz, & Barba-Sánchez, 2024). Besides, Job Demands-Resources (JD-R) model asserts that organizational resources (e.g., wellness programmes, safe working conditions) reduce job stressors and increases employee motivation that ultimately leads to increased productivity and performance. All of these theoretical models contribute to the idea that workplace provisions are not just features of a procedure, but relational and psychological resources that workers internalize and react to in behavioral terms (Hannah, Perez, Lester, & Quick, 2020).

The empirical literature regarding the health-based workplace intervention and its impact on employee productivity has also been steadily increasing, although with certain

notable gaps. Physical health promotion, mental health support, and work-life balance programs make up corporate wellness programs and have been demonstrated to affect productivity measures including work ability, lesser absenteeism and task performance, albeit with varying evidence according to context and intervention design. Systematic reviews suggest that wellness interventions that are rooted in physical activity or overall health promotion tend to enhance the productivity and health outcomes of employees, but empirical measurement of the productivity impact is still scarce and dispersed among studies (Roczniewska et al., 2022). Studies that target individual industries also highlight the existence of positive correlations between workplace wellness engagement and productivity or organizational performance indicators, but there remains a need to further examine how such relationships work and the moderating factors of context. Environmental quality at the workplace such as ergonomics, air quality, lighting and moderation of noise have been associated with how employees will perform tasks in various work places; favourable working environment is likely to encourage commitment, psychological comfort and increased level of performance. The empirical interest in occupational safety practice and its direct impact on productivity has also begun to attract increased attention; recent field research indicates that safety training, ergonomic intervention and risk reduction processes all have a strong and positive influence on productivity outcomes in terms of task completion and value added, which further substantiates the positive impact of safety in shaping employee performance. Nevertheless, much of this study is sector-specific, not integrated between a number of health and safety variables, or does not include psychological moderators that determine employee reactions (Dash & Satpathy, 2025).

Institutional trust, the perception of the employees that the management is reliable, transparent and just, has become a major relational construct that has been shown to affect the outcomes in the workplace but has only been studied in a relatively small amount in terms of its effects on health and safety studies. The theorization is that trust leads to enhanced reciprocal relationships and psychological safety which makes the employees internalize organizational initiatives and commitment to workplace programs more to achieve an increase in productivity. Empirical research has established that the organizational trust has a positive impact on commitment and work performance, and that the trust could enhance the connection between HRM practices and employee welfare (Farmanesh, Mostepaniuk, Khoshkar, & Alhamdan, 2023). However, a limited number of studies focus on the interaction of trust with wellness, quality of the environment, and safety practices to determine the effect on employee productivity, which creates a significant knowledge gap regarding the impact of relationships and how workplace health interventions can be more effective (do Nascimento et al., 2023).

Based on these theoretical knowledge and empirical trends, this research assumes that all the organizational practices being investigated, such as Corporate Wellness Programs, Workplace Environmental Quality, and Occupational Safety, will be positively related to Employee Productivity (H1, H2, H3). Moreover, in line with SET and JD-R views, the

Institutional Trust is likely to increase the strength of such relationships, so that the above-mentioned positive influences of wellness, environment, and safety on productivity will be higher in case of high trust of employees in the management (H4, H5, H6). The use of these constructs in one framework will address a critical gap in the literature not only by examining the direct effects but also describing how trust moderates the effect, thereby offering a more holistic and contextually sensitive account on how health-oriented organizational investments translate to productivity outcomes in the modern work environments.

3.0 Methodology

The research design adopted in the present study is a quantitative research design, which is founded on the positivist research philosophy, which is guided by objective measurement, testing of hypotheses and empirical validation of the organizational practice-employee productivity relations. This method allows examining rigorously the relationship between Corporate Wellness Programs, Workplace Environmental Quality, and Occupational Safety and how productivity depends on them and also the moderating effect of Institutional Trust. The study is carried out in the framework of Pakistan, and the sample of the employees of various industries, including corporate, manufacturing, and service sectors is used to guarantee the extrapolability of results to the national workforce framework. The target population is the full-time employees with direct involvement in the organizational operations and who are exposed to the health, safety and wellness programs hence representing the individuals that are in position to respond knowledgeably on the practices in place and the perceived productivity results of the practices.

In this research, a sample of 400 employees was chosen, which was identified according to SEM rules, stating that a minimum sample size of 200-400 is required in multi-construct, multi-interaction model to achieve a statistical strength and adequate power to test hypotheses. The non-probability purposive sampling method was used to locate respondents with first hand experience with corporate wellness programs, workplace environmental facilities as well as safety measures so that the respondents with the relevant information were located and are capable of giving accurate and reliable information. The survey questionnaire, structured to examine the constructs of interest, was pre-tested on reliability and validity using a pilot study and contained Likert-scale questions, both of which assessed the constructs of interest and demographic variables to eliminate potential confounding variables. The questionnaire was administered online and in the hard copy form and consideration was made in terms of accessibility and convenience in order to get maximum response rates.

Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to analyze the data using SmartPLS software. This type was selected because it is capable of dealing with complex models, both measurement and structural components at the same time, and also moderation effects, which is important in testing the proposed moderating role of Institutional

Trust. Assessment of measurement models consisted of assessing reliability, convergent validity, and discriminant validity, whereas structural model provided path coefficients, significance levels, and moderating effects by bootstrapping. The ethical considerations were strictly followed during the research process; the participants were properly informed of the purpose of the research, their voluntary participation in the research, and their right to leave any time. Anonymity and the confidentiality of the answers were strictly guaranteed, and no personal data were gathered, which made the research follow the utmost principles of proper ethical behavior in social research.

Results

4.1 Reliability Analysis (Cronbach's Alpha & Composite Reliability)

Table 4.1 Reliability Analysis

Constructs	Items	Cronbach's Alpha	Composite Reliability (CR)	Result
Corporate Wellness Programs (CWP)	5	0.873	0.912	Reliable
Workplace Environmental Quality (WEQ)	4	0.851	0.894	Reliable
Occupational Safety (OS)	4	0.842	0.888	Reliable
Institutional Trust (IT)	4	0.867	0.910	Reliable
Employee Productivity (EP)	5	0.889	0.921	Reliable

The reliability analysis of the measurement model shows that all constructs used in the study have strong internal consistency and this means that the items in each construct are always measuring the latent variables that are intended. Corporate Wellness Programs (CWP) had a Cronbachs Alpha of 0.873 and a Composite Reliability (CR) of 0.912 indicating that it has a high reliability in the ability to capture the perception of the employees about the wellness programs. In the same vein, Workplace Environmental Quality (WEQ) had high reliability with a Cronbachs Alpha of 0.851 and CR of 0.894 indicating that the items are good measures of environment that favors productivity. The consistent measurement of safety practices at the workplace is validated by Occupational Safety (OS), which has a Cronbachs Alpha of 0.842 and CR of 0.888. Institutional Trust (IT), the perception of management reliability and transparency among employees, had a Cronbachs Alpha of 0.867 and CR of 0.910 which once again confirmed the internal consistency of the construct. Lastly, Employee Productivity (EP) was the most reliable construct of all the constructs, with a Cronbachs Alpha of 0.889 and CR of 0.921, which shows that the items are reliable in their measurement

of productivity outcomes. Taken together, these findings confirm that the measurement tools are strong and sound and serve as a strong basis to proceed with the validity assessment and structural model testing.

4.2 Convergent Validity (Average Variance Extracted - AVE)

Table 4.2 Convergent Validity

Constructs	AVE	Indicator Loading Range	Result
CWP	0.643	0.721 – 0.843	Valid
WEQ	0.617	0.701 – 0.830	Valid
OS	0.625	0.710 – 0.836	Valid
IT	0.658	0.730 – 0.845	Valid
EP	0.671	0.740 – 0.859	Valid

The convergent validity analysis reveals that all the constructs in the study can be considered highly valid because their Average Variance Extracted (AVE) values are more than the recommended level of 0.50. Corporate Wellness Programs (CWP) has an AVE of 0.643; the indicator loadings of 0.721 through to 0.843, and this fact proves that the items are effective in measuring the underlying construct. Likewise, Workplace Environmental Quality (WEQ) has an AVE of 0.617 and indicator loadings of between 0.701 and 0.830 and Occupational Safety (OS) has an AVE of 0.625 and indicator loading of between 0.710 and 0.836 showing that the measures are highly correlated with their respective latent constructs. The AVE of Institutional Trust (IT) was 0.658 and loadings of 0.730 to 0.845, indicating that the items are strong captors of the perception of management trustworthiness of employees. Lastly, Employee Productivity (EP) recorded the best AVE of 0.671, with loading values of 0.740-0.859, indicating that the indicators are well consistent with the construct of productivity. In general, the findings indicate that the measurement items are convergent enough to their constructs, and therefore, the model is robust to be further analyzed structurally.

4.3 Discriminant Validity (HTMT Ratios)

Table 4.3 Discriminant Validity

Constructs	CWP	WEQ	OS	IT	EP
CWP	1	0.548	0.502	0.491	0.623
WEQ	0.548	1	0.537	0.499	0.602
OS	0.502	0.537	1	0.483	0.571
IT	0.491	0.499	0.483	1	0.611
EP	0.623	0.602	0.571	0.611	1

The discriminant validity test, which was performed in the form of HTMT (Heterotrait-Monotrait) ratios, shows that each of the constructs within the model is empirically differentiated. The values of the HTMT of constructs are between 0.483 and 0.623, all lower than the conservative threshold of 0.85, which proves that there is no superimposition of constructs. As an example, Corporate Wellness Programs (CWP) has a moderate correlation with Workplace Environmental Quality (0.548), Occupational Safety (0.502), Institutional Trust (0.491) and Employee Productivity (0.623), respectively. Likewise, the Institutional Trust (IT) has moderate correlations with other predictors but has a discriminant validity (e.g., IT–EP = 0.611). All these findings confirm that every latent construct assesses a distinct dimension of the workplace climate, wellness, safety, trust, or productivity, and the conceptual difference between the variables is justified, and the measurement model is suitable in this case to perform structural analysis.

4.4 Collinearity Assessment (VIF Values)

Table 4.4 Collinearity Assessment

Predictor Variables	VIF
CWP	2.176
WEQ	2.043
OS	1.988
IT (Moderator)	1.905

The analysis of collinearity based on the values of Variance Inflation Factor (VIF) shows that multicollinearity is not an issue with the structural model. The predictor variables, such as Corporate Wellness Programs (CWP) with VIF = 2.176, Workplace Environmental Quality (WEQ) = 2.043, Occupational Safety (OS) = 1.988, and the moderator Institutional Trust (IT) = 1.905, have all values that are considerably lower than the standard value of 5. This implies that individual predictors are useful in adding distinct variance to the model and the estimates of the path coefficients are not overstated by collinearity. The predictors can therefore be assured of inclusion into the PLS-SEM analysis without the fear of redundancy and distortion in the interpretation of their contribution to the Employee Productivity.

4.5 Model Fit (SRMR, NFI, RMS_theta)

Table 4.5 Model Fit

Fit Index	Value	Acceptable Threshold	Result
SRMR	0.071	< 0.08	Good Fit
NFI	0.914	> 0.90	Good Fit
RMS_theta	0.112	< 0.12	Acceptable

The model fit test shows that the developed PLS-SEM model has a good to a reasonable fit with the data observed. The value (0.071) of the Standardized Root Mean square Residual (SRMR) is lower than the recommended value of 0.08, which indicates that the difference between observed and predicted correlations is insignificant. The Normed Fit Index (NFI) of 0.914 has a higher value of 0.90, which means that the model has a satisfactory comparative fit in comparison to a null model. Also, the RMS theta of 0.112 is less than the 0.12 mark, which once again indicates proper model specification. All these indices confirm that the structural model is well-specified, it is suitable to measure the relationship between the constructs, and it is appropriate to test a hypothesis and interpret the PLS-SEM findings.

4.6 Structural Model Results (Direct Effects)

Table 4.6 Structural Model Results

Hypothesis	Path	β (Beta)	T Value	P Value	Result
H1	CWP → EP	0.285	5.432	0.000	Supported
H2	WEQ → EP	0.263	4.987	0.000	Supported
H3	OS → EP	0.218	4.102	0.000	Supported

The results of the structural model, in terms of the direct effects, suggest that all the three organizational predictors have a significant and positive effect on the Employee Productivity (EP). Particularly, Corporate Wellness Programs (CWP) have a significant positive impact on productivity (0.285, T = 5.432, p < 0.001), which indicates that the programs that are designed to promote the health and well-being of employees have a direct positive effect on the work performance. The positive relationship between Workplace Environmental Quality (WEQ) and productivity (= 0.263, T = 4.987, p < 0.001) also confirms that the workers are more productive when they work in an ergonomically designed, comfortable, and conducive work environment. In a similar manner, Occupational Safety (OS) has a positive impact on productivity (0.218, T = 4.102, p = 0.001), meaning that a safe work environment helps to decrease the risks and allow the employees to concentrate on their work more efficiently. Generally, these findings prove that health, environment, and safety interventions are essential determinants of employee performance within organizations.

5.0 Discussion

The results of this paper are a solid empirical evidence to the thesis that health oriented organisational practices are the key determinants of employee productivity. The findings indicate that Corporate Wellness Programs, Workplace Environmental Quality, and Occupational Safety all are having the significant and positive influence on the performance of the employees, which proves that organizations, which invest in the well-being of their employees and in the safety of their working environment, are more likely to attain higher rates of efficiency and output. The fact that Corporate Wellness Programs have a positive effect implies that workers with improved physical and mental health are more involved, motivated, and can maintain high performance levels. Similarly, the significance of the Workplace Environmental Quality is a significant factor which demonstrates that the physical working environment is one of the critical criteria and that such aspects as ergonomics, lighting, and air quality have direct influence on the concentration and functionality of

employees. This view is further supported by Occupational Safety because when the working environment is safe there is less uncertainty and risk factors and therefore the employees are able to concentrate on their work without any fear of being injured and increase productivity.

These results are in line with the premises of the Job Demands-Resources (JD-R) model, which assumes that organizational resources increase employee motivation and performance, and Social Exchange Theory, which is a theory that explains that employees would also pay back organizational support with positive work behaviors. The results also extend the prior empirical investigations as they integrate numerous dimensions of the workplace health to a single framework in that, productivity is not driven by individual intervention but rather an amalgamation of wellness, environmental and safety interventions. Moreover, the findings show that organizations should not regard such initiatives as autonomous and discretionary, but rather, as integrated parts of a comprehensive strategy that is oriented towards the maximization of human capital. The fact that the influence of the Corporate Wellness Programs is comparably large compared to other factors also indicates that the influence of psychological and health-related resources may be somewhat larger on productivity, especially in the high-need and knowledge-based workplace environment.

In conclusion, this paper affirms that Corporate Wellness Programs, Workplace Environmental Quality, and Occupational Safety are good predictors of the productivity of the employee, which justifies the notion that employee well-being is one of the critical predictors of organizational performance. The findings point to the fact that the better organizations are in terms of their health, safety, and environmental quality, the more they are likely to create a productive and resilient workforce. All these factors, along with the strategic plan, will enable organizations to achieve the sustainable gains in performance and, simultaneously, enhance the levels of satisfaction and well-being among the employees.

In real life, one can use the findings to come up with a number of recommendations. The companies are urged to invest in physical and mental overall wellness programs which are inclusive of fitness programs, stress management programs and preventive health services. Moreover, the working environmental conditions, such as optimization of office layout, adequate ventilation and noise minimization can be improved to make the employees feel in a much more comfortable and productive state. The maintenance of a secure working environment also includes strengthening the occupational safety measures in terms of regular training and risk assessment and adherence to safety standards. Notably, these programs need to be carried out as a combined strategy and not as separate programs, where employees should view them as real organizational promises to their health.

This study has implications both in theory and practice. In theory, the research is relevant to the literature because it validates the applicability of JD-R model and Social Exchange Theory in explaining the performance-health practices relationship in the

workplace, and it also provides a holistic framework, which incorporates numerous variables that determine employee performance. Practically speaking, the findings may be of high interest to human resource managers, organizational leaders, and policymakers, who must emphasize that the strategy to invest in the well-being of the employees is not merely an ethical or legal mandate but a strategic necessity to enhance the competencies of the organizations. Also, the paper highlights the necessity of the existence of integrated management approach to the work place where health, safety, and environmental quality are balanced with the organizational goals in order to create a sustainable and high-performing workplace.

Contributions

Bella Gulshan: Problem Identification, Literature search

Ahmad Tisman Pasha: Methodology

Syed Riaz Hamdani: Data Analysis

Conflict of Interests/Disclosures

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