

The Effects of a Corporate Wellness Program on the Physical, Occupational, Socio-emotional, and Spiritual Wellness of Filipino Workers

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ABSTRACT

Objective. The study determined the effects of corporate wellness programs (CWP) on Filipino workers' physical, occupational, socio-emotional, intellectual, and spiritual wellness.

Methods. The study looked into the components of a CWP, its forms of communication, the respondents' level of participation, motivation, and their physical, occupational, socio-emotional, intellectual, and spiritual well-being to determine their wellness status during the pandemic. The study utilized an online survey to examine questions related to the efficacy of such programs, descriptive statistics, correlation analysis to assess the respondents' socio-demographic profiles, and point biserial correlation to test the association of CWP to their wellness status.

Results. The research showed that 90% of the respondents participated in their organization's CWP, contradicting most studies that state CWP suffers from a low participation rate. CWP initiatives are mostly publicized through electronic mail, printed in memos, then posted on the bulletin board, and shared through the company website and social media. In addition, the study showed that overall wellness mean scores were higher in employees who were aware of their wellness programs than those who were not and in participating vis-à-vis non-participating employees.

Conclusion. The study's six assumptions showed positive results, indicating that CWPs are beneficial in improving employees' overall wellness. However, the per paradigm and overall wellness scores were weakly associated with participation and awareness status based on the point biserial correlation. No adverse effects were recorded in the study. In addition, the study discovered that employees were active in personal wellness initiatives, leading to high scores in their wellness dimensions. The study showed different individual wellness initiatives implying that employees were also proactive about their total well-being.

Keywords: health campaign, wellness program, preventive health services, COVID-19, Philippines

INTRODUCTION

The challenge in the workplace is no longer simply about helping organizations survive, dominating competitors, creating new products or services, and reaching new markets; the new challenge is fostering a healthy and safe work environment where both employees and organizations can thrive.¹ Employers must explore how they can best differentiate themselves by providing an employee value proposition that can help them retain and engage talent.² Well-being is more than just programs; it is a people and performance strategy that requires balancing the right resources and opportunities with the commitment to achieve optimal health, resilience, and performance for the employee, organization, and community.³



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The World Health Organization (WHO) defines COVID-19 as an infectious disease caused by a newly discovered coronavirus that spreads primarily through saliva droplets or discharges from the nose when an infected person coughs or sneezes. The WHO Director-General announced early 2020 that the virus outbreak constituted a Public Health Emergency of International Concern. Despite scrupulous global containment, the closing of borders, vaccination efforts, and quarantine restrictions, the occurrence of COVID-19 continues to rise.

The year 2020 has been unique, creating an unprecedented time for both companies and employees alike, with the global pandemic forcing the companies to pivot in terms of their operations and management of employees, forcing them to stay home and set up makeshift home offices often shared with family and housemates.⁴ The COVID-19 outbreak has rapidly transformed into an unprecedented global economic and labor market crisis, with a dreadful impact on the world of work, with the Philippines⁵ as the most affected country in Southeast Asia.⁶ Employers in the Asia Pacific are now looking forward to restoring stability for their employees and businesses, and survey findings show that many are enhancing health care and well-being initiatives.⁷

Reports show the Philippine response to COVID-19 as one of the longest and strictest lockdowns in the world: entire provinces and cities are categorized into different lockdown levels, restricted mobility, wearing masks and face shields, and social distancing are strictly enforced.⁸ As a result of the pandemic, organizations are advised to carry out a COVID-19 specific risk assessment of the workplace, taking each individual into account, to determine the safety of employees working on-site. Employers are forced to use alternative working methods by practicing social distancing or implementing work-from-home arrangements.⁹ A report on the COVID-19 labor market impact in the Philippines estimates that around 10.9 million workers are likely to face job disruption through decreased earnings and working hours or complete job loss.⁵

Consequently, much of the working population abruptly faced drastic changes to everyday life either by working from home or facing a dramatic increase in workload and job strain,¹⁰ if not affected by complete job loss. Technological and digital transformations in the labor market caused by the pandemic posed challenges. An estimated 7.2 million workers were exposed to a double-tiered risk of job disruption due to these significant changes.⁵ As of July 2021, the unemployment rate in the Philippines was at 6.9%, the lowest since the pandemic in April 2020, translating to 3.1 million unemployed Filipinos over the age of 15.¹¹ Labor force participation rate as of July 2021 was at 59.8% and the lowest since the beginning of the year.¹¹

Now more than ever, the relevance of having a CWP is a must as organizations deal with employees with the increased workload, tremendous stress, high burnout levels,⁴ and mental health problems such as depression and anxiety.¹⁰

In addition, with the current highly competitive market, an ongoing “war talent” has emerged: organizations are in cut-throat competition to engage and retain the best talent.¹²

This study explores existing CWPs, including their components, initiatives, level of participation, degree of motivation, and forms of communication implemented across industries in the country by the participating population. The effect of a wellness program on participating employees was likewise compared to those who do not have it for additional insights.

OBJECTIVES

The study’s general objective was to determine the effects of CWPs on Filipino workers’ physical, occupational, socio-emotional, intellectual, and spiritual wellness. Specifically, the study aimed to answer the following questions:

1. What are the components of the CWP?
2. What are the effects of CWPs on Filipino workers?
3. What other factors contribute to a Filipino worker’s wellness if there is no CWP in place?
4. What are the various wellness initiatives and/or activities Filipino workers would want to participate in if a CWP was created?

Scope

The scope of this study was limited to 403 working Filipinos who participated in an online survey focused on identifying their wellness based on the questions provided. The study focused on answers to the research questions and objectives, and testing the formulated hypotheses using a self-constructed research instrument. Variables other than these were not discussed in this paper. This research utilized descriptive statistics to assess the respondents’ socio-demographic profiles and point biserial correlation to test their association of CWP to their wellness status.

Corporate Wellness Program

One of the first worksite-based, recreation-and-fitness programs for employees evolved in 1879 in the United States when the Pullman company formed its own athletic association.¹³ Later, interventions were done by various companies to promote employee wellness. The growth of worksite programs for recreation and fitness appeared to level off for a decade until the National Employee Services and Recreation Association (now the Employee Services Management Association) was formed in 1941, spearheading greater interest in employee recreation programs.¹³ Executives began to perceive wellness programs as enriching the work environment, improving employee health, and reducing costs.¹⁴

Worksite health promotion is a set of workforce-based activities focusing primarily on providing traditional health-promotion services (e.g., health management or wellness programs).¹⁵ It may also include disease management (e.g.,

screening, care management programs), demand management (e.g., self-care, nurse call line programs), and related efforts to optimize employee productivity by improving employee health.¹⁵ Individual wellness or integral health management, once internalized, translates into corporate value in the manifestation of reduced healthcare costs, increased productivity, improved company image, strengthened facilitation of recruitment, and reduced turnover.¹⁶ Company-sponsored workplace wellness programs must send a clear message to employees that management values their well-being, making wellness programs an added benefit that encourages employee retention.¹⁷ A CWP comprises ongoing organizational activities designed to promote the adoption of personal behaviors conducive to maintaining and/or improving employees' health.¹⁸ Wellness programs may have diverse definitions. Still, these programs demonstrate that organizations have various needs and may clarify the context of their wellness programs by having a clear definition and purpose based on their vision, mission, values, and culture.¹⁹

Chief people officers and human resource heads must keep employees healthy, maintain their morale, and oversee a vast, remote working experiment amidst the pandemic.²⁰ As part of the critical trends in human resources. There is a growing importance of corporate and global branding, and the battle for the "employer of choice" in the labor market.² When employees have a better impression of their employer's concern about their health, they may feel valued and be an essential member of the organization, thus, leading to better

job satisfaction.²¹ Firms that encourage a "wellness culture" show that they care about their employees – and can expect a payoff in morale, motivation, and productivity.²²

Conceptual Framework

Organizations must remain vigilant and adaptive to unforeseen events such as the COVID-19 pandemic, which created increased uncertainty among the workforce and posed immediate threats to an organization's performance and survival.²³ In the establishment of wellness programs, the elements play a significant role in ensuring the effectiveness of this organizational strategy. Many employers create these programs to improve employee health, but their efficacy evaluations are rare.²⁴

Once the wellness program is in place, it is critical to monitor and measure its effectiveness by looking at its positive and negative effects, especially on the employees. Workplace wellness also makes good business sense since it is established that investing in employee health can reduce absenteeism, improve job satisfaction and productivity, and enhance the corporate image.²⁵ This study explores the CWP's effect on employees in terms of employment sustainability by analyzing its indicators, namely motivation and stress management, as shown in Figure 1. Based on the CWP elements, it demonstrates whether or not the respondent's company offers CWP programs. It shows how workers' wellness are affected depending on their demographics. Signs of stress management in the form of physical, occupational,

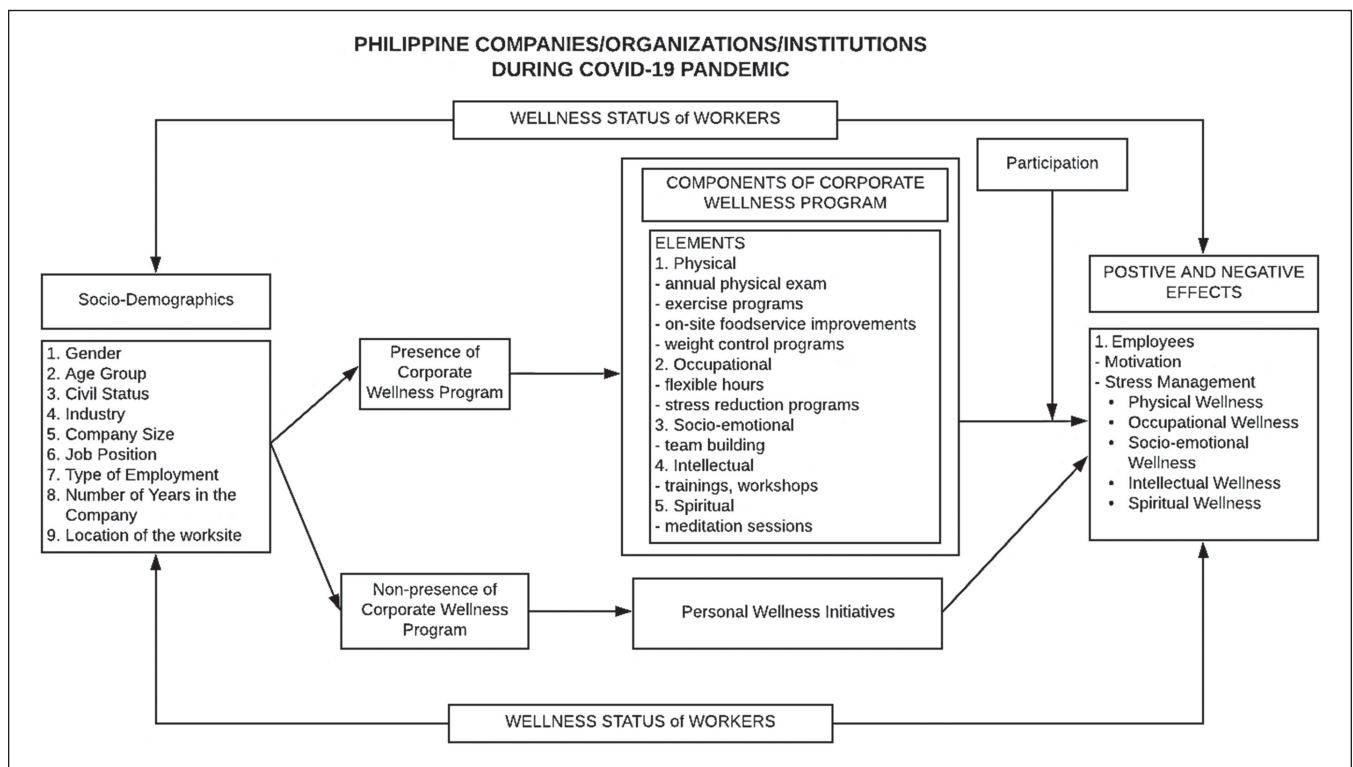


Figure 1. The relationship of a CWP and Employee Wellness Operational Framework.

socio-emotional, intellectual, and spiritual well-being were examined by agreeing or disagreeing with the statements presented in the online survey. The wellness status of a specific group of Filipino workers was identified to check if CWPs significantly affect their holistic well-being.

1. *Corporate Wellness Program* - long-term organizational activities directed at improving the health and well-being of the employees
2. *Wellness Status* – current state of the physical, occupational, socio-emotional, intellectual, and spiritual well-being of employees
3. *Presence* – awareness of employees regarding the existence of a wellness program being implemented in their organization
4. *Participation* – the act in which the workers take part and engage in the different initiatives of the wellness program
5. *Physical well-being* – concerns physical care, nutritional needs, and utilization of medical services
6. *Occupational well-being* – enhancement of one's skills and knowledge through one's work and having a work-life balance leading to personal fulfillment
7. *Socio-emotional well-being* - interpersonal relationships, social roles, self-awareness, and managing emotions that contribute to the overall well-being of a person
8. *Intellectual well-being* – internal quest for growth in terms of knowledge, skills, and experience
9. *Spiritual well-being* – having a positive discernment of one's meaning and purpose in life
10. *Motivation* – worker's feeling of inspiration and optimism to deliver and produce in the organization
11. *Stress management* - proper response to stress in terms of managing and coping strategies

Hypotheses

This study assumes that CWPs will positively influence employees' overall wellness. Therefore, this study hypothesized a significant relationship between corporate wellness programs and employees' overall wellness status.

- H_{a1}: Participating employees in the CWP have a higher physical wellness status than employees with no CWP.
- H_{a2}: Participating employees in the CWP have a higher occupational wellness status than employees with no CWP.
- H_{a3}: Participating employees in the CWP have a higher socio-emotional wellness status than employees with no CWP.
- H_{a4}: Participating employees in the CWP have a higher intellectual wellness status than employees with no CWP.
- H_{a5}: Participating employees in the CWP have a higher spiritual wellness status than employees with no CWP.
- H_{a6}: Participating employees in the CWP have a higher overall wellness status than employees with no CWP.

METHODS

This study determined the components and effects of a CWP to identify the wellness status of Filipino workers during the pandemic. It utilized a quantitative method, an online survey of Filipino employees working during the pandemic, to examine questions related to the efficacy of such programs by using descriptive statistics and correlation analysis.

The potential participants were recruited online through emails, and eligible participants were chosen through snowball sampling. In this study, where snowball sampling was used, the results can't be used to draw conclusions about the whole population, so they aren't very generalizable.

The survey instrument was self-constructed using exhaustive literature and had to go through content validity to ensure that all the elements were significant and undesirable items were eliminated after the pretest.

Google forms were electronically created, pretested to several corporate employees for further finetuning, and were ultimately distributed after the approval of the experts consulted. Two experts were involved in the instrument construction and validation with specializations and practice in occupational health and safety as well as human resource management.

The participants eligible for this study were full-time Filipino employees who may or may not be working in a company with a corporate wellness program (CWP). But participants working in a company with CWP were preferred.

The participants were asked to answer the consent form explaining the confidentiality before proceeding to answer the questionnaire, which consists of three sections that should take approximately 20 minutes to complete: 1) Socio-demographic information, 2) General knowledge about CWP, and 3) their level of wellness to determine the state of their well-being in terms of the components of CWP which includes physical, occupational, socio-emotional, intellectual, and spiritual. The respondent will select the closest to their sentiment for the quantitative portion using the 4-point agreement scale ranging from Strongly Disagree to Strongly Agree. The qualitative part allows the respondents to answer open-ended questions about writing their thoughts. Due to the pandemic's limitation, the survey questionnaire was pretested on a few non-participating respondents. According to their feedback and comments, it was revised to ensure that the questions were understood and answered correctly. The survey was conducted from November 2020 to July 2021.

The researchers availed of the expertise of a statistician to conduct the analysis using MS Excel, STATA, and Statistical Package for the Social Sciences programs. Frequencies and percentages were calculated for the socio-demographics. Descriptive statistics (means, medians, frequency counts, standard deviations, lower and upper limits, and percentages) were used to analyze the data per wellness dimension. The results were summarized and presented for comparison.

The biserial point correlation was also performed for the correlation analysis of quantitative and nominal dichotomous variables to determine the strong association of wellness status to awareness and participation in the wellness program. The data were visually presented using tables, graphs, and word clouds to list different wellness initiatives not captured in the checklists.

The variables used for the study revolve around the CWP as an organizational activity created to improve employee well-being. The first variable is the presence or absence of awareness of employees regarding the current existence of CWP in their organization. If CWP is present, a second variable is applied as the components of CWP and under which are five components. The third variable is physical well-being, which encompasses the employees' physical care, nutritional needs, and utilization of medical services. The fourth variable is occupational well-being which includes further improvement of employee skills and knowledge, and work-life balance in the organization. The fifth variable is socio-emotional well-being which includes interpersonal relationships, social roles, and the overall management of emotions. The sixth variable is intellectual well-being which is the internal quest for growth. The seventh variable is employee's participation which involves their engagement in CWP in their workplace. Ultimately, all these factors evaluate the overall effects on employees, which leads to the eight and ninth variables namely motivation and stress management. Motivation is defined as the workers feeling of inspiration to doing their assigned task, and stress management is the response and coping strategies towards stressors.

Ethical Consideration

This study was accepted by the researchers' institutional affiliation, which examined the procedure's soundness, including rigorous adherence to ethics. The researchers ensured the voluntary participation of the participants in the research study. The participants were given an informed consent form prior to any study-specific procedure was done explaining the research process and how the participants' privacy was protected. Privacy and confidentiality were ensured, for no personal data was obtained from the participant such as their names and the names of their organizations. The data gathered were treated with utmost confidentiality as these were accessible and limited to researchers only. The use of offensive, discriminatory, or other unacceptable language was avoided in the questionnaire formulations. The research declares no affiliation that could be construed as possible conflict of interest.

RESULTS

Respondents

Demographic data on gender, age, civil status, industry, current job position, type of employment, number of years

in the company, and worksite location were collected. The summary of the socio-demographic profiles of the 403 participants is presented in Table 1.

Table 1 shows that 64.3% (259) of the study participants were females, and a large proportion was from the age group of 20-29 (155, 38.5%) and 30-39 (153, 38%). Most of the participants were from generation Y or popularly known as millennials. This generation is described as hopeful, self-confident, results-oriented, and sociable.¹² More than half of the population were rank and file (215, 53.4%), and most were permanent/regular employees (298, 74%). Most respondents were from companies with more than 250 employees (270, 67%), and a large proportion was located in the National Capital Region (236, 58.6%). Length of tenure in their respective organizations was fairly represented with less than one year (92, 22.8%), 1-5 years (153, 38%), 6-10 years (79, 19.6%), 11-15 years (41, 10.2%), and more than 15 years (38, 9.4%). Most of the participants were from the education industry (85, 21.1%), followed by the information and communication industry (51, 12.7%), accommodation and food service industry (44, 10.9%), professional, scientific, and technical industry (40, 9.9%), and financial and insurance industry (35, 8.7%). There were representatives across industries except mining and quarrying, electricity, gas, steam, air conditioning supply, and waste management.

CORPORATE WELLNESS PROGRAM

Components of the Corporate Wellness Program

Most wellness programs revolve around physical well-being, followed by socio-emotional and intellectual. Not much attention was given to occupational and spiritual wellness, as seen in Table 2.

To fully delve into the components of the wellness program, several questions were asked to the participants, such as forms of communication used in disseminating the information about the wellness programs, level of participation, and the list of wellness initiatives and activities. Six years ago, only half of the Philippine employers offered wellness programs but could not articulate well-being strategies. According to the same report, 85% of the surveyed employers have strategies and use these wellness programs to differentiate well-being from other firms for talent completion and customization to meet employees' needs across a broad spectrum.²⁶ It is essential to acknowledge that firms can offer one element or several initiatives to create a workplace wellness program suitable to their needs. Organizations use a variety of wellness program strategies, such as offering individual coaching and education, providing healthy meal alternatives, and access to fitness centers.¹⁴ In today's setting, well-being has become so much more than just nice-to-have resources, apps, tools, and programs, but a people and performance strategy that has become the essence of organizations worldwide.³

Forms of Communication

Figure 2 shows that 84.5% of the participants received information on the CWP through their corporate emails, while 22% still used the traditional bulletin board posting or a written memorandum. Most of the organizations were taking advantage of new forms of communication such as social media (85, 21.1%), company website/intranet (83, 20.6%), company social networking sites such as Yammer (76, 18.9%), group chats such as Viber and WhatsApp (21, 5.2%), and collaboration applications such as MS Teams (6, 1.5%). All organizations used several communication platforms and did not adhere to just one form of communication.

Awareness and Level of Participation

Out of the 403 respondents, 64% (258) knew that CWPs were in place, as seen in Figure 3. Respondents who were aware

of wellness programs were from the following industries: education, information and communication, accommodation and food service, finance, and manufacturing. Of the 258 respondents who had wellness programs, almost 90% (231) participated in the wellness initiatives, as seen in Figure 4.

Wellness Initiatives and Activities

According to the 258 respondents who were aware of their organizations' wellness programs, these initiatives and activities were as follows, as shown in Figure 5: annual employee health check-up (203, 78.7%), provision of HMO (176, 68.2%), health talks/fairs/webinars (173, 67.1%), exercise programs such as Zumba and dance classes (165, 67%), mental health webinars and consultations (160, 62%), stress management webinars and programs (156, 60.5%),

Table 1. Socio-demographic Profile of the Respondents (N=403)

Socio-demographic	Frequency	Percentage
Gender		
Female	259	64.3
Male	142	35.2
Other	2	0.50
Age		
20-29	155	38.5
30-39	153	38.0
40-49	72	17.9
50-59	21	5.2
60 and above	2	0.50
Current Job Position Level		
Rank and file/associate	215	53.4
Supervisory	63	15.6
Managerial	93	23.1
Senior or Executive level	32	7.9
Type of Employment		
Permanent/Regular	298	74.0
Probationary/Temporary	65	16.1
Project-based	23	5.7
Fixed Term	9	2.2
Seasonal	4	1.0
Job Order	4	1.0
Company Size		
More than 250 employees	270	67.0
50 - 249 employees	81	20.1
10 - 49 employees	33	8.2
Less than 10 employees	19	4.7
Number of Years in the Company		
Less than 1 year	92	22.8
1-5 years	153	38.0
6-10 years	79	19.6
11-15 years	41	10.2
More than 15 years	38	9.4

Socio-demographic	Frequency	Percentage
Location of Worksite		
National Capital Region	236	58.6
Region IV-A - Calabarzon	116	28.8
Region III - Central Luzon	22	5.5
Region I - Ilocos Region	7	1.7
Region VII - Central Visayas	6	1.5
Region VI - Western Visayas	5	1.2
Region XI - Davao Region	5	1.2
Region IV- B - MIMAROPA	2	0.5
Region II - Cagayan Valley	1	0.3
Region IX - Zamboanga Peninsula	1	0.3
Region X - Northern Mindanao	1	0.3
Autonomous Region in Muslim Mindanao	1	0.3
Region V - Bicol Region	0	0.0
Region VIII - Eastern Visayas	0	0.0
Region XII - SOCCSKSARGEN	0	0.0
Region XIII - Caraga Region	0	0.0
Cordillera Administrative Region	0	0.0
Industry		
Education	85	21.1
Information and Communication	51	12.7
Accommodation and Food Services	44	10.9
Professional, scientific, and technical activities	40	9.9
Financial and insurance activities	35	8.7
Manufacturing	31	7.7
Agriculture, forestry, and fishing	26	6.5
Administrative and support service activities	23	5.7
Wholesale and retail trade	23	5.7
Human health and social work activities	13	3.2
Public administration and defense	12	3.0
Real estate activities	7	1.7
Transportation and storage	7	1.7
Other service activities	3	0.7
Arts, entertainment, and recreation	3	0.7
Waste management and remediation activities	0	0.0
Electricity, gas, steam, and air conditioning supply	0	0.0
Mining and quarrying	0	0.0

medical services such as on-site clinic, teleconsultations, and online check-ups (145, 56.2%), flexible work hours (129, 5%), and web-based information resources (103, 39.9%).

Further categorizing such initiatives into 5 components, physical well-being initiatives are the most offered wellness program, as shown in Table 2. Physical well-being programs are the primary second-offered wellness program, with 94% of the organizations providing them.²⁷ However, increasing activities about stress management, mental health support, flexible working hours, and meditation were also observed in this study. These activities address other wellness dimensions, such as socio-emotional and spiritual health. Philippine employers seem to be keen on this shift. They increasingly consider wellness a holistic proposition, going beyond just the physical and expanding to emotional, financial, and social well-being.⁷

Other Wellness Initiatives

Other wellness initiatives are in Figure 6. Organizations continuously develop creative wellness alternatives, offer holistic support, and promote overall employee health and well-being.¹⁴

Effects of Corporate Wellness Program

Workplace stress is an inevitability in today’s world of work. It is bound to materialize more regularly as there may be aggravations in life encompassing from personal to work-related.²⁸ A multitude of literature implies that employees exposed to continuous, uncontrolled, and excessive stress presumably suffer poor health.²⁹ Well-being, fitness, and

Table 2. Organization’s Wellness Program Initiative Components (N=258)

Wellness Dimension	Activity	Frequency
Physical	Annual employee health check-up	203
	HMO	176
	Exercise programs: Zumba/dance Classes	165
	Medical services	145
	Gym membership	81
	Weight control program	47
	Smoking cessation program	16
	Sportsfest/Sports Club/Games	9
Occupational	Flexible work hours	129
	Team building activities	3
Socio-emotional	Mental health: webinars, consultations	160
	Stress management	156
Intellectual	Health Talks/Fairs/Webinars	173
	Web-based information resources	103
	Values workshop	7
	Customized wellness program	6
Spiritual	Meditation classes	57
	Spiritual wellness	4

health may be vital to people at varying degrees and in different fields due to personal inclination and essential focus areas.³⁰ This study investigated if CWP’s exhibited a positive impact or harm on employees’ overall wellness by looking at their wellness status in each paradigm: physical, occupational, socio-emotional, intellectual, and spiritual. To experience wellness and well-being, each of the five dimensions

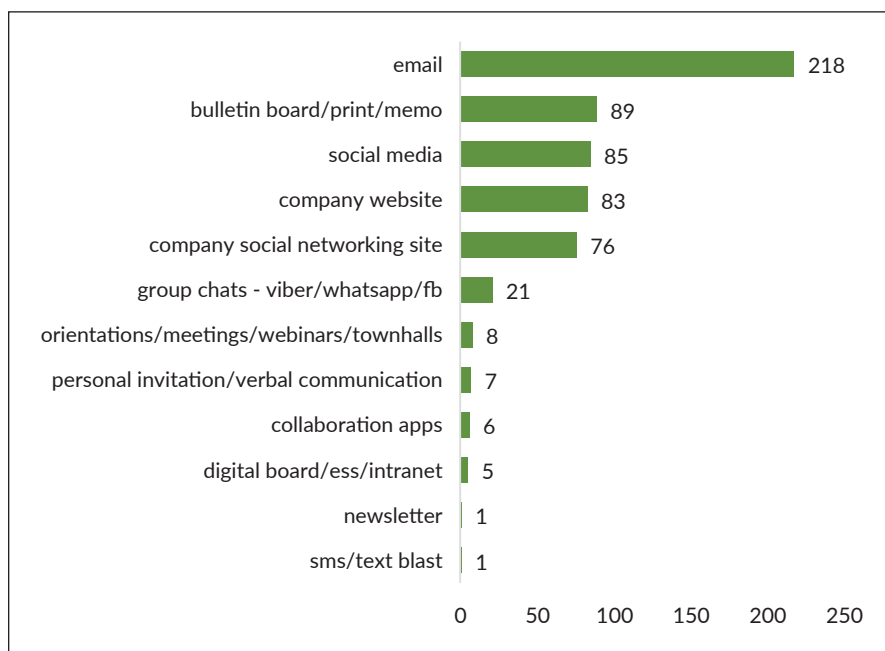


Figure 2. Form of communication (N=403).

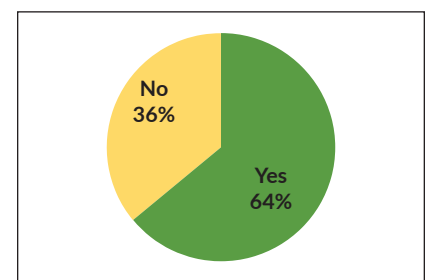


Figure 3. Awareness of CWP (N=403).

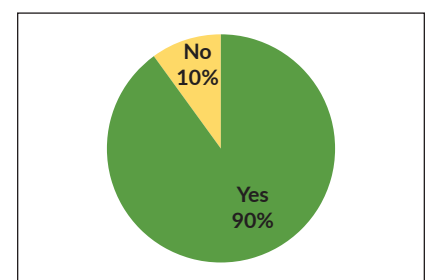


Figure 4. Level of participation in CWP (N=403).



Figure 5. Organizations' wellness program initiatives (N=258).



Figure 6. Other wellness initiatives (N=258).

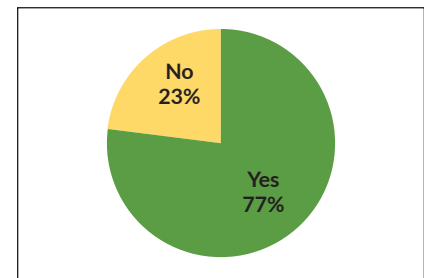


Figure 7. Level of motivation (N=258).

needs to be addressed to achieve a balanced whole.²⁵ The results of their wellness status were used to prove the study's hypothesis. Respondents were asked to define their concept of wellness first before examining their wellness status. The positive effect was also measured by asking the respondents about their motivation to work if CWP are in place.

Level of Motivation

The results showed that 77% of the employees felt motivated to work because CWP were in place, as seen in Figure 7. Only 59 out of 258 responded they were not personally inspired and motivated to do better, supporting a study that

employees with high organizational identification reported fewer health complaints and were perceived as having high motivating potential at work.³¹ Since motivation is a psychological process resulting from the interaction between the individual and environment,³² providing employees with a better environment through its wellness programs will eventually result in a higher motivation level.

How Wellness is Defined

The respondents were asked about their definition of wellness. Health and wellness are terms that are very challenging to confine to a single concept. The most common

definitions for health and wellness from various known organizations were used for the respondents to choose from. These were the following statements:

1. Wellness is the absence of disease and disability – the traditional definition
2. Wellness is the state of complete physical, mental, and social well-being – World Health Organization
3. Wellness is multi-dimensional and holistic, encompassing lifestyle, mental and spiritual well-being, and the environment – National Wellness Institute
4. Wellness relates to all aspects of working life, from the quality and safety of the physical environment, to how people feel about their work, their working environment, the climate at work, and work organization - International Labor Organization

The results showed that 43.4% of the respondents agreed with the definition of wellness by the International Labor Organization. Some 32.2% believed that wellness is a multi-dimensional and holistic encompassing lifestyle and involving various paradigms, while 23.6% concurred with the definition of WHO regarding wellness. Surprisingly, two respondents agreed that wellness is just the absence of disease and disability, as seen in Figure 8.

Relationship between CWP and Employee Wellness

Employees participating in the CWP have a higher physical wellness status than employees with no CWP.

Respondents who were aware of their companies' CWP had a higher mean physical wellness score (32.9 ± 4.8) than those who were not (31.0 ± 4.3). This shows that more respondents are aware of the presence of the current physical wellness program in their organization.

Among the 258 employees who were aware, those who participated in a CWP had a higher mean physical wellness score (33.0 ± 4.8) than those who did not (31.8 ± 5.2). This reflects that respondents who were aware tended to participate more in physical wellness programs than those who lacked awareness. Organizations are actively encouraging their employees to use physical wellness programs and going

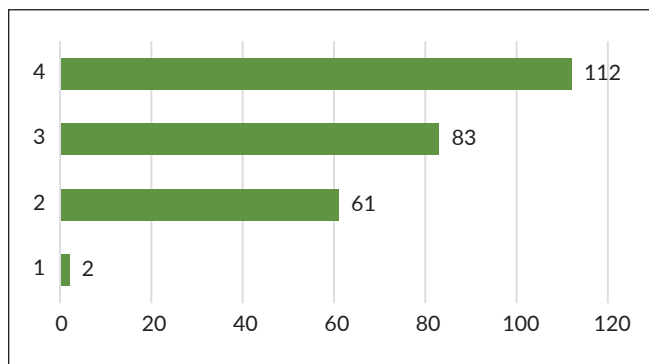


Figure 8. Definition of wellness (N=258).

a step beyond offering them more than any other wellness dimension.²¹ Based on the 2021 AON Survey, 70% of organizations incorporate physical well-being into their wellness strategy, the highest among other wellness dimensions.³

The physical wellness scores had a median score of 33, whereas the scores of the non-participating group had a lower median score of 31. The difference was not that far apart, but the results still showed a higher physical wellness score. This may be due to the active personal wellness initiatives shared by the non-aware and non-participating respondents.

Employees participating in the CWP have a higher occupational wellness status than employees with no CWP

The group of employees who were aware of the CWP in their company had a higher mean occupational wellness score (35.1 ± 6.2) than those who were not (34.2 ± 5.6). This shows that more respondents are aware of the presence of current occupational wellness programs in their organization.

Among the 258 aware employees, those who participated in a CWP had a higher mean occupational wellness score (35.3 ± 6.3) than those who did not (34.0 ± 5.4). This reflects that respondents who were aware tended to participate more in occupational wellness programs than those who lacked awareness. The occupational wellness scores of the participating group had a median score of 35. On the other hand, the scores of the non-participating group had a lower median score of 33. The difference was minor, but the results still showed a higher occupational wellness score. This may be because personal satisfaction and enrichment in one's life were not solely affected by the CWP but by different factors and key drivers. 68% of 1,1248 companies surveyed by AON incorporate career or occupational initiatives into their wellness strategy.³ It was also shown that only 12% of the 34 organizations are offering occupational wellness initiatives. This was the lowest among all the wellness dimensions being offered currently.²¹

Employees participating in the CWP have a higher socio-emotional wellness status than employees with no CWP

The group of employees who were aware of the CWP in their company had a higher mean socio-emotional wellness score (36.2 ± 6.0) than those who were not (34.2 ± 6.0). This shows that more respondents are aware of the presence of the current socio-emotional wellness program in their organization.

Among the 258 aware employees, those who participated in a CWP had a higher mean socio-emotional wellness score (36.4 ± 6.1) than those who did not (35.0 ± 5.3). This reflects that respondents who were aware tended to participate more in socio-emotional wellness programs than those who lacked awareness. It was noted that 2020 was the first year that another dimension of wellness – emotional and mental well-being - displaced physical well-being as

the most common category offered.²⁹ Many organizations realize the importance of taking care of this specific wellness spectrum in today's world of work. The participating group's occupational wellness scores had a median of 37. Differently, the scores of the non-participating group had a lower median score of 34. The difference was minor, but the results still showed a higher socio-emotional wellness score, implying that their interpersonal relationships, social roles, self-awareness, and emotional management were not merely dependent on the wellness initiatives of their organizations.

On the other hand, results showed in the 2021 Well-being Diagnostic survey of Willis Towers that 94% of employers would like to prioritize socio-emotional well-being by identifying and managing stress and behavioral health issues, and implementing ways to promote a sense of involvement across the workplace. There was an increased focus on mental and emotional well-being upon the release of the Mental Health Act of 2017. This study found that non-aware respondents were doing various personal initiatives to help them manage their emotions, cope with stress, and build social relationships.²⁶

Employees participating in the CWP have a higher intellectual wellness status than employees with no CWP

Respondents who were aware of the CWP in their company had a higher mean intellectual wellness score (38.3 ± 5.3) than those who were not (38.0 ± 4.7). This shows that more respondents are aware of the presence of the current intellectual wellness program in their organization.

Among the 258 aware employees, those who participated in a CWP had the same mean intellectual wellness score (38.3 ± 5.4), similar to those who did not (38.3 ± 3.9). This reflects that there is no significant difference between awareness and the respondents' willingness to participate in intellectual wellness programs. The occupational wellness scores of the participating group had a median score of 40. Contrarily, the scores of the non-participating group had a lower median score of 37. The difference was the bare minimum, but the results still showed a higher intellectual wellness score.

Moreover, the result showed that all the respondents had high intellectual wellness, as reflected in the standard deviations of both tables. It seemed that respondents were all actively learning in their own ways, whether through their work or personal endeavors. Rapid changes in the present society require that individual professionals continuously exceed themselves by developing new competencies, advancing their knowledge and understanding, creating innovations, and generating new information.³⁰ Organizations can motivate employees by planning personal career advancement, skills improvement, and capability building through training, tuition assistance, apprenticeships, and performance management as part of career advancement programs and to improve their intellectual wellness.¹²

Employees participating in the CWP have a higher spiritual wellness status than employees with no CWP

Respondents aware of their companies' CWP had a higher mean spiritual wellness score (37.8 ± 6.2) than those who were not (36.5 ± 6.1). This shows that more respondents are aware of the presence of the current spiritual wellness program in their organization.

Among the 258 aware employees, those who participated in a CWP had a higher mean socio-emotional wellness score (37.8 ± 6.3) than those who did not participate (37.7 ± 5.0). This reflects that respondents who were aware tended to participate more in spiritual wellness programs than those who lacked awareness. The spiritual wellness scores of both the participating group and non-participating group had a median score of 39. The difference was very nominal, with 0.10, but the results still showed a higher spiritual wellness score. Moreover, the result showed that even participating respondents rated themselves with a low spiritual wellness score compared to those who did not participate. It can be assumed that respondents were not solely dependent on corporate wellness initiatives for their spiritual health. Other factors might influence them to achieve higher spiritual wellness scores. Meaning in life shows significant correlations with making time for leisure, participating actively in personal hobbies and sports, and making time for family and friends.³³

Employees participating in the CWP have a higher overall wellness status than employees with no CWP

Respondents aware of the CWP in their organization had a mean overall wellness score of 180.3 (SD=23.3). This was higher than the group who were unaware of the said programs, with a mean overall score of 174.0 (SD=19.5). This shows that more respondents are aware of the presence of current corporate wellness programs in their organization. Among the 231 employees who participated in the CWP, the highest overall score was 218, while the lowest was 59 (categorized as a low level of wellness). On the other hand, the overall scores of the non-participating group ranged from 115 to 215. Even if a meager value was observed for the participating group, it still had a higher overall wellness score, on average, with a mean equal to 180.74 (SD=23.7) and a median of 183.0. This is in comparison to the mean and median overall scores of the non-participating group, equal to 176.7 (SD=19.5) and 175.0, respectively. This reflects that generally, respondents who were aware tended to participate more in corporate wellness programs than those who lacked awareness.

SUMMARY

Figure 9 summarizes the difference in the wellness status of the respondents who were aware of their organizations' wellness initiatives compared to those who were not. The respondents who were aware of the CWP recorded higher mean scores than those who were not. Employees with

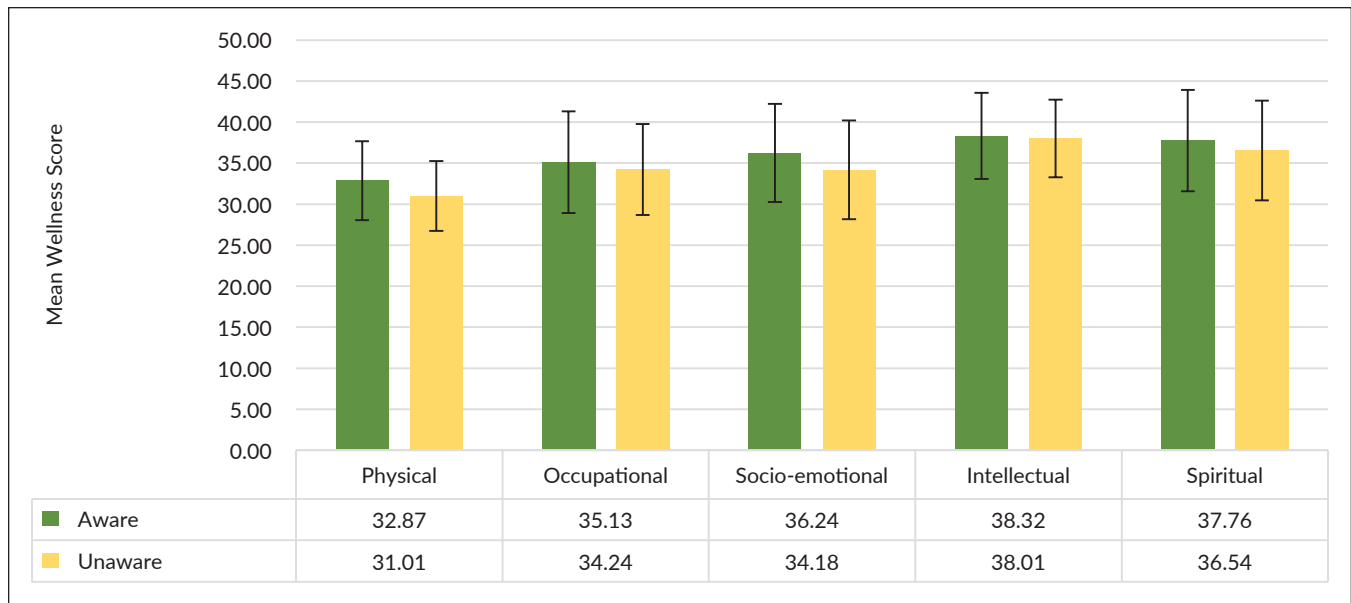


Figure 9. Mean wellness score between awareness groups per paradigm.

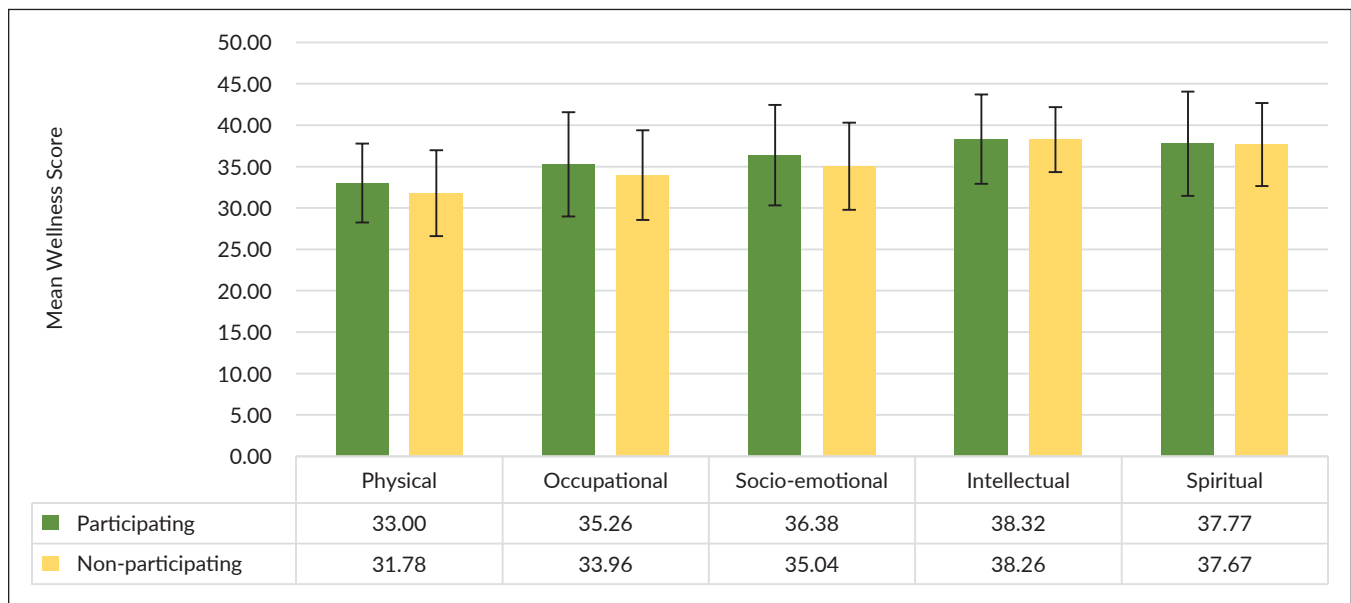


Figure 10. Mean wellness score between participating groups per paradigm.

CWPs had higher means in all the wellness paradigms. The differences were minimal but still displayed higher mean scores. Holistically speaking, those who had wellness programs recorded higher wellness scores.

Figure 10 summarizes the difference between the wellness status of participating and non-participating employees. It can be observed that participating employees had higher mean scores in all the wellness paradigms. There was minimal variance, but it was consistent in all the wellness factors. Components of the wellness program will impact certain age groups more than others, such as healthy

lifestyle and nutrition, which are more attractive to the younger generation.¹⁴

Other Factors that Contribute to Employee Wellness

The study results showed that other factors contribute to employee wellness besides company-initiated activities. Respondents with no CWPs had a range of wellness scores from 20 to 44, which were not very far from the 11 to 44 range of employees who had. An overall mean score of 174 vs. 180 was not a significant difference in terms of employees' overall wellbeing who had access to wellness programs.

Table 3 shows employees' various personal initiatives to manage their individual wellness. The list of activities shows that each employee is already taking a holistic look at their wellness.

Willingness to Participate in CWP

Respondents who were unaware of any wellness program were asked if they would be willing to participate if they become available. The study would like to validate if wellness programs are imperative as an organization's strategic decision.

Figure 11 showed that 88% of the respondents were willing to participate in workplace programs, while 12% were still not keen to participate if CWP becomes available.

Recommended CWP activities/initiatives

Respondents were also asked to give recommendations on which specific activities and initiatives should be included if they were to be provided with a wellness program; results are in Table 4. This list will be pivotal, acting as the Voice of Customers to organizations looking for other wellness initiatives to be included in their CWP. By involving the employees in the decision-making process and listening to their voices, they can decide what activities and services to offer, making for a successful CWP.³⁴

Table 3. Respondents' Personal Wellness Initiatives

Wellness Dimension	Activity	Frequency
<i>Physical</i>	Workout/Exercise	75
	Nutrition-related activity	25
	Health monitoring	5
	Sports	4
<i>Occupational</i>	Work-life balance	7
	Relaxation initiatives	4
<i>Socio-emotional</i>	Journaling	6
	Listening to music	2
	Therapy	2
	Gardening	2
<i>Intellectual</i>	Watching webinars	5
	Arts and Crafts	5
	Reading books	4
<i>Spiritual</i>	Yoga	9
	Meditation	9
	Prayer Time/Bible Study	2

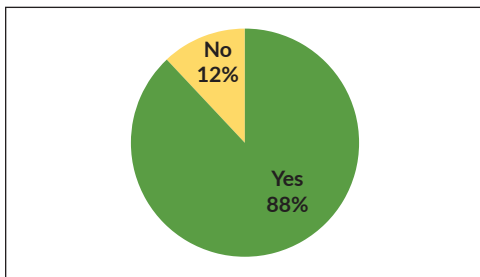


Figure 11. Willingness to participate in CWP.

The study showed that overall wellness mean scores were higher in employees who were aware of their wellness programs than in those who were not. Higher overall wellness mean scores were also illustrated in participating employees vis-à-vis non-participating employees. However, the overall and per-paradigm wellness scores were weakly associated with participation and awareness status based on the point biserial correlation, as seen in Table 5. This study discovered that employees who were active in their own personal wellness initiatives had high scores in their wellness dimensions. Components of CWP, recommendations about what to include in the program, and the employee's willingness to join were also discussed. The findings provided information about the CWP and the respondent's views and experiences concerning the research questions and objectives.

Table 4. Recommended CWP Initiatives and Activities

Wellness Dimension	Activity	Frequency
<i>Physical</i>	Workout/Exercise (strength training, Zumba, workout, circuit training, walking, jogging)	49
	Nutrition-related activity (meal plans, healthy cafeteria, healthy pantry)	13
	Sports (boxing, biking, swimming, basketball, badminton, table tennis)	10
	Sportsfest/Fun Run/Weekly games/ Marathon	8
	Long-term health initiatives (biggest loser, gym membership, fitness challenge)	8
	Provision of vitamins and vaccines	2
	Wellness hub/space	2
<i>Occupational</i>	Relaxation initiatives (spa, massage)	4
	Stress Management/Stress Reduction programs	3
	Mid-day breaks/naps	3
	Work-life balance	1
<i>Socio-emotional</i>	Mental health initiatives	7
	Team building/Company events	4
	Therapy/Counseling	2
<i>Intellectual</i>	Arts and Crafts	6
	Watching webinars/seminars	2
	Bootcamp/Innovation hubs	1
<i>Spiritual</i>	Yoga	13
	Meditation	7
	Prayer Time/Bible Study/Retreat	1

Table 5. Wellness Score vs. Awareness Status

Paradigm	Correlation Coefficient	
	Awareness Status	Participation Status
<i>Physical</i>	0.1905	0.1970
<i>Occupational</i>	0.0712	0.0882
<i>Socio-emotional</i>	0.1633	0.1687
<i>Intellectual</i>	0.0295	0.0272
<i>Spiritual</i>	0.0944	0.0840
<i>Overall</i>	0.1371	0.0531

CONCLUSIONS

This study determined the components of CWP that address the respondents' wellness which includes physical, occupational, socio-emotional, intellectual, and spiritual. Most wellness programs revolve around physical well-being, followed by socio-emotional and intellectual. Not much attention was given to occupational and spiritual wellness. The forms of communication in disseminating the CWP strategies were identified, including electronic mail and printed memos, then posted on the bulletin board and shared through the company website and social media.

The research also identified the current wellness status of Filipino workers as an effect of CWP. The present study showed that overall wellness mean scores were higher in employees who were aware of their wellness programs than those who were not and in participating vis-à-vis non-participating employees. All six assumptions of the study showed positive results, indicating that CWPs are beneficial in improving employees' overall wellness. However, based on the point biserial correlation, the per paradigm and overall wellness scores were weakly associated with participation and awareness status. No adverse effects were recorded in the study.

In addition, the study discovered that employees were active in personal wellness initiatives, leading to high scores in their wellness dimensions. The study showed different individual wellness initiatives implying that employees were also proactive about their total well-being. Some personal wellness initiatives shared by the participants are home workouts, meal plans, prayer time, gardening, and reading books, among others. This might also result from a poor link between high wellbeing, involvement, and awareness.

Participants who do not have a CWP were asked about their willingness to participate in such programs; 88% said they were willing. A list of recommended wellness initiatives was also integrated to serve as a Voice of Customers to human resource practitioners looking for other activities to introduce in their respective organizations.

Lastly, this study reinstated the role of management's strategic decisions in initiating fundamental change through its CWP. The performance outcomes in terms of their effects on the employees' overall wellness are of value to how management will use strategic choice to address the needs of its greatest assets: people. As organizations continue to navigate the ambiguous environment of this pandemic, the findings of this study are vital for enhancing its approach to CWP as part of improving the holistic development of employees. The data can integrate health and well-being into the organization's EVP, which helps support a healthy workplace culture.

Recommendations

It is recommended that businesses champion employee wellness. Employees' overall health, if not adequately cared

for, can be a severe threat to their growth and productivity. Wellness should be included in the company's core principles and strategy, not only CWP efforts. Organizational culture must be scrutinized since it may create or destroy CWPs. From idea to implementation and evaluation, HR should incorporate senior company leaders and attract customers. HR should collect data from various sources while formulating the elements of the project. Employee satisfaction and engagement are critical to the success of wellness programs; hence, wellbeing management necessitates a more holistic approach.

It is suggested that employer associations bring together employers and their organizations, protect and promote employers' interests in labor-management interactions, lobby for the implementation of CWPs, and explain CWP policies to ensure that employees' well-being benefits employers as well. These companies can benefit from exchanging best practices in wellness program activities, and numerous organizations can collaborate to promote and implement wellness initiatives.

It is enjoined that every stakeholder is represented. Employees' perspectives must be heard. Employees' right to speak up and be represented should be protected. Trade unions should campaign for corporate wellness initiatives rather than focusing on basic salary and economic packages. Employees should have access to all activities and services that enhance well-being, and workplace conditions and facilities should be improved ergonomically. Meanwhile, non-unionized employees might be represented by work councils. Workers' perspectives on CWP should be considered when planning and executing these wellness programs.

Additionally, it is proposed that the government encourage employee wellness initiatives through law and compliance monitoring. Government assistance is critical for success. The Department of Health (DOH) can do more, particularly among micro, small and medium enterprises, since 99.51% cannot afford costly healthcare policies. The government should support these enterprises' CWPs. The DOH should help with wellness efforts by providing free services through its panel of experts.

Today, rising expenses are the most significant impediment to long-term health efforts. It is recommended that the government keep the employee wellness program going through tax breaks and other forms of business incentives.

Occupational Health and Safety Standards should address more than physical dangers; instead, holistic wellness initiatives should be adopted and closely monitored to ensure a healthy workplace. Needless to say, maintaining worker health is critical while the country recovers from the COVID-19 outbreak.

It is proposed that future research can focus on additional aspects of wellbeing, such as environmental health. The survey might be expanded outside the NCR and South Luzon to include additional respondents from various businesses, sectors, and geographic locations. An in-depth qualitative

investigation should be conducted to corroborate the outcomes of this research. Other CWP performance indicators might be studied, and deeper analysis could concentrate on the complete CWP process.

Employers must take worker health into account seriously. Employee health jeopardizes development and productivity. No, not just the CWP applications, but also the company's values and approach. Investigate the company's culture. It is critical to corporate wellness efforts. In all stages of growth, management should include top leaders and target customers. When planning initiatives, management should collect data from a variety of sources. Workplace happiness is critical to a wellness program; therefore, managing wellbeing necessitates a broader view.

Statement of Authorship

Both authors equally contributed in the conceptualization of work, acquisition and analysis of data, drafting and revising of manuscript, and final approval of the version to be published.

Author Disclosure

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