

**EFFECTS OF WELLNESS MANAGEMENT ON THE PERFORMANCE OF
EMPLOYEES AT TELEKOMS NETWORKS MALAWI FROM 2014 TO 2017**

**MASTER OF ARTS (HUMAN RESOURCES MANAGEMENT AND
INDUSTRIAL RELATIONS) THESIS**

VICTORIA KABANDA

UNIVERSITY OF MALAWI

MAY 2022



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By

**VICTORIA KABANDA
BA (HRM) – University of Malawi**

Submitted to the Department of Political and Administration Studies, Faculty of
Social Science, in partial fulfilment of the requirements for the degree of Master of
Arts (Human Resources Management and Industrial Relations)

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MAY 2022

DECLARATION

This thesis is my own original work and it has not been submitted to any other institution for similar purposes. Acknowledgements have been duly made where other peoples' work have been used. I bear the responsibility for the contents of this paper.

VICTORIA KABANDA

Full Name

Signature

Date

CERTIFICATE OF APPROVAL

The undersigned certify that this thesis represents the students' own work and effort and has been submitted with our approval.

Signature: _____ Date: _____

M.K. Hussein, PhD (Associate Professor)

Main Supervisor

Signature: _____ Date: _____

M. Chasukwa, PhD (Associate Professor)

Head of Department

DEDICATION

To Minongwa, Tusekile and Tusaiwe

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ABSTRACT

The main aim of this research study was to analyse the effects of employee wellness management on employee's performance in Telekom Networks Malawi (TNM) Plc from 2014 to 2017. There is a general shift in human capital management that has seen organizations' worldwide moving to the provision of preventive healthy living. In Malawi, TNM also joined the initiative and started providing comprehensive wellness programs to employees as a means of enhancing employee performance by 2014. The research study is qualitative in nature and the target population was TNM employees that are located within Blantyre district and the sample was 20 participants. The participants were purposively sampled considering the nature of providing and access wellness services in TNM which is voluntary. The assumption used in getting the required sample is that anyone who is consistent in accessing gym services understands the concept of wellness and thus a good sign to be included as sample. Out of 20 participants only 16 were interviewed representing 80 percent of the sample. This being a qualitative study data was collected using face to face semi structured interviews and later analysed through content and discourse methods. The study found out that TNM is engaging employees in a number of wellness programs from physical, psychological, social, intellectual, environmental, occupational and financial wellness. Employees accessing the programs have benefited in areas of stress management, personal financial management, reduce risk of being sick and absenteeism and increased endurance and concentration on the job. It is imperative that employee wellness programs are enhancing job performance but participation is voluntary hence; TNM must increase programs' awareness campaigns, programs' implementation period and introduce rewards to beneficiaries.

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LIST OF ABBREVIATION AND ACCRONYMS

ADA	America Disabilities Act
AIDS	Acquired Immunodeficiency Syndrome
CSR	Corporate Social Responsibility
GINA	Genetic Information Non-Discriminatory Act
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRA	Health Risk Assessment
TNM	Telekom Networks Malawi Plc
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This section provides the prerequisite information of the research study on effects of wellness management on the performance of employees at Telekom Networks Malawi Public Listed Company (Plc) from 2014 to 2017. The focus is to understand how the four generated specific objectives which are analysing factors that influence institutionalization of employee wellness, assessing strategies that are used to implement employee wellness programs, analysing the role of wellness management on the performance of employees and analysing challenges faced when implementing wellness management programs have been developed through the back ground of the study, problem statement, purpose of the study, significance and justification and the study limitations.

The premise of the discussion is emanating from the desire by millions of individuals to adopt a pro-health behaviour as a core lifestyle attribute which is mostly hampered by time constraints and failure to prioritize the health behaviour choice. However, given vocation as a demand that constitutes approximately one third of daily life activity, the organizational setting has emerged as a context that can potentially offer a vast array of viable workplace wellness opportunities (Garrin, 2014). As a result, there is an increased preoccupation to providing wellness programs in workplaces which is mainly attributable to the positive links that have been found between the health and wellbeing of employees and productivity and performance; such that most

cited rationale for workplace wellness is to improve the quality of life and productivity of workers while reducing economic losses through absence, sickness, disability and even presentism (Fenton et al., 2014).

1.2 Background of the study

Wellness is a new concept that is emerging as the positive component of health that is holistic in nature and aims at bettering the quality of lives. It is highly regarded as a mind-set prepositioned to shape the decisions of comprehensive quality healthy life that in the end brings high levels of well-being and satisfaction (Satya, 2008). Employee wellness management encompasses the facilitation and fulfilment of physical, emotional and psychological wellbeing of employees through provision of preventive and promotional health care aimed at non – communicable, communicable, chronic and occupational diseases that are caused either outside or within the workplace (Employee Wellness Policy frame work, 2012). Concurring in their analysis of what wellness is Hoffman et al. (2007) indicated that high levels of wellness strive to continually encompass the following six dimensions Occupational / leisure, environmental, physical, intellectual, Spiritual and emotional /social aspect of human life. The focus is to comprehensively concentrate on all dimensions of a human being that affect an individual's health which in return impacts on good performance (Sieberhagen et al., 2011).

It must be acknowledged therefore that wellness rests in the Health, Safety and Welfare function of Human Resources Management as such it is built on elements of preventive care and social responsibility side of people management. According to Armstrong (2006) the Health, Safety and Welfare function caters for preventive care to employees and other people by what the organisation produces and does. The

desire is to ensure that protection is given to all who are very primary to the organisation in using both materials and facilities. Welfare function is the same as most programs pursued in wellness with a variation that welfare services are provided for with a mind-set of Herzberg motivation theory Armstrong (2006) and wellness playing key role in support of total human being which is an essential element in the development of human capital. Human capital comprises of knowledge, education, training skills and expertise of a firms employees is essential to firms' profitability and success (Dessler, 2017). Health is a key determinant of human capital development that enhances economic growth (Shuaibu & Oladayo, 2016).

In essence, employers have realized the need to diversify beyond the traditional human capital management in which concentration was narrowed towards skills and attitudes only but also determinants that enhances the development of human capital of which health is central .

Performance may be defined as the accomplishment of an employee assigned duties and outcomes produced on a specified job function or activity during a specified time period (Bowling & Harvey, 2001 p.159). In analysing performance Armstrong (2006) demonstrated that the concept is regarded as the achievement of output in terms of quantified objectives in which behaviour and attained output are the actual results. The statement which this paper is adopting is that attained results are accompanied by action which is mental and physical product of a human effort. It is therefore essential to comprehend that employee wellness management therefore enables employers to focus on the areas that enhances performance which are central to the attainment of organizational output or goals.

Historically employee wellness management began in the United States of America, currently the whole world is accepting the concept Armstrong (2006); for instance it began to emerge in South Africa in 1980's (Sieberhagen et al, 2011). Telekom Networks Malawi thereafter referred to as (TNM Plc) a public listed company in Malawi which was established in 1995 adopted the implementation of employee wellness management through the institutionalization of employee wellness policy in 2014 (TNM Employee Wellness Policy, 2014). The purpose of the policy is to enhance work environment and improve job through the provision of different employee wellness programs that will assist all employees experiencing behavioural, emotional and wellness problems. In addition, it provides well developed platform for disseminating information pertaining to overall health of individuals. By end November 2017, the total number of permanent staff was **708** and these are the type of employees who have access to all wellness programs designed in the company. The range of wellness programs and facilities are gym services, health screening, counselling, health promotions and other services that provide education and assistance to employees like Financial Employee Assistance.

1.3 Problem statement

There is a shift in the traditional human capital development by organization's worldwide Armstrong (2006), such that increasing public acceptance that health and wellbeing at work have profound impacts on individuals, societies and organisations European Commission (2008 as cited by Hafner et al., 2015). In the United States of America (USA) an October 2015 survey indicated that about the range of 50 – 80 per cent of employees have instituted employee wellness programs of which 75% of employees have access to such services (Economist Intelligent Unit, 2016).

Concurring is Mattke et al., (2013) who emphasized that 90% of employers with more than 50,000 employees offered wellness programs.

In the African continent, the Republic of South Africa started the wellness programs around 1980's with Terblanche survey in 1992 indicating that among the participants 69% are implementing the programs (Sieberhagen et al., 2011). Of great interest is Kenya of which two of its recent studies in the commercial banks beginning with; influence of wellness programs on organizational performance Waiganjo & Kihoro, (2016), recommended organisations to increase their recognition on wellness programs practices because they are critical in achieving the organizational objectives. Secondly Tuwai et al.(2015) in their study effect of corporate wellbeing practice revealed that wellbeing practices improve employee performance though it was noted that the institutionalization of the programmes is weak and hence fail to enhance the realization of employee's full potential. Similarly, in Malawi there has been a growing awareness on wellness management that has been evidenced by a number of family day events organized by different companies each year which mostly caters as excellent platforms for health promotions and screening. For instance, private owned mobile companies in TNM and Airtel have been hosting annual family day events in order to enhance good health practices to the employees and their family member (Times on-line, 2017). Government statutory organisations like Immigration Department, Road Traffic Directorate and Malawi Parliament mandated by the Malawi Public Service Management Policy (2018-2022) have been following suit where by sports events have been held regularly with the motive of helping employee to reduce and or manage weight and stress.

However, despite efforts by the media portraying excellent efforts of different organisations through Human Resources Department to have started adopting and implementing wellness programs there still lack of comprehensive literature to understand and guide the process. It has proved that no literature is available explaining the concept in Malawi. It is therefore essential to evaluate TNM Plc provision of wellness to its employees in order to lay foundation not only on the process but also on the literature since it is not readily available to provide information of the concept Lohmann et al., (2019) and more specific theoretic expectations in the Malawian context.

1.4 Objective of the study

The main objective of the study is to analyse the effects of wellness management on employee performance on TNM.

1.4.1 Specific objectives

In order to address the main objective of the study the following specific objectives are used:

- i. Analyse factors that influence institutionalization of wellness management on the performance of employees
- ii. Assess strategies that are used to implement wellness programs in enhancing employee performance
- iii. Analyse the role of wellness management on the performance of employees
- iv. Analyse the challenges facing the implementation of wellness management in supporting performance of employees.

1.5 Significance and justification of the study

The study is of utmost importance because it highlights employee wellness management which is one of the key trends which is being embraced and adopted worldwide by the different kinds of organisations as a new way in managing human capital. This is because total well is of prime importance in obtaining organisational effectiveness and success (European Commission, 2008 as cited by Hafner et al., 2015).

In this regard this study is important for TNM and other Malawian organisations because it will unearth basic and critical knowledge regarding the whole concept of employee wellness management which may help in how organisations design, develop and implement employee wellness program with the aim of obtaining optimum results.

Furthermore, the study will provide a good basis for researchers and academicians to explore on what can be done to employee wellness management so that it pretty befits the Malawian scenario. Thus enabling Human Resources practitioners to have wide array source of information to effectively either introduce and or implement employee wellness programs with adequate knowledge.

1.6 Chapter Summary

This chapter is centred on providing the base and highlighting the direction of the study. The study is emanating from the background that the ever changing business environment is imposing new challenges which requires a different approach in human capital management. This approach is focusing on employees total well-being as a key product in attaining organisational effectiveness through excellent employee performance. It is of great importance to understand the Malawian context of wellness

management and the extent as to which other academicians can explore the same and make it more adaptable.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the effects on wellness management on employee performance. The aim is to explore what literature has already provided for on this topic. The key areas of focus are definition of key concepts: Wellness, Wellness Programs, Wellness Management and Performance; factors influencing the institutionalisation of employee wellness, strategies that are used in implementing employee wellness programs, role of wellness management on the performance of employees and finally challenges facing the implementation of wellness management. Furthermore there will also be the discussion on the theoretical theory which is a motivational theory - Abraham Maslow hierarchy of needs) and conceptual frame work of the research.

2.2 Definition of key concepts

2.2.1 Wellness

Although the concept of wellness is regarded as badly defined in literature because of little agreement about what the definition should comprise of Sieberhagen et al, (2011) as such it is elusive due to wide variations provided in the meaning (Mackey, 2000). This paper will uphold the definition by Suphley, (2014 pp. 964) stating wellness as a comprehensive mind-set of life long growth and achievement in the emotional, spiritual, occupational, intellectual and social dimensions. It involves

preventive health coupled with a shift in thinking and attitude. Through wellness an individual strive towards higher levels of functioning for a life time, keeping complacency and passivity at bay which is the opposite of wellness progression. Supporting the definition Mercer Report, (2015) define wellness as well – being, which is the active state of pursuing health and life skills with the aim of achieving physical and emotional health and financial security. It is the confidence that a person has the ability, tools, and support to sustain individual health and productivity. In other words wellness is not a goal to be attained but a continuous process that needs to be maintained.

In essence wellness is multi-dimensional Corbin & Pangrazi, (2001) and that it has been evolving throughout its existence for instance Hattie et al. (2004) cited three (3) dimensions which are physical, mental and social well –being while Miller, (2005) and Suphley, (2014) both provided for 6 dimension of wellness which includes social, emotional, physical, spiritual, intellectual and occupational which were proposed by Bill Hettler of the National Wellness Institute of the United States of America(USA). However a more thorough analysis of the dimensions was done by Miller & Foster, (2010) which cited 8 dimensions and they are social, emotional, physical, spiritual, intellectual and occupational, cultural, economic and climate wellness. This establishes that wellness as a concept has been mutating and as such proper understanding comes in by assessing all the dimensions. It is paramount therefore to understand further the eight dimensions of wellness in order of invention:

2.2.1.1 Physical Wellness

Physical wellness is comprehended as an investment in self-care with regular participation in physical activity and recognition of the relationship between healthy nutrition and physical body functioning such that there is need to commit oneself to appropriate on utilization of health care with healthy nutrition and good levels of physical activity (Strout & Howard, 2012). In the same lane, Miller & Foster, (2010) considers that physical wellness core focus is on physiological consideration of the body type, genetic predisposition and harm-avoidance behaviors together with the ability to maintaining a healthy life style of fitness and strength through a healthy exercise regime. Furthermore it encourages the need to seek for medical care when appropriate as well as keeping a realistic review of one's own capabilities and limit is important.

2.2.1.2 Psychological / Emotional Wellness

Psychological/Emotional Wellness entails positive approach to life. It is the ability to manage and accept feelings and behavior. It is reflected through taking responsibility to manage one's life in personally fulfilling ways and recognizing limitations and seeking support when necessary. Emotionally well people form interdependent relationship built on mutual trust, respect and commitment. They accept challenges, take risks and acknowledge conflict as part of growth (Strout & Howard, 2012). Psychological wellness develops as one matures. Gaining a strong sense of purpose or identity, while maintaining optimism, is important, as having high self-esteem and a positive and realistic self-concept. Being able to reflect on emotions and communicate with others in constructive and assertive manner were important aspects within the definitions. Coping with stress and maintaining a positive attitude toward life and

being optimistic about the future are the common themes of psychological wellness (Miller & Foster, 2010).

The explanation above depicts that emotional wellness is a continuous process and becomes more evident when the person is growing over time such that experiences obtained are of high value and stabilizes the person as she or he continues with the journey.

2.2.1.3 Spiritual Wellness

Spiritual Wellness involves the willingness and ability to transcend oneself in order to question the meaning and purpose of his or her life that of others. It reflects the desire to rise above and go beyond oneself to find meaning and purpose of life. People possessing spiritual wellness accept the unknown in life and find harmony with social and physical forces from outside. They can formulate personal values system that gives unity purpose and goals to their hopes, thoughts and action (Strout & Howard, 2012).

2.2.1.4 Occupational Wellness

Occupational wellness is the level of satisfaction and enrichment gained by one's work and the extent one's occupation allows for the expression of one's values (Miller & Foster, 2010). It is reflected in the contribution of unique skills and talents to personally meaningful and rewarding work expressed through paid or non-paid activities that benefit the well-being of the community (Strout & Howard, 2012). The motive is for the individual contribute positively to the community living in through either means of monetary or by putting into profitable use of talents and skills in so doing everyone is regarded as important without those with economic power

dominating contributing in the society as such society taps from real knowledge and skills from everyone.

2.2.1.5 Intellectual Wellness

Intellectual or Cognitive wellness is defined as the degree that one engages in creative and stimulating, as well as use resources to expand knowledge and focus on the acquisition, development, application and articulation of critical thinking Hatfield & Hatfield, (1992) in (Miller et al, 2010). It is demonstrated through commitment to life-long learning through self-directed behavior that promotes continuous acquisition and creative application of new skills and abilities such that those who are literate and or educated in the community are likely to look after their own health much better than the uneducated (Strout & Howard, 2012). In simple terms, intellectual wellness encourages people to acquire more knowledge since it will enable to properly look after their lives. It is well appreciated that educated have a good opinion them on their own health and understanding on what is or can affect their health life.

2.2.1.6 Social Wellness

Social Wellness is defined as the degree and quality of interaction with others, the community and nature (Miller et al, 2010). It includes the extent to which a person works towards supporting the community and environment in everyday actions including volunteer work. Getting along with others and being comfortable and willing to express one's feelings, needs and opinions; supportive fulfilling relationships and intimacy; and the interaction with the social environment and the contribution to one's community. Social wellness reflects on positive personal and community relationships built on mutual respect, cooperation and interdependence. It

focuses in bringing in effective communication and healthy environment (Strout & Howard, 2012).

2.2.1.7 Economic Wellness

Economical Wellness was historically linked to Gross Domestic Product (GDP), such that the Index of Economic well-being (IEWB) looks at a much broader definition of economic wellness, such as average current consumption flows, aggregate wealth accumulation for the future consumption, economic equality and economic security Osberg & Sharpe (2010) in BC Atlas of Wellness. Economic Wellness dimension serves to help assess institutions and public policies and thus make them more accountable for inequalities in populations. Living in countries where there is confidence and trust in the political institutions as well as availability of high levels of employment (Miller et al, 2010). In essence economic wellness focuses on the ability of the country to sustain its people through proper provision of well-funded educational systems, financial policies services and systems that will enable all citizens access good services on education, health and even finances will increase the population's high probability of living a good and health life.

2.2.1.8 Cultural Wellness

Cultural Wellness it focuses on the examination of cultural differences across a number of nations suggests the cultural environment is an important factor such that some cultural values form numerous life practices that are subjective to well-being (Miller et al 2010). Culture is defined as a set of distinctive spiritual, material, intellectual and emotional features of a society or ethnic group encompassing art, literature, lifestyle, ways of living together, value systems, traditions and beliefs (Usero & Brio, 2011). Considering the definition of culture and what cultural

wellness it can be clearly deduced that culture determines the life style of people and how they can look after themselves. Cultures that consider high levels of exercise, meditation and close monitoring of your diet will ensure that the type of food being consumed will sustain good health and reduce probability of gaining weight for instance Japan and China. On the same lane culture that believe in enjoying their delicacy in greater proportions of meat will encourage life style the sustain consuming of meat with large portions of meals being served for instance in the black South Africans. Therefore, conclusion can be reached at saying understanding and taming cultural wellness is very important as it provides clear signals of why people in certain ethnic circles behave as such since culture holds the base of all deliberations in the society.

2.2.1.9 Climate Wellness

Climate wellness is a newly proposed and adopted dimension of the concept of wellness. The core reason for its inclusion is as a result of the growing concern about the extreme effects of weather and climate change that has brought global warning which is bringing life threatening experiences to different people in different locations (Miller et al, 2010). Climate change has brought communities together to fight for the common good in order to serve humanity. In such effort organisations' have embarked on go green campaign, recycling of plastics, using environmental friendly gases the aim is to ensure that the world conserve the depleted environmental resources.

A look at the literature shows that the dimensions cater for individuals at different levels and situations; for instance physical, intellectual and economical wellness is very individualistic however spiritual and social wellness will require a group to be

accessed very well (Miller et al, 2010). Furthermore, it can be deduced that there is an interdependency in between and among the dimensions for example psychological wellness is best implemented using social support which is an ingredient of social wellness (Foy et al., 2019). Another deduction is that although wellness rests under the Health, Safety and Welfare function of Human Resources Management Armstrong (2006) the availability of different dimension has revealed that it is cross cutting; for instance intellectual, occupational and social wellness are more of an assistance to the Human Resources Development function such that when properly harnessed nurturing of talent will be easier and both the organisation and individual shall be beneficiaries. In addition, the conceptualization of climate wellness will assist organizations in the conceptual realization of organisation corporate social responsibility in which employees will facilitate the need to protect the climate and practice environmental friendly habits like recycling of plastics, afforestation among others. In can be concluded that the various dimensions of wellness are enabling the concept to be attached to different functions of human resources management not only health, safety and welfare but also human resources development and corporate social responsibility.

2.2.2 Wellness Programs

Wellness programs are activities developed in and for the workplace with the aim of improving the health outcomes of employees or workers Lee et al.(2010) as cited in (International Labour Organisation (ILO), 2013). The workplace activities may be driven using the company strategy and the institutionalising of wellness policy which gives a blue print and good foundation on how to go about deliberating wellness issues the organisation.

There are three main types of wellness programs that can be designed and delivered in organisations depending on need to be achieved. These are screening activities, lifestyle management and disease management, (Mutjaba & Cavico, 2013).

2.2.2.1 Screening Activities

Screening activities focus on clinical assessment and Health Risk Assessment (HRA). Health or health-risk assessment offered by the employer, which is usually an annual, or semi-annual, medical exam that ascertains the employee's weight, height, blood pressure, and cholesterol and sugar levels. The employee also may be asked questions about his or her lifestyle, especially in regards to smoking and alcohol consumption. Some assessments even go further and seek to delve into the employee's mental and emotional state. (Mutjaba & Cavico, 2013). The aim is to comprehensively understand individual's physical health and behaviors that influences ones' health. Screening activities help to provide raw data on the exact intervention program to be given.

2.2.2.2 Lifestyle Management

Lifestyle management involves all programs that will enhance and positively change in the daily routines of the individual and it includes physical fitness (exercise), smoking cessation and weight management, alcoholism, drug abuse among others

2.2.2.3 Disease Management

Disease management involves activities and remedies given to either cure, curb and or manage diseases (Mattke et al., 2013).

2.2.3 Wellness Management

Wellness management is a concept that is made up of two diverse phenomena which are wellness and management. As per the definitions in simple terms wellness entails the state of wellbeing which means all areas concerning individual's health life are good. Management is defines as getting things done through planning, organizing, directing, coordinating, reporting and budgeting of activities (Dzimbiri, 2015). In essence wellness management entails functioning in a way to maximize the potential of an individual through proper maintenance of capabilities and direction within the instituted environment.

2.2.4 Performance

Performance is the achievement of quantified objectives with the consideration of not only what people achieve but also how they achieve it (Armstrong, 2006). Performance may be defined as the accomplishment of an employee or manager's assigned duties and the outcomes produced on a specific job function or activity during a specified time period, (Bowling et al, 2001 pp. 159). As per the definition it is not only the output that is important but also the means to of getting the output is critical.

Performance is affected by a number of elements of which according to Torrington et al. (2008) work-life balance, involvement and participation, team work are part of essential factors. Therefore, as per the cited definitions output is performance but also means which signifies the factors essential in getting performance. A critical look at the elements cited by Torrington et al, (2008), employee wellness therefore which comprises of issues of work-life balance, teams and participation of employees is vital

in employee performance. A further scrutiny at criteria used for assessing performance Armstrong (2016, p. 338) states the following:

- Achievements in relation to objectives;
- The level of knowledge and skills possessed and applied (competences);
- Behaviour in the job as it affects performance (competencies);
- The degree to which behaviour upholds the core values of the organization;
- On the job day-to-day effectiveness with focus on the deliverables.

In essence, performance surround's everything that individual has for instance health, confidence, absence, team work and or spirit among others. It therefore clears the mist and accepts that employee performance needs wellness management as one element for good performance.

2.3 Factors for institutionalising employee wellness

The institutionalisation of employee wellness was initiated by an array of factors that ranges from the need to reduce health insurance costs by employers, the increase mortality due to chronic and or non-communicable diseases, the need to meet organisation's social responsibility, positive drive for organisational performance and productivity, compliance to employment legislation and as a human resources strategic plan in recruitment and retention.

2.3.1 The need to reduce health Insurance Costs by employers

Soon after the World War II and the boom of industrialisation period; employees through various trade unions started to raise concerns for their health Field & Shapiro,

(1993) as such there was a gradual shift of health care responsibility from the government to the employer (Reardon, 1998). Many employers started offering health insurance because they want healthy employees such that currently 91.5% of the population in the USA are on health insurance of which 55.1% is being employment based health insurance cover (Berchick et al, 2019).

However, despite the provision of medical health scheme organization's realized that exorbitant medical bills will not only drain financial resources but also human resources that will in the deplete overall resources and hence the need to provide preventive health strategies (International Labour Organisation (ILO), 2013). Hence the seeking of beneficial measures to curb the rising health costs one of which is the implementation of wellness programs in the workplace that will attempt to reduce health risks of employees as cited by (Zuka, 2014). Baicker et al(2010) indicated that employee or workplace wellness is being championed by employers with the desire to reduce employer sponsored health insurance premiums. Summing it up is International Labour Organisation (ILO) (2013) who states that workplace wellness programs are still most prevalent in North American companies, principally motivated by the reduction of healthcare costs.

It must be highlighted that outside the USA many state healthcare systems bear a greater proportion of healthcare costs, and the private sector is therefore less motivated by managing the total cost of health, (International Labour Organisation (ILO), , 2013). Therefore this was a key motivational element to the pioneers of the concept of employee wellness by the Americans.

2.3.2 The increase of mortality due to chronic and or non-communicable diseases

Since employee wellness was pioneered in the USA another factor that encouraged the institutionalisation was the emerging of non-communicable diseases which are not curative in nature as such preventive measures were a must strategy to be used to curb the diseases. Concurring is McMahon & Berlin, (1981) as cited by Richard, (1984) that:

‘the dramatic shift in the U.S. adult morbidity and mortality data from the communicable diseases of the 1800’s to the chronic diseases of modern times has necessitated an equally dramatic shift of health priorities from one of cure to a greater emphasis on health promotion and disease prevention.’

Consequently, chronic diseases have become a major problem causing death of about 1.7 million per year in the USA (Mutjaba & Cavico, 2013). In essence all signs and symptoms that can be curbed in to prevent the chronic disease are therefore very essential in managing people’s health. Therefore employers are taking the opportunity to assist their employees prevent the chronic diseases which is very essential to the organisation in obtaining healthy work force.

2.3.3 The need to fulfil a Corporate Social Responsibility (CSR)

The ever changing business environment brought in the need for organisations to focus on CSR as one important element in managing organisations. This concept existed constructively around 1950’s, and has tremendously evolved and brought in a different perspective of boosting business and managing the operating environment to bring about optimum results.

The focus is a shift from monetary and or economic gains but rather social activities that will gain the organisation good reputation and or image that plays a big role in corporate interactions (Carroll, 1999). In essence the benefits gained in the area of people management includes enhanced brand and reputation that increases power of association thereby being a good tool on attracting new recruits. In addition, enhances employee relations, productivity and innovation among employees which concludes to creating a good retention strategy for the company (Asemah et al. , 2013).

CSR which is defined as the way firms integrate social, environmental and economic values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices Jain & Moya (2013); has key focus areas thus the social, environmental, corporate regulation and economic. It has several stakeholders which include the community, customers and employees (Armstrong & Taylor, 2014).

According to Armstrong & Taylor (2014) CSR in the workplace focuses on ensuring that employees are responsible personnel to execute reputable business practices such that emphasis is not only on internal communications and training but also health and well-being issues including the traditional health and safety management to all employees. Elaborating further is Armstrong (1999, p. 845) who states that:

'The case for providing employee welfare services rests mainly on the abstract grounds of the social responsibility of organizations for those who work in them. It is simply the realization that in exchange for offering their services, employees are entitled to rather more than their pay, benefits and healthy and safe systems of work. They are also entitled to consideration as human beings, especially when it is remembered that many of their personal problems arise in the context of work and are best dealt with there'.

CSR validates the desire for organisations to provide solutions to the employees in all areas of life being security, money, health and relationship. All these are comprehensively embedded in the concept of employee wellness which is currently trending in the employment management.

2.3.4 Positive drive for organisational performance and productivity

Organisations are always designed with the aim of achieving a desired goal in return, (Dzimbiri, 2015). Purposively systems are put into place to ensure that the goals are attained through close monitoring of performance and productivity. Employee wellness is deemed a positivity element in bringing about performance and productivity. Performance and productivity is highly observed either when the employee is either absent and or is present but cannot focus on the job as indicated by Nickols (2016) saying

‘employee absenteeism (absence from work) and presenteeism (reduced performance at work) are causes for concern by both employees and employers. Many organizations are now creating health care promotion and disease prevention based programs, or workplace wellness programs to address these issues’.

Studies by a number of researchers in different parts of the world have come to a consensus that productivity is positively achieved by implementing employee wellness in the organisation. For instance, a study in the commercial Banks of Kenya by Tuwai et al. (2015) found that employee wellness improves performance of employees by considering the impact that employees get from the different types of wellness. Physical wellness programs help employees to be physically fit thereby reducing the rate of an individual of being sick. In addition drug awareness and counselling protects employees from engaging and or stopping the use of drugs which

negatively affects employee performance. On the other hand, counselling on stress management enables employees to be relieved and focus on the job. Concurring is the study by United States of America by Rand as Mattke et al (2013) indicated that more productivity is gained through reduced absenteeism as improved health and proper managed stress level. In addition, the study by The Economist - Intelligent Unit & Humana in the European countries in 2015 revealed the cost of not building a wellness culture on employee happiness, stress levels and, dramatically, engagement with the employer's mission and goals .

In essence, all elements that are looked into starting from physical fitness, stress, and employee's involvement in teams at the work place are core elements in performance and productivity in the workplace. Therefore, the role of employee wellness in ensuring that there are health employees, employee engagement, boosting team work while managing stress levels in the organisation, surely brings about positive results in productivity and performance through getting employees very focused on their jobs there by fully attaining organisational goals as desired.

2.3.5 Compliance to Employment legislation

Employment relationship is always concerned with abiding by employment legislation, Armstrong (1999) that is within operational jurisdiction of the organisation. This therefore makes it inevitable for organisation to comply with any legislation that governments are putting in place. It is in this lane that some organisations initiated employee wellness programs.

Historical background of Employee Wellness Management which in practical includes the use of Employee assistance programs EAPs originated in the United

States of America (USA) in the 1960. The idea was slow to catch on in the United Kingdom, but now is becoming more accepted Armstrong, (2006, p. 852). To date, the rest of world seems to be following North America's lead such African countries like South Africa, Kenya and including Malawi. This trend has prompted governments to incorporate legislation into the employment so that it is regarded as essential for all organisations and is properly regulated.

In the USA the federal labour law instituted the Patient and Affordable Care Act of 2010 also known as Affordable Care Act which supports employee wellness initiatives however, with the motive of leveraging workplace health promotion and prevention as a means to reduce burden of chronic illness and to limit growth of health care costs. In addition there is Americans with Disabilities Act (ADA), and Genetic Information Non-discriminatory Act (GINA) which helps to protect the nature of information employers can request from employees so that they are not disadvantaged in the process of getting access to employee wellness services at the workplace, (Mattke et al., 2012)

In Africa countries like South Africa have reached the level of not only depending on Occupational Health and Safety Act but also tailor made National Employee Wellness Policy has been developed to ensure that organisations in all sectors of the countries focus on managing well-being of their employee (Sieberhagen et al, 2011).

In Malawi, current legislation is on traditional Occupational Safety Health and welfare Act of 1997 and Malawian National HIV and AIDS Workplace Policy of 2010 that has been helping to manage workplace health issues. Therefore, legal enforcement mandating employers in the country to institutionalise employee

wellness however those implementing it have focused on benefits on organisational productivity and performance.

2.3.6 Human Resource Strategic Plan in recruitment and retention

Employee Wellness brings about high value in terms of power of association between the organisation and its current employees and also potential recruits. As highlighted by Elliot, Bernstein & Bowman, (2014) that wellness initiatives are associated with employer satisfaction thus attraction and retention of talented employees. Concurring is a study that was conducted in South Africa by Sieberhagen et al, (2011) which highlighted that employers introduce wellness programme in order to become employers of choice and retain employees.

This is emphasizing the power of association that employee wellness add on organisations and such its implementation is out rightly working both as an attraction strategy by being one of the elements in making an organisation employers of choice and good in retaining staff.

2.4 Strategies in Implementing Employee Wellness

This section discusses the strategies used in implementing employee wellness management. Firstly, there is going to be a definition of strategy to lay a foundation on the issue. In simple terms strategy is defined as a general plan of action for achieving one's goals and objectives (Nickols, 2016)

In managing employee wellness plans of actions are put in place to ensure that goals are attained effectively. There are a number of strategies that are employed; however according to Chenoweth, (2011) there are five strategies that are employed to ensure

the provision of effective wellness management. Concurring is Kaspin et al.(2013) who synthesized all strategies and conclusively outlined six strategies as per their research study. This paper therefore will discuss comprehensively seven strategies used in implementing employee wellness as follows:

- Creating an organizational or corporate culture that promotes and or encourages good health and wellness
- Ensuring that the organization's leadership is supporting the wellness motive
- Motivating employees to engage in healthy practices
- Create customized employee-centric health programs
- Obtaining support from community health organization on treatment and education among others.
- Integrate Human Resources functions with employee wellness and work-life quality initiatives
- Utilization of technology in order to facilitate the provision of the wellness programs

2.4.1 Creating an organizational or corporate culture that promotes and or encourages good health and wellness

Armstrong (1999, p.303) defines organizational or corporate culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behaviour. Concurring Torrington et al. (2008) states that organisational culture refers to the beliefs, conventions and general patterns of

behaviour that characterise a particular organisation. The above definitions organization culture is evident by focusing on the nature of activities and behaviour patterns the organization portrays overtime.

It is important for organizations to create an environment that promotes and encourages good health and wellness. Values and norms must be pro employees signifying their importance to the organization and that their health is very critical for the business. Furthermore, activities lined up for the organisation forming the basis for employee engagement must always be pro employee's health and or containing element of good health initiatives.

A research study in the Unites States of America (USA) by Kaspin et al, (2013) reveals that improved employee health and cost savings were observed in companies that implemented and maintained wellness programs by making it cultural based that health employees are the most productive and environment that supports participation in health is key in achieving good wellness goals. Elaborating further, Chenoweth, (2011) cited that the requirement in building a wellness culture involves:

‘building a healthy organizational culture involves both the physical work structure and the employees’ perception of the work environment’.

In essence the organisation must ensure that safety and wellness policies are in place and help to support the working environment with an inclusion of the presence of physical amenities that enforce and facilitate health behaviours. The provision of amenities indicates great commitment to the motive of wellness by investing into the health cause and thus encourages employees to look beyond the organisation needs and to themselves.

A study by The Economist Intelligent Unit, (2016) in October 2015 revealed that efforts to establish a culture of wellness have been broadly successful. Employees are keenly aware of whether or not they work for an organisation with a culture of wellness; their perceptions that health and wellness is an important part of their organisation's culture are largely shaped by the design and accessibility of workplace wellness programmes

2.4.2 Ensuring that the organization's leadership is supporting the wellness motive

Leadership is the process of getting people to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and gaining their engagement. Organisation leadership must ensure that communication is done to align employees to the new direction and creating situations that will enable employees understand what is to be achieved with commitment. Furthermore, leaders are to motivate subordinates so that they satisfy the basic human need for achievement sense of belonging and living up to one's ideals (Armstrong , 2009).

Deducing the comprehension of leadership by Armstrong (2009) above; in employee wellness the leadership will provide extensive motivation to ensure that moral support provides satisfaction in bringing good health in their subordinates. The strategic use of leadership in supporting the wellness motive in the organisation aims at portraying high levels of commitment from the executive managers and increases levels of employee engagement. Chenoweth, (2011), states that it is essential to cultivate multi-level leadership in order to obtain multi-level leadership and gain input and good

engagement at all levels. It is required for employees holding different levels of leadership to be able to understand and support in championing the wellness motive. This brings in enthusiasm among team leaders, supervisors, managers and executives in not only participating as employees but also understanding the concept and how they can positively contribute in decision making and providing moral support to their junior employees.

2.4.3 Motivating employees to engage in healthy practices

Motivation is still considered to be an important influence on performance. It is defined to generally reflect the effort or drive that an individual puts into an activity. Torrington et al, (2008). Concurring Armstrong, (2014) states that motivation is the strength and direction of behavior and the factors that influence people to behave in certain ways. It provides the reason for desiring to pursue and keep on persistently. It is therefore very important to ensure that efforts are put to increase the drive in individuals to pursue healthy living practices.

According to Chenoweth, (2011) most employees use incentives in order to drive employee participation of which almost two-thirds are financial incentives. A study by Zhang et al. (2014) cited that companies are using a wide array of incentives which are either monetary and or not. The incentives for instance by Jamba Juice Company includes the following; CEO Health Challenge Programme, which grants participants discounts on various health care benefits, such as gym memberships, and provides opportunities to win rewards (e.g., iPads, gift cards). Commuter discount programme, which provides incentives to get employees to use bicycles to commute to work. In addition, there are in-house wellness facilities like lactation lounge for nursing mothers, locker and shower facilities, reduced meal programmes, and readily

accessible health education through the intranet dedicated to employee training, recognition and engagement in health related activities. Finally, the company also engages in sponsorships of employee teams at various events, such as the Rock N' Roll Marathon Series, San Francisco Marathon, and JPMorgan Chase Corporate Challenge. In the 2012 WIPRO San Francisco Marathon, more than 150 Jamba Juice employees ran, winning the award for the most employees of any company to participate in the event.

In providing the incentives the following standards must be followed so that there is no abuse of the use in the long run. Furthermore, organizations must abide by the legal framework that facilitate the management and administration of incentives in wellness management. This is specifically regulated in the USA (Mattke, Schyner & Busun Mattke et al., 2012). There must be set standards as stipulated by Chenoweth, (2011) so that desired motivation levels are attained which includes; rewarding behaviours that are realistic and achievable such that all incentive targeted programs are easily available to all employees. In addition, there is need to provide employees with regular feedback regarding progress towards incentives. Furthermore, in countries where there is need to comply with the legal framework it is of paramount to follow the ethics as stipulated by laws.

In essence incentives ranges from cash, prepaid gasoline cards, gift vouchers among others Kaspin et al, (2013), however the right incentive system is a blend of financial and no financial incentives in conjunction with quality wellness programs and healthy work site culture can generate valuable business results.

2.4.4 Create customized employee-centric health programs

In creating a customised employee –centric health programs as a strategy targets the running and implementation of wellness programs as a means to helping specific employees to either mitigate and or liberate them from their health living issues. This strategy advocates for moving out of the comfort zone for the organisation to keep providing generalised wellness programs but rather a blend of offering individual centred programs which will maximise and befit the needs of the employees. Kaspin et al, (2013) emphasises the need to develop tailor made health programs citing that ‘in order for companies’ wellness programs to remain successful, they had to adapt to the changing health needs of their workforce’.

In the same lane Chenoweth, (2011) advocated for the availability of numerous workplace programs that are designed to encompass all employee needs. Furthermore, the availability of multi-level leadership in facilitating the wellness programs will enable organizations to get hold and implement all the wellness programs as needed by the employees.

In essence this strategy is based on the motive of there is one size fit all programs as the wellness needs are diverse and hence programs but be designed to accommodate the diversity. As such wellness programs are not only generic but rather an inclusion of specific programs which are meeting different needs.

2.4.5 Obtaining support from community health organization on treatment and education among others

This strategy advocates for organisations to engage and get support from health organisation that are within reach in their locality. This does not only create good business rapport but also increases the avenues from where employees can easily access the wellness programs. This therefore enhances wellness that it is not only limited to the workplace. Kaspin et al, (2013) states that successful corporate wellness programs also communicated with community health organisation that could provide support, education and treatment. This encourages employees to access wellness programs with the people they already interact thus removing the communication barrier as they discuss at length the issues in order to reach a lasting solution.

2.4.6 Integrate Human Resources functions with employee wellness and work-life quality initiatives

This strategy is designed on the premise that the Human Resources function must ensure that it is enhancing the wellness culture holistically. This entails ensuring that each and every plan designed and executed by HR is always carrying elements of wellness management that makes it been accessible to each and every individual. Chenoweth, (2011) cited that the greatest and overall success for wellness programs is collective ability of HR benefits, wellness, safety, and medical managers in the organisation to work together. They must always interface and monitor each other so that wellness programs obtain optimum results as per the designed plan.

Furthermore, the designing of wellness policy and other health related policies must be regarded with high value that it leads into blending wellness in the day to day activities of employees hence making wellness management easier in implementing.

2.4.7 Utilization of technology in order to facilitate the provision of the wellness programs

The last strategy is the use of technology to enhance the provision of wellness program. This plan deems to encourage employers to take use of the current world advancement in the use of technology in either communicating, monitoring and even assessing the different types of wellness programs to employees. According to Kaspin et al, (2013) most successful wellness programs made use of the of technical aptitude, especially computer technology includes, online offerings of weight management tools, health coaching, and classes, publicized through e-mail newsletters and disseminated through the Web or telecommunications. The use of technology helps employees to easily access information within their convenience and hence enthuse individuals to be able to know more and progress well in the pursuit of health living practices.

2.5 Role of wellness management on the performance of employees

This section discusses the role of wellness management on the performance of employees. Employee performance is very essential in attaining organisational success. It is vital to look at all elements that brings about employee performance in individuals. As Dyer & Reeves, (1995: 656–57) cited in Armstrong (2014) noted that: ‘employee performance is a function of both ability and motivation, it makes sense to have practices aimed at enhancing both’. In the same lane, a holistic approach

in considering performance will affirm the need to consider the thriving of the employee so that business win Mercer, (2015) hence the whole elements affecting the employee are critical in determining performance.

Furthermore, a critical look at wellness has signified that it is a holistic approach to managing human being and more specific employees at the workplace. This has been extensively discussed in sections 2.2 and 2.3; which the former discussed on wellness concept and the latter is focusing on the “factors that led to the institutionalisation of employee wellness in organisation. These sections have shown that employee wellness focuses is managing the total well-being. Furthermore, employers adopt it either for monetary gains and or none-monetary gains which all result into making the organisation effective through satisfying and or motivating employees.

Wellness management in section 2.3 above has been used by organisations because of its ability to reduce costs; these costs ranges from health insurance up to absenteeism and presenteeism costs. This therefore helps organisations to channels monetary resources into other areas of employee training and motivation which will also enhances employee performance.

Wellness management fosters attraction and retention by making organisations employer of choice Mercer, (2015). This affects the psychological well-being of employees that gives an inner satisfaction of working with an organisation that cares. This well-built corporate image positively impacts on the employees by making them intrinsically feel belonging to a special class hence motivation levels are usually high thus enabling a greater percentage of positive individual performance.

At the core Wellness Management focuses on developing the total wellbeing. This involves the ability by an individual to be health in all areas of life ranging from physical, psychological, social, economical, climate, cultural, spiritual, occupational and up to intellectual. Total wellbeing affects employees performance in terms the way they execute duties which will finally affect the output desired in different ways. A comprehensive summary by De La Rey, (2006) states that problems that workers perceive and experience as arising from their physical, emotional, intellectual, social and familial as well as spiritual life domains are currently becoming dilemmas that organization have to face. For instance, the economic impact of illness-health of employees significantly affect absenteeism and productivity and in the end total employment costs. On the same psychological wellness according to Haddon, (2018) mental health is one of the key contributors to productivity and employers should do more to ensure the mental well –being of their staff. It outlines the impact on persons wellbeing can have not only on themselves but also those around them affecting therefore the productivity of the organisation as a whole. Mentally broken down will fail to professionally relate well with workmates making work a problem and thus negatively affecting productivity.

In a nutshell wellness management role to the performance of employees demonstrates level of benefits to be derived from the program by the company and reinvest back to gain optimum results in other areas that affect performance. In addition, wellness management supports employee motivation and satisfaction which are key elements in driving performance and finally wellness management directly benefits individual employees to gain total wellbeing which will determine way of delivering duties and attaining the desired results.

2.6 Challenges

This section discusses the challenges that are being faced in the implementation of wellness management by organisations. The main issues that are derailing wellness management include employee low rate in participation, lack of resources to fund different wellness initiatives, lack of wellness program evaluation, legal impositions and or limitations by governments and or states, failure to choose a befitting motivating strategy and lack of executive leadership support for the wellness programs.

2.6.1 Low rate in Employee Participation in the programs

There is low rate in employee participating in the programs. Mostly these programs are to be accessed at the will of the employee hence though there can be incentives set aside by employers it totally depends on the employees desire to be involved and even determine the level of involvement in the programs. The Economist Intelligent Unit (2016) saying; the biggest impediment to employee participation is lack of time. Most employees feel there is no enough hours in a day that can be shared into handling the professional duties as required and giving a total commitment to wellness programs. This results into employees participating in great numbers in once off events other than programs have long time to be completed. Yeung & Johnston, (2016) concurs stating that many employees know from their own personal experience and failure that improving behaviour is not easy especially when the time and energy needed to devote is already taken up by work, family and other commitments. In this context lack of time is not just limited to being involved in work related matters but employees as social beings they already have other activities that are lined up to be involved in and deemed important. Furthermore, The Economist

Intelligent Unit (2016) indicated that another aspect that contributes to low rate in the participation of wellness programs is the presence of negative perception towards the benefits of wellness management holds away employees from participating as employees feel like the benefits are not that vital and hence are not motivated to willingly participate in the wellness program thus ending into low participation levels.

2.6.2 Lack of resources to fund the wellness initiatives

Wellness programs required different resources including monetary to effectively plan and run the programs. These resources are always an extra requirement by the organisation and most of the times may deemed not a priority and hence thwarts the management of wellness in organisations. Neely (2012, p. 35) states that:

“Smaller firms point to a lack of resources such as staffing and financial resources to establish and sustain wellness program which at times due to uncertain economy like rising health costs”.

In essence, the wellness initiatives will require expertise and financial muscle to sustain them. If there are not in right amounts to sufficiently run the programs it is always difficult to implement.

2.6.3 Lack of comprehensive wellness program evaluation

Research has indicated that wellness programs lack comprehensive evaluation in order to provide clear assessments on what the programs are capable of achieving and how they can be modified to meet different needs. Research by Sieberhagen et al, (2011) in South Africa indicated that wellness programs lack proper evaluation to measure level of effectiveness. In addition, there is lack of clear indicators on what determines real program effectiveness. Concurring The Economist Intelligence Unit (2016) in their report states that many employers do not do a good job of evaluating

their programs which is also pointed out by Yeung et al, (2006) stating the lack of data access and integration prevents the feedback and monitoring needed for improvement and performance measurement. In essence lack of comprehensive evaluation of the wellness programs brings a big gap in positive continuity and effective sustainability of the programs. In addition, there is a lean focus on health and medical costs and fail to consider other areas of wellness that have an impact on the organisational priorities.

2.6.4 Legal limitations / impositions

Although employers have substantial discretion to design incentive schemes under workplace programs; in countries where employee wellness management is well regulated it has been of great challenge. Each and every designed incentive plan must purely adhere to the by-laws of the state as such the employer has limited ability in both designing and implementing. According to Mutjaba & Cavico (2013) one of the most daunting challenges to the implementation of wellness programs especially in the USA is the wide variety of laws which ranges from the Affordable Care Act of 2014, title VII of the Civil Rights Act, The Age Discrimination in Employment Act, state lifestyle Discrimination Statutes and the common law intentional tort of invasion of privacy among others. The availability of the numerous laws limit the designing and implementation of wellness programs in terms of incentive designing and administration such that there by inhibiting level of in which employer can exert authority in the management of wellness programs in the workplace (Mattke et al, 2012).

2.6.5 Failure to choose a befitting motivational strategy

There is a dilemma to properly harness wellness programs by ensuring that employees are participating as required without by passing legal ramifications as stated in 2.5.4 above such that employer adopt voluntary policy in participation (Mutjaba & Cavico, 2013). This makes it very difficult for the employers to be in total control in designing the wellness programs because the other option available of providing incentives as a punitive measure attracts a lot of legal impositions. In essence therefore the employer fails to have an absolute control hence very difficult to choose a good motivational strategy.

2.6.6 Lack of executive leadership support on wellness program

Another challenge which is in the implementation of wellness programs is lack of executive leadership support. Mostly line managers are the central point in the implementation of the different wellness programs due to their proximity to employees however there is need to include executive leadership so that the adoption and implementation of the programs is very inclusive for all employees in the organisation. Concurring is Cooper & Dewe, (2008); stating that more and more organizations are developing policies to raise awareness about stress and mental health, with the rise of interest in ‘well-being’ in the workplace and within the organization, the training of line managers becomes a key initiative, coupled with providing all employees with information and opportunities to engage in activities that help prevent mental health problems.

2.6.7 Underestimation of the well-being issues by employers

Leadership behaviours have an impact on the wellbeing of their employees such that if there is a tendency to underestimate the well-being issues by employers definitely employees experiencing wellness issues will find it difficult to get positive solutions, Skakon, Nielsen, Borg & Guzman, (2010). This usually emanates from the individuals failure to understand what well-being is and hence form negative perceptions towards the issue. Supporting the same Cooper et al, (2008) in their on mental health indicated that other levels of mental ill – health in the workplace are just not recognised by employers and as such employees with depression, anxiety are underestimated which gives a negative impact on the healing process which will end into affecting the business too.

2.6.8 Lack of vendors to support companies with comprehensive wellness programs

According to Yeung et al, (2006); lacking vendor standards or certification, employers have to develop their own vendor selection criteria and methods to select which suppliers are the best fit for their work environments. This makes it difficult for employers who does not have the professional skill in employee wellness to choose the best fit for their organisational effectiveness. In other words it complicates the situation such that employers make take too much to start offering such service to their employees and or may not start the program due to lack of comprehensive standards and well developed and certified protocols which bring a lot of uncertainty to implement.

2.7 Theoretical and Conceptual Framework

2.7.1 Conceptual Framework

A conceptual frame work is a structure which researcher believes can best explain the natural progression of the phenomenon to be studied. It provided the explanation of how the research problem will be explored (Adom et al. , 2018). It focuses on elaborating the variables to be understudy. Variable is something that takes on different values or that change. There are independent and dependent variables. Independent variable is presumed that one which will change and cause a variation effect on another variable while dependent variable is totally depends on the former to gain variations in essence does not change on its own (Flannelly et al., 2014).

In this study there are three variables which are Employee Wellness and Wellness management which are the independent variables that vary bringing in change effect on the dependent variable employee performance. The variable employee performance is being regarded in two fold of output and the means and or process to achieve the output.

Diagrammatically the conceptual framework is presented as below:

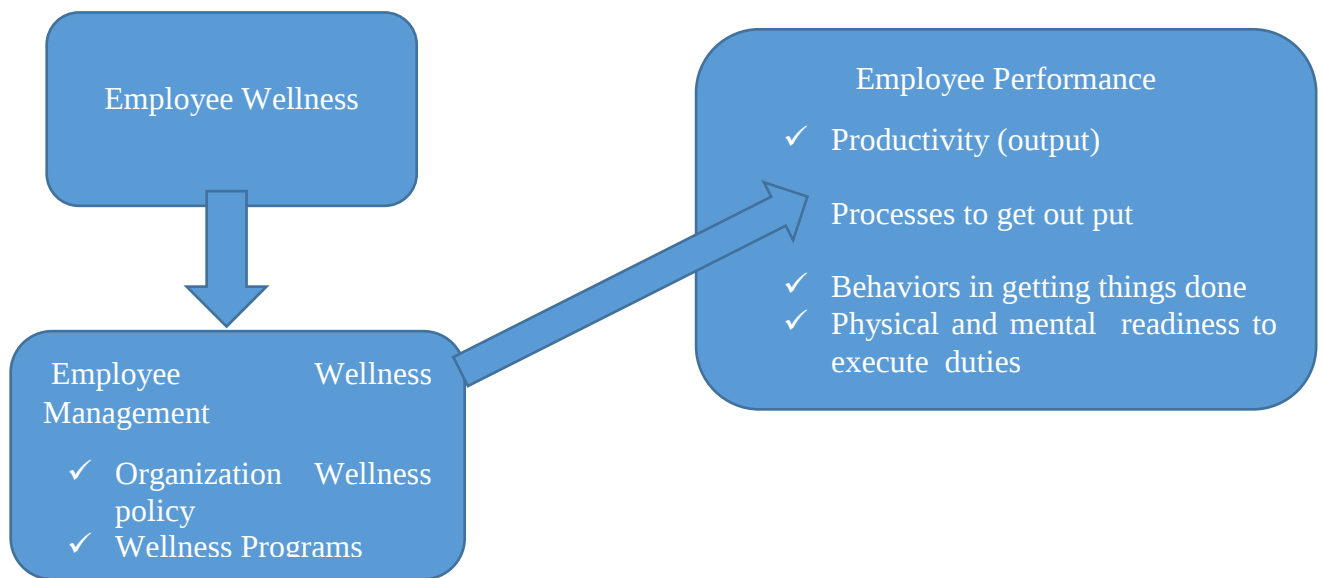


Figure 1: Conceptual Framework. Source: Adom et al. (2018)

2.7.2 Theoretical Framework

According to Adom et al. (2018) theoretical framework is a blue print and or guide for research that often borrowed by the researcher in order to build a research inquiry. In other words it serves as the foundation upon which research is constructed. This research study is built on basic content theory of motivation by Abraham Maslow – Hierarchy of Needs Theory.

Maslows' hierarchy of needs provides the most famous classifications. He categorized the needs in five major categories Armstrong (2006), of physiological, safety, social, self-esteem and self-actualization needs.

The needs are presented in a pyramid as below as explained by Armstrong (2006).

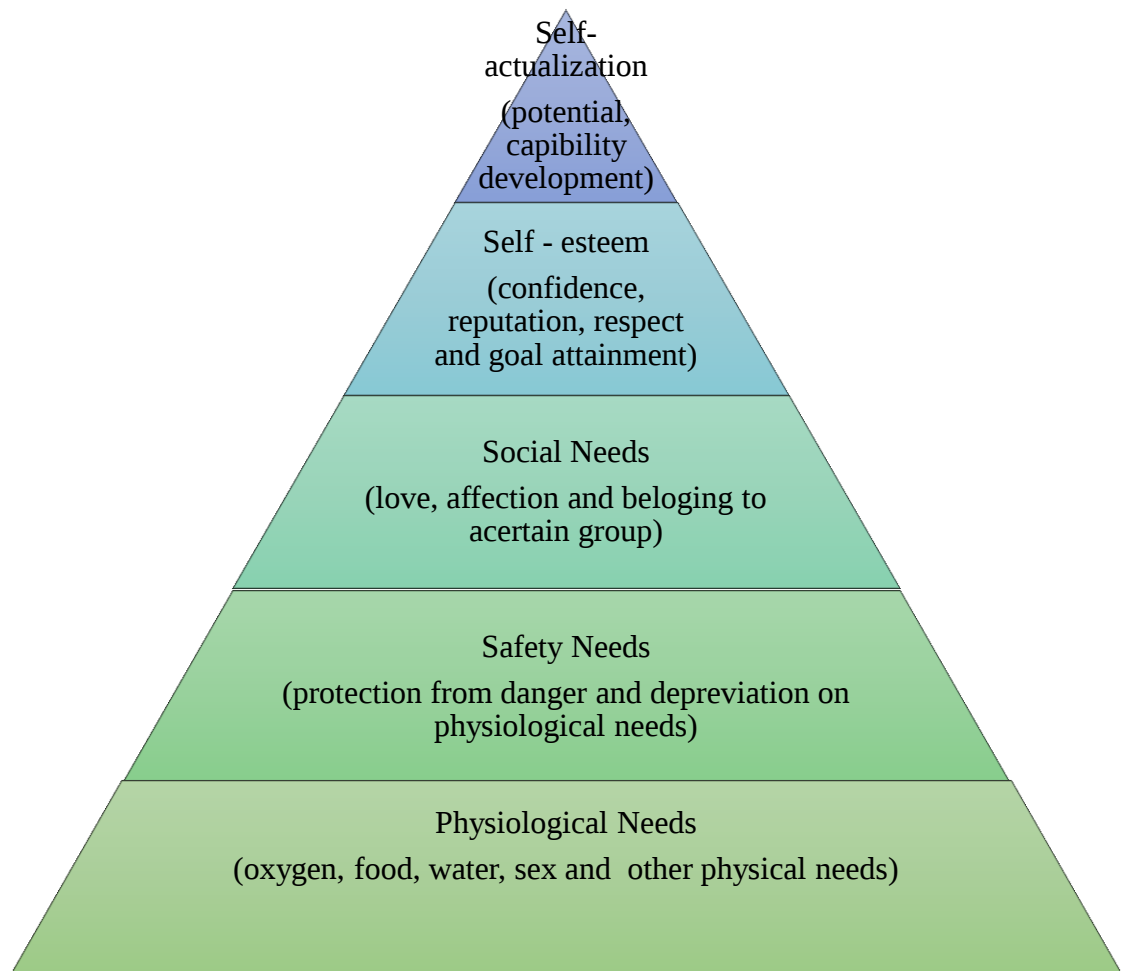


Figure 2: Hierarchy of needs by Abraham Maslow

Source: Robbins & Coutler,(2012, p. 432)

In providing explanation of the Maslow's hierarchy of needs Armstrong, (2006, p. 258) stated that a lower need is to be satisfied first before embarking on satisfying the upper needs. Therefore, in reference to the pyramid above it means physiological needs are to be met first for safety need to be pursued by an individual and up to the top.

Concurring is Robbins & Coulter (2012) who indicates that Physiological and Safety are needs of the lower level while social, self –esteem and self – actualization needs are of higher level. Lower needs are predominantly satisfied externally such that there is a need for means and provision from others to meet and satisfy them but higher level

needs are satisfied internally that is the individual him or herself has got total responsibility in making sure that these are met.

A critical look at Abraham Maslow's hierarchy of needs and the concept of employee wellness there is a great correlation. In such a way that the theory provides basic guidance as to what must be done in order to motivate employees. It recommends the need to understand that availability of basic needs like food and shelter creates a good starting point on how far the employees can be motivated with high level needs. As per Robbins et al, (2012) needs are either provided or fulfilled from external sources and or internal source.

On the other hand employee wellness is has been able to provide help to employees in line with the theory. Employee wellness starts with taking care of physical needs of individuals through physical fitness, good health eating habits which is essential to cater for other needs like sex. In addition, mental, emotional and psychological wellness is in line with the second line of needs safety. Ensuring that your mental capability is sound to enable individuals comprehensively safeguard physiological needs. Furthermore, employee wellness provides an opportune means for individuals to affiliate to different groups in order to help the facilitation of their well-being. This provides an excellent means to cater for social needs as per Maslow hierarchy of needs theory. In the same lane employees through employee wellness are able to gain respect and confidence through proper attainment of programs that heal them and bring their mental abilities and capabilities in order; thus gaining self - esteem which eventually reaches to the higher level needs of self-actualization.

In conclusion, the concept of employee wellness is well elaborated with the theory of Maslows' hierarchy of needs. As employees are being managed through wellness, employers are using the sample outlined by this theory in order to energize them and attain good results for the benefit of the organization and the individuals involved.

2.8 Chapter Summary

This chapter focused on understanding the wellness concept, establishing the reasons for implementation and digging deeper on the challenges being encountered by organisation in implementing employee wellness programs. In essence it has been appreciated that wellness is a multi-dimensional concept that requires thorough understanding to be precisely defined. The availability of eight (8) kinds of wellness clearly depicts the complexity in dealing with the concept. The core reason employers introduced the concept was the desire to reduce monetary health cost which later materialised in securing good health lifestyle for employees. It has been observed that implementation of employee wellness programs has challenges that ranges from lack of funds, skills, vendor availability up to low in participation of the employees.

The wellness concept is being depicted with the core focus of Abraham Maslow's hierarchy of needs.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section contains the research design of the study. Research Design is a plan, structure and strategy conceptualized and operational to undertake the various procedures and tasks to complete the study (Kumar, 2011). It covers the research methods, scope of the study, study population, sample and the sampling technique used. It further looks into data collection tools, data analysis and of great importance ethics consideration covered in the study.

3.2 Study Design

Research design is a type of inquiry or approach that provide specific direction for the procedure in the study (Creswell & Creswell, 2018). This study used the qualitative approach which aimed at collecting in depth details on the topic (Rahi, 2017). The idea was to ensure that an understanding is gained of what individuals experience and how they interpret their experiences which is inductive. Furthermore, it was more of phenomenological research to ensure that new insights of the wellness concept are unearthed since few earlier studies were conducted around this concept Akhtar, (2016) that is especially in the Malawian context. However, it is characterised by subjectivity as information is totally based on participants' experiences, small sample is used such that results are not readily inconclusive though powerful in creating the scope for future studies as it target bringing to light the unknown phenomenon. (Creswell et al, 2018)

3.3 Area of Study / Scope

Area of study or scope entails the total physical places where the study will be happening. This study will be conducted at Telekom Networks Malawi Plc - Blantyre. This is because 75% of TNM employees are located within Blantyre and that most of wellness programs are readily available hence it will provide convenience and easy accessibility of the study population. It must be emphasised that TNM first telecommunication company to comprehensively offer wellness programs as such it was purposively chosen.

3.4 Population, Sample and Sampling Technique

Population is defined as all people or items that one wishes to understand (Rahi, 2017). The study population is 538 permanent employees and documents available on wellness management in the Human Resources Division. 5

Sampling is the process of selecting a few from a bigger population to become the basis for estimating or predicting the prevalence of unknown piece of information, situation or outcome regarding a bigger group thus in simple terms a subgroup of the population interested in (Kumar 2011).

The sampling technique used is purposive because the study involved searching for individuals who meet a certain criterion in understanding a phenomena such that they share or have had similar life experience (Palys, 2008). The study participants are all those who consistently access the physical wellness willingly at TNM plc in line with the company's employee wellness policy who were at maximum of 50 employees as per the gym register. The use of homogenous participants helps to get a deeper

meaning and understanding of the concept however it is very easy to reach data saturation the soonest; and with interviews likely to overlap (Bonde, 2013).

Qualitative studies use a smaller sample size because the aim is to acquire information useful for understanding complexity, depth and variation and or context surrounding. It is estimated to have participants range sampled ranging from 10 to 30 depending on levels of reaching saturation (Gentle, Charles, Ploeg & Mckibbon, 2015). Mocanasu, (2020) elaborated that the determination of a sample size in qualitative research within the academic environment could be; 6 to 12 persons for small sample size and when access is limited, a moderate size of 30 participants and can be increased up to 60 whenever there is good accessibility.

For the purpose of this study 20 participants were the sample size because of the limitation of time, resources and unbearable pre and post retrenchment disruption the whole organisation was going throughout the period. Out of the 20, only 16 participants were interviewed representing 80 percent of the total participants. It was evident that saturation was reached and hence no need to continue with the remaining 20 percent.

3.5 Data Collection Methods

In this study both primary and secondary data sources were collected in order to understand the problem at hand. Primary data is the original data collected for specific research while secondary data is originally collected for a different purpose and reused for another research question (Hox & Boeije, 2005). The primary data was collected using semi-structured interviews.

Semi-structured interviews involves asking questions and getting answers from participants in a study where by the researcher and or investigator has an interview guide in form of set questions which provide direction and sequence on the question topics to be tackled. There is a room to ask follow up questions and digress in accordance with the responses to get to know the content matter required. This provides an in depth understanding of the concept under study with proper direction. Furthermore, when collecting the data the investigator was recording using both paper and phone recorder in order to easily follow through the whole interview session and obtain all issues discussed if missed on the jotted paper (Kabir, 2016). As indicated in 3.3 above, 16 participants were interviewed this therefore means that 16 semi – structured interviews were conducted out of the 20 sampled participants due to the attainment of saturation. Secondary data, as per Hox & Boeije (2005) definition above entails data originally collected for a different purpose and reused for another. In the study, the following secondary data sources were used in order to get a clear understanding from the Human Resources Division perspective. The documents used include TNM employee wellness policy, financial wellness report, health screening promotions and general reports on counselling reports and employee records in attending the gym facilities and health screening promotions. These documents affirms issues surrounding the implementation of the employee wellness in TNM.

3.6 Data Analysis

The data to be sourced is qualitative and therefore content analysis and discourse analysis has been used. The content analysis is used to group sentences depending on uniformity (frequency of common words and or meaning) and or patterns Miles et al. (2014) so that the data on elements that are general and need to be quantified and

micro soft excel will be useful to come up with the necessary tables and graphs that portrays participants level of being conversant with the phenomenon. In addition of discourse analysis was included to bring about the in-depth narrations found during the process. The focus is on how sentences are put together, structured and thereafter relate to individual characters (Wertz et al., 2011).

3.7 Ethical Consideration

Ethical consideration was highly abided by when conducting this study. An introductory letter was obtained from the department of Political and administrative Studies and the TNM Human Resources Division provided a consent letter to validate my data collection process in the company. See attached copies in the appendix I .

3.8 Limitations of the study

The main constraint of the study was time that was exacerbated by the company's retrenchment exercise that was first communicated in early January 2019 and implemented in August 2019. This decreased employee morale as there was great uncertainty of who will remain in employment. The company saw 138 employees being retrenched and later struggled with post retrenchment trauma among the employees left. Hence the researcher had to wait for considerable time for the study to be worthy while.

3.9 Chapter Summary

This chapter was elaborating the research design of the study which is qualitative in nature. The aim was to explore the phenomena wellness in TNM with an open mind so as that in depth information is collected. Therefore, purposive sampling was used

to learn from only those who seems to understand the concept and participate willingly while using semi-structured interviews for primary data collection and wellness documents available at the Human Resources Division. The data was analysed using content analysis with an inclusion of thematic discourse. The study incurred a major set-back on time as the company was undergoing massive retrenchment exercise which brought along trauma to the remaining employees hence the researcher purposively had to wait to manage the situation.

CHAPTER 4

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter presents the research results and analysis of the qualitative study grounded on phenomenological research which has been guided by Abraham Maslow's hierarchy of needs theory. The data obtained through the primary source, semi structured interviews. The findings are also discussed in the light of secondary data provided from the Human Resources Division in order to identify similarities and differences between what is expected by the company and what and or how the expectations are implemented to the benefit of both the company and the employees as individuals. The secondary data available is in form of documents which include: TNM Employee Wellness Policy, TNM Zero Tolerance Policy and TNM Occupational Health and Safety Policy.

The chapter outline is based on the specific objectives outlined in chapter one (1) which are the main areas of focus of the paper by outlining what the data have found and later discussing the content:

- i. Factors that influence institutionalization of wellness management on the performance of employees
- ii. Strategies that are used to implement wellness programs in enhancing employee performance
- iii. The role of wellness management on the performance of employees
- iv. The challenges facing the implementation of wellness management in supporting performance of employees.

4.2 Factors that influence institutionalization of wellness management on the performance of employee

The understanding of this objective has been done by employing an analysis of the participants' general knowledge on employee wellness. The aim is at determining the level of understanding on the concept of employee wellness. It will help to unveil how the concept being implemented is perceived in relation to what the organization is delivering and desiring to achieve in the end. The analysis is first presented in two folds, defining employee wellness and exploring the types of employee wellness thereafter reasons for establishing wellness management which will draw to the factors that influenced wellness management on the performance of employees.

4.2.1 Defining Employee Wellness

Table 1: What is employee wellness?

MEANING OF WELLNNESS	CODE INSTANCES	NUMBER OF RESPONSES
Organizational policy of providing health and welfare to employees	organizational policy on health, Health fitness according to Human Resources Department, organization taking care of employees health, organization making sure that employees are fit	5
Health life of employees	employees doing health life, health wise of employees, employee taking care of their health	8
State of well being	state of well-being, well-being of the company	3
	TOTAL	16

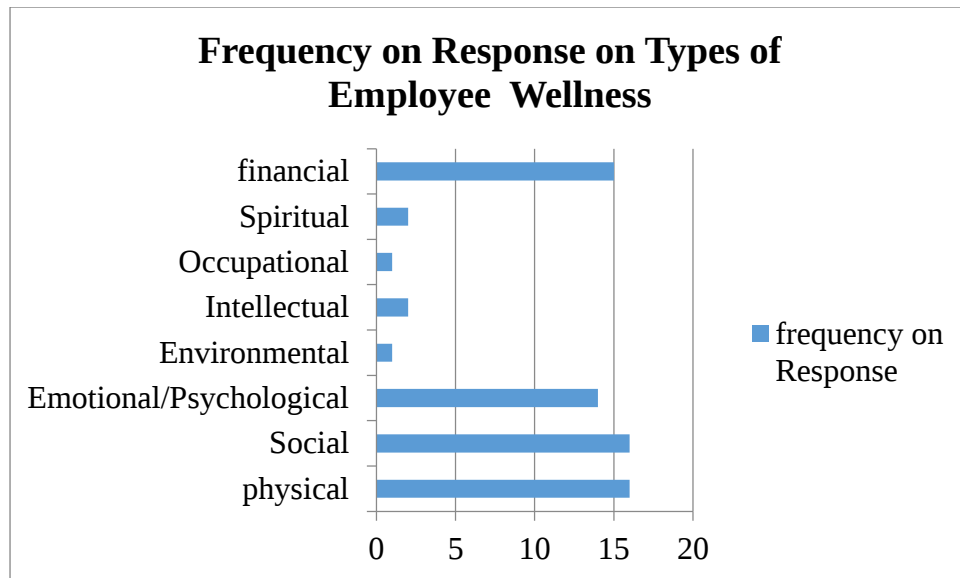
The table above indicates that participants unanimously agreed that employee wellness focuses on workers' health. However discrepancies cropped in when some looked at it as an organizational based effort while some identified it is as individuals' general effort to be done either at the work place and or home. The participants provided the response categorized in the following three definitions of the concept

- It is an organizational policy to provide health welfare of the employees
- It is something to do with health life of employees
- It is the state of well being

Looking back to the definition of what wellness is in chapter 3 it can be confirmed that the participants have reasonable understanding of the concept. The stating of words like health life and well-being is a clear indication on the comprehension of basic understanding of the concept and adding organisational policy has ignited the overall responsibility companies have in supporting employees.

4.2.2 Types of Wellness

The participants demonstrated that they understand the concept of employee wellness by ably citing the types of wellness. Only 1 (one) participant mentioned the 8 types of wellness, and another 1 (one) mentioned 6 types of wellness and 14 participants (fourteen) responses ranged in between 3 to 4 types of employee wellness.



From the bar graph above it is very evident that most of the participants are aware on four types of wellness which are Financial, Emotional/ Psychological, Social and Physical types of wellness. While Spiritual, Occupational, Intellectual and environment types of employee wellness are known by very few. In essence, the participants clearly indicated that employee wellness focuses on health. . Furthermore, participants linked physical fitness as the major component that depicts the nature of TNM employee wellness and that the Human Resources Division is the main custodian of the programs.

4.2.3 Reasons for Employee Wellness Establishment

Table 2: Reasons for establishing employee wellness in TNM plc

Reasons for establishing employee wellness in TNM plc	Code Instances	Frequency of responses
Employees to have health bodies	for health bodies of employees, employees to be / keep fit, employees not to be sick	16
Enhance employee productivity	health employees brings in good productivity, reducing absenteeism	14
Motivate employees	benefit to employees,	6
Positive corporate image	to be seen as pro employees	2
Managing employees' stress	managing stress, stress can be released through accessing the gym,	8

In responding to the reasons for institutionalizing employee wellness the participants indicated the following:

- For employees to have healthy bodies and / life that is to be fit and reduce the risk of being sick
- To motivate employees as this is regarded as a part of the company's employee benefits package
- To help employees manage their stress
- The company was safe guarding productivity as health employee equates to health organization hence being productive without sickness and absenteeism.

The TNM Employee Wellness Policy (2014) states that, its purpose is to provide education and activities to promote healthy life style to its employees and their families through various wellness programs and work-life balance. The policy aims at achieving the following objectives:

- To facilitate assistance to all employees who are experiencing behavioural, emotional and wellness issues
- To enhance the work environment and improve job performance
- To raise awareness among employees of TNM and registered members of their families on the importance of maintaining health life style
- To provide employees with information on reducing risk for chronic diseases
- To implement programs and activities that provides employees with opportunity to be physically fit, eat healthier and manage stress
- To monitor and evaluate the value, success, and impact of the wellness services relating to TNM and individual performance

Literature review has provided for the factors that lead to the institutionalisation of employee wellness. It has been spelt out in sections 2.3 that employers needed to reduce health costs, reduce mortality rate due to diseases, enhancing productivity, enhancing human resources strategies in recruitment and retention and compliance to the countries' law. Comparing what literature has provided with the study's finding it can be concluded that only legal compliance is lacking in the Malawian set up. Other countries' for example, USA and South Africa have a legal obligation mandating employers to institute wellness programs. This makes it easy for organisation's to prioritise wellness in budget issues and planning.

Furthermore, a close look of the participants' responses and the purpose and objective of the TNM Employee Wellness Policy provides a clear and mutual existence of the program. Participants are aware of the reasons for the company to implement the programs. Although some were not precisely sure if what they are giving as reasons is what is intended by the company for instance participant 3 said the following:

'Am not too sure, but I think TNM is doing that because it is looking at the health of employees, if the employees are healthy I believe the organization will be healthy as well. The organization can achieve better results where by people are coming to work uhmm without complaining in such a way to say they are okay, their health is okay so they will be productive in the end and then TNM will achieve its goals since people will be participating in everything which aaaah the company wants them to do '.

There is a need therefore to increase awareness so that employees are precise of what the company is desiring to deliver to them. This will enable total acceptance and increase program identification with themselves that will deem the delivery of wellness programs essential and beneficial to employees as individuals.

In essence the findings above, indicates that the participants has good level of employee wellness understanding. However a limiting factor revealed when only 1 participant was able to articulate the 8 forms of employee wellness. This gives a dim light on the level of understanding. Furthermore most of the participants (14) only knew about 3 to 4 types of wellness. This is quite worrisome considering that the TNM Employee Wellness Policy (2014) articulated seven wellness activities which are falling into close to the 7 type's employee of wellness.

There is a common concern among the participants that awareness of the employee wellness programs is not sufficient to attract a reasonable number of employees to access the services which further resonates with the lack of precision in the reasons for establishing employee wellness programs in the company which alludes that employees are not fully aware. Participant 10 lamented that:

‘The word wellness is used most of the times I am not precisely but not aware of what it contains and the meaning.’

This statement is an outcry to tailor wellness programs for all; (Mercer Report, 2015) that states that:

‘Although the concept gets much lip-service, creating a culture that supports employee well-being requires real change management, from the CEO on down. It’s an initiative that cuts across business functions, policies, and programs and requires the support of all HR and business leaders as well as marketing and public relations resources.’

It clearly indicates that the Human Resources Division has good policy that is to benefit employees however the translation of the policy is not done in a way to accommodate the understanding of the each and every employee thus most of them do not precisely understand the reasons for establishing wellness programs and therefore employee wellness is regarded as a Human Resources Division function.

4.3 Strategies that are used to implement employee wellness programs

In responding to the objective of strategies that are used to implement employee wellness programs two issues were looked at; the nature of employee wellness programs and or activities involved and thereafter the mode of their delivery.

4.3.1 TNM Employee Wellness Programs and modes of delivery

What types of wellness have you seen the company implementing?

The below is a table of activities done under the employee wellness programs in TNM as listed by the participants in the study.

Table 3: Types of wellness implemented

TYPE OF WELLNESS	ACTIVITY DONE
Physical	Gym services, Social team football, netball, volley & basketball, Nature walk. Aerobics (during health week)
Emotional / Psychological	Providing Employee Assistance Programs and counselling sessions
Financial	Personal financial management session
Social	Family Day event
Occupational	Defensive driving, occupational safety training
Environmental	Company distributing tree seedling to employees for free
Intellectual	TNM provides on-line examinable cites to encourage employees to study

Furthermore, the TNM wellness policy (2014) outlined seven activities that are to be carried out in order to achieve the institutionalization the employee wellness policy.

The wellness activities include:

4.3.1.1 Physical activities

This involves the provision of activities to help body fitness. The activities planned are; provision of gym services to all those willing to access them, implementing a quarterly sports day for all employees, encouraging employees not to use elevators and the introduction to mandatory healthy breaks in all meeting lasting more than 2 hours.

4.3.1.2 Health Eating

The company to enforce healthy eating habits within the offices during all events organized. Employees to be served with adequate water, no carbonated drinks, decaffeinated coffee, a lot of vegetables and serving of manageable small portions of food.

4.3.1.3 Stress Management

Managers and Supervisors to undergo coaching on stress management. In addition, the company to be conducting awareness campaign of stress management

4.3.1.4 Tailor made programs for At Risk employees

These are to be developed of special group of employees for instance obese, diabetic and hypertension. There are going to tailor made program to coach them on how to lose weight, health eating so that they can curb their problems.

4.3.1.5 Health screening

Enables employees to obtain total and or complete health checks and test some of which are rarely provided in the local hospitals like Hepatitis B. The aim is to detect non-communicable diseases in good time and provide medical support efficiently.

4.3.1.6 Employee Assistance Programs

These are, counselling sessions that are provided to those undergoing depression, stress, personal trauma, bereavement stress, emotional burnout and drug abuse.

4.3.1.7 Financial & Social Economic wellness activities

That focuses on equipping and drilling employees on personal financial prudence and management. The stated activities are as per the employee wellness policy.

It must be appreciated that although there are numerous activities cited in the TNM wellness policy however participants in the study frequently mentioned gym services, Family Day, Nature Walk, and health week as key visible activities qualifying for the term wellness. This entails that there is still a knowledge gap on what activities are in the employee wellness category.

4.3.2 Modes of delivering Employee Wellness Activities

According to the participants the modes of delivery varies from those that are educating with strict training sessions to fun based with high physical activity. It all depends on the wellness activity to be delivered for instance Physical and Social wellness attract high levels of fun, music interaction with others and movements

while emotional and or financial needs serious classroom set up with a specialist providing guidance on the content and what needs to be done and followed.

A critical look at the responses from participants and the TNM employee wellness policy has unveiled the availability of a variety of programs and of which are delivered differently. Participants seem to be very familiar with Gym services, Family Day, Nature walk, health week activities. These activities are the first initiatives to be introduced by the company and that they come annually once such that everyone look up to the occasion. Therefore, the ability for each participant to remember these activities is due to their frequency in occurrence during the period under study. In addition, they cater as main events of the company where employees socialize among themselves and with their family members.

Some activities are too personal such that only those who have accessed such services will be able to know them and or that each and every employee was asked to attend, for instance emotional / psychological wellness activity and financial wellness sessions. Participant 14 said *'the recent psychological wellness sessions which were preparing us on the just ended retrenchment helped me to be prepared and others to be psychologically ready'*.

This is a reflection of what (Yeung & Johnston 2016) report on wellness said:

'the way that most employers approach workplace wellness today – that is, through compartmentalized workplace wellness programs – is not working well, and both employers and employees know it'.

TNM must ensure that a culture of wellness is built that embeds business together with the health life styles' and well-being of employees of which the employees are valued and the different dimensions are recognized. In essence there is a call for

change in the approach of making wellness part of the organization culture and daily business deliberations.

Finally the modes of implementing the programs vary and what has been interesting is that the frequently remembered wellness activities by the participants are associated with fun. This means that wellness activities that are fun and brings happiness employees easily associates themselves with them and hence easy to remember.

See picture below Nature walk 2014 – employees dancing at nature walk function Kamuzu View Blantyre.



Figure 3: Employees Nature walk 2014

Source: Researcher

Concurring with employee wellness programs (Gundu, 2013) states that:

‘Workplace-wellness program is offered by most employers, as a combination of educational, organizational, and environmental activities, designed to support behavior conducive to the health of the employees. It may consist of health workshops medical screenings, health coaching, weight management programs, staff member wellness newsletters, onsite fitness programs and/or facilities and educational programs designed to change employees' behavior in order to achieve better health and reduce the associated health risks’.

A variety or wide range of employee wellness programs is essential to ensure that everyone has an opportunity to willing fully participate. As cited by the participants programs that are fun attract more employees to be involved in and encourage team mingling and building among employees. To this therefore the strategies to be employed when implementing the wellness programs must incorporating frequency engagement between and among employees. As cited by Chenoweth (2011), deliberate top leadership inclusion strategy in the programs enhances perceived value and participation rate, consistent communication strategy of all the programs will facilitate visibility and increase chances of employees to participate, creating social interaction strategy whereby the organisation create more opportunities for employee engagement on different wellness topics. Furthermore, purposeful provision of incentive to reward those either continuous showing either commitment and are getting positive results will motivate employee participation.

4.4 The role of wellness management on the performance of employees

This objective was addressed by considering the benefits of employee wellness programs to individuals with examples on personal changes in daily routines; the benefits of employee wellness to the company. Finally, understand the role of employee wellness on individual job performance.

4.4.1 Benefits of Employee Wellness to the Individual

What has been the benefit of participating in the employee wellness programs?

What changes do you have in your daily routines?

Table 4: Benefits of participating in the employee wellness programs

Benefit of participating in the employee wellness program	Code instances	Examples on personal changes in daily routines
Health bodies and happy life	Physically fit, Mentally fit, was helped almost died emotionally, no headaches and flues, reduced doctor visits, good body shape	Daily morning jogging, access the gym daily, watch food consumption, drink more water than before. Incorporate health breaks during
Personal financial management skills	helped with a money saving culture, planning before spending, prioritization of what is to be spent	planning before spending
Increased Focus	more endurance, do not get tired easily, can work for more hours than before, low stress levels	increased productive attention
Personal employment benefit to access wellness facilities	ability to access gym services which has good class in society's perspective	prestige feeling of being cared for by the organization

From the table able the participants responded the following as the benefits of participating in employee wellness program:

- Health bodies and happy life because of strong sense of physical and mental fitness, reduction in doctor visits because diseases like headaches, flue and coughs are eradicated and gained good body shape.

‘Have obtained a body with good shape (not risking obesity) which is fit and hence gained personal confidence’ participant 10, applauded the provision of gym

services because he has managed his weight from being obese to being fit and has been accessing the gym for 5 consecutive years now.

On the other hand participant 3 applauded the assistance on emotional and physical wellness that helped her from emotional stress and maintained the positive mental condition as narrated; *‘I have heard TNM helping some colleagues dealing with emotional issues.....I was stressed, killing myself slowly, TNM had to take part on how to deal with whatever I was going through. TNM helped me.’*

- Gained personal financial management through financial wellness programs. Participants indicated the lessons learnt on money saving culture and planning before spending which later became embedded in other participants’ life.
- Increased focus such that levels of endurance are excellent so that they do not get tired easily and thus work more extra hours. This means there are more alert on the job than before which is a positive factor for productivity. For instance participant 10 said:

‘I am more fit now because of accessing the gym and I recently walked 60km for 21 hours during a hiking spree with friends without getting tired’.

- It is a part of personal employment benefits to have access to wellness facilities of good class as perceived by the society. This gives a form of prestige and motivation to belong to an organisation and employer who cares for your personal life needs

4.4.2 Benefits of Employee Wellness to the Organization

The participants mentioned the following as benefits of employee wellness management to the TNM.

- Reduced absenteeism levels with increased levels of concentration on the job
- It is regarded human capital as both a staff motivation and retention strategy
- Increase productivity due to reduction in stress levels

These gains are derived further from the benefits individuals obtain in participating employee wellness programs which indicated good health and happy life and also motivation booster which in the end contribute to organisation benefit.

4.4.3 Role of Employee Wellness on Job Performance

Table 5: Importance of employee wellness to their performance

Can you express the importance of employee wellness to your performance?

Importance of employee wellness to performance	Code Instances
Excellent endurance	do not get tired easily, very alert, high levels of endurance
Stress therapy	removing stress, being focused and wide awake
Self-starter	gained back personal confidence on my job, do my job better, wake up and report to work early

Participants accepted that employee wellness has an excellent impact on their physical well-being which translates onto their job performance. They mentioned factors like good mental alertness', good physical fitness which boosts confidence and reduces sickness and or stress levels. This entails their focus on the job is increased and hence productivity is good which ends into good job performance. In essence there is positive acceptance that employee wellness programs has been of great help to the employees' health which entails that job performance has been positively impacted.

Participant 8, of supervisory level accepted to have seen some of his team members' performance changing due their involvement in the gym.

However another Participant 12 of the same job title denied concluding conclusively that employee wellness enables employees to perform better on the job however was quick to say according to him indeed the programs have been helpful to his performance. However, in a nutshell from the benefits gained from individuals. The paper can conclude that employee performance is positively being impacted with employee wellness management in TNM.

Primary data has revealed that good health is one key benefit of wellness therefore as per Shuaibu et al, (2016); a key determinant of human capital development in health we can therefore conclude that the assertion of good health that is characterised with fit physical and mental status, excellent levels of endurance and high levels of focus and concentration. In essence in contributing positively to health and productivity therefore wellness is playing a big role in positively impacting performance as well.

4.5 The challenges facing the implementation of wellness management

The participants and data from attendance registers for different wellness activities indicated the availability of challenges in implementing the wellness programs in TNM. The challenges are: Lack of wellness awareness, Low rate in participation and Expensive to run the programs.

4.5.1 Lack of wellness awareness

There has been a general outcry from the participants saying there is a need for more wellness awareness in the company. For instance Participant 10 lamented that:

‘The word wellness is used most of the times I am not precisely but not aware of what it contains and the meaning. and that the policy is not widely circulated and am not familiar with all the requirements’

This is a clear indication that the wellness concept is pretty known in TNM however there is a great requirement to precise make it known to employee of what it is concerned about. Some contents of the TNM employee wellness policy are not known to everyone and hence there is need to put modalities to ensure that information is dispensed to benefit all. This is related to the findings in the Mattke et al. which indicated the value of awareness of wellness programs to employees that helped in informing the importance of adopting the health lifestyle which in provide knowledge that facilitate the drive to participate in the various programs Mattke et al (2013).

4.5.2 Low rate in employee participation

TNM employee wellness policy clearly stipulates that participation in all programs is voluntary and as such there is no punitive measure that is administered if employees fails to comply with the requirements of the policy. As a result there a big variation in the attendance to access wellness programs. For instance, there is high attendance for once off events that are held annually like Nature walk and Family Day event however very low attendance to activities that are to be accessed throughout the year like gym services of which on average from 2014 to 2017 ; 50 to 35 employees have accessed the services. This brings the need to reduce total number of employees the organisation subscribe to access the gym services to avoid losing out due to lack of attendance.

Literature has provided this challenge as well with employees feeling less motivated to join the programs due to lack of time and or prioritization and general negative

perception towards employee wellness (Yeung et al, 2016). The remedy goes with an increase in awareness campaign of all programs with consistent communication so that employees are kept abreast of all schedules and are enticed or enlightened to participate in the programs (Mattke et al., 2013).

4.5.3 Expensive to run the Programs

The Human Resources Division indicated that managing employee wellness program is quite hefty on the human resources budget such that activities are to be well planned so that they are implemented within budget. This is concurring with what Neely, (2012) cited that some institutions fail to implement wellness programs due to finances. However TNM use modes of reducing the budget to ensure that operational activities are within the budget. The modes of reducing budget cost includes assessing whether the service providers can be accessed through already covered schemes like medical aid that is in cases of psychologists, medical tests and medical therapies. Checking whether peers can deliver the same content without the use of external expertise among others.

4.6 Chapter Summary

The chapter focused on providing the finding from the research and discussing the results.

It must be observed that the four objectives of the research study were all catered through as such the researcher was able to pick all the required elements. Of great importance is the acknowledgement that indeed in TNM there are wellness programs being implemented which have a variety of strategies when being implemented. TNM employees love most those programs with an inclusion of fun and are once off

other than routine and continuous wellness programs. Wellness is of great benefit to both individuals and the company however there are challenges are encountered when implementing the programs like high costs to run the program, low employee participation and lac of wellness participation

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter aims at providing conclusion to each research objective as per the research study findings and recommending thereafter.

5.2 Conclusion

The discussion will be drawing conclusions from the specific objectives which are:

- i. factors that influence institutionalization of wellness management on the performance of employees
- ii. Strategies that are used to implement wellness programs in enhancing employee performance
- iii. The role of wellness management on the performance of employees
- iv. The challenges facing the implementation of wellness management in supporting performance of employees.

5.2.1 Factors that influence the institutionalisation of wellness management on the performance of employees

It has been shown that TNM employees understand the factors that led to the existence of wellness programs in the company. The core aim is to have health employees as they result into productive employees. It has been noted an extra effort

on wellness awareness is required to create an environment where by employees have a precise understanding of the wellness programs.

5.2.2 Strategies that are used to implement employee wellness programs in enhancing performance

When implementing employee wellness programs strategies that include fun and a lot of socialization among employees attract more patronage from employees. It is essential therefore to ensure that fun is incorporated in employee wellness programs so that motivation of employees to attend the functions is increased thus gaining ground in attendance numbers.

5.2.3 The Role of employee wellness programs on performance

Employee wellness is very essential in managing the total well- being of individuals which finally results into boosting personal confidence, alertness, concentration and development of high resilience which results into good work concentration and good performance and thus employee wellness has a direct positive impact on job performance.

5.2.4 The challenges facing the implementation of wellness management in supporting employee performance

The management of employee wellness programs in TNM is facing three challenges, lack of awareness, low employee participation and the need to work within the prescribed budget of which the second challenge is of greatest concern. However, there is need to device means of raising awareness of wellness and design incentives

to increase the level of participation so that money is not spent to service providers without employees utilising it fully.

5.3 Recommendations

The research study therefore recommends the following in terms of further research and policy:

There is need to research on wellness awareness methods that can help to increase the enthusiasm of employees to willing fully participate in wellness programs as designed, developed and implemented by the organisation. This can be further streamlined by focusing on the type of wellness and the strategies required to be employed to woo the required numbers on patronage. This will provide insights as alternatives in assisting organisations work within the prescribed wellness budget and maintain trust from the organisation's executives to keep on supporting employee wellness initiatives.

There is need to explore on the attitudes and perceptions affecting the participation or patronage of employee wellness programs. This research will unveil the underlying causes for low employee participation in wellness programs. This can help to guide on what needs to be done to get good patronage.

Research on cost management techniques to ensure that wellness management maintains the intended focus without losing finances due to in attendance. This will enable Human Resources Departments be proactive in saving the financial resources.

There is need to revisit TNM wellness policy and include increased awareness of the employee wellness programs with clear communication of the desired program goals on the onset. This will enable employees to know the need to participate in the

programs and that because they are part of evaluation process they will desire to ensure that the program is successful

Proper implementation of Wellness Policy stipulations to increase the level of participation in the physical activity. The policy indicates four times implementation of sports day but the company performs it once such that lack of consistence makes some employees to fall of the wagon.

TNM wellness policy must incorporate well designed rewarding incentives and schemes to those who are showing positive results due to the use of wellness program so that others are attracted to follow suit. This will enhance participation numbers of employees

There is need to include a proper wellness evaluation methods in the TNM wellness policy to guide the Human Resources team and management on issues of Return on Investment and impact of the programs in achieving the desired developed goals.

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APPENDICES

Appendix 1: A QUALITATIVE STUDY ON THE EFFECTS OF EMPLOYEE WELLNESS MANAGEMENT ON EMPLOYEE PERFORMANCE

Interview Guide Questions

1. What is employee wellness?
2. How do understand employee wellness in the TNM perspective
3. Do you know the different types of wellness?
4. What types of wellness have you see the company implementing in the years
5. Do you know the reasons TNM embarked on providing employee wellness programs
6. What wellness programs have you seen the company implementing
7. Which ones have you participated in?
8. Why do you participate in the employee wellness programs provided by the company
9. Do think the implementation of the wellness programs is well designed to achieve the desire goals as stated on the onset of the programs
10. What employee wellness programs have been communicated and implemented
11. Do you think employees understand the reasons for implementation
12. What could have been done differently during the implementation
13. What has been the benefit of participating in the employee wellness programs
14. What changes do you have in your daily routines
15. Can you express the importance of wellness to your performance

16. Have you ever observed a workmate performance being positively impacted with wellness management

17. What aspects of wellness directly benefits the company and individual

Appendix 2: Letter seeking research approval



Appendix 3: Research reference letter PAS Department



Principal
Prof Richard Tambulasi, BA (Pub Admin), BPA (Hons), MPA, PhD
Our Ref: PAV/1
Your Ref:

CHANCELLOR COLLEGE
P.O. Box 280, Zomba, Malawi
Telephone: (265) 01574 232
Fax: (265) 01574 046
Email: principal@ccz.ac.mw

Department of Political and Administrative Studies

24th April, 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF INTRODUCTION: MS. VICTORIA KABANDA (MA/HRMIR/02/16)

The bearer of this letter is Ms. Victoria Kabanda. She is a student in Master of Arts in Human Resource Management and Industrial Relations programme in the Department of Political and Administrative Studies at Chancellor College.

Our students are required to write a dissertation in order to complete their master's programme. Therefore, Ms. Victoria Kabanda intends to carry out a data gathering exercise for this purpose in your office.

Any assistance rendered to her in the course of this exercise will be highly appreciated. Let me also point out that the information gathered will be treated as confidential and purely for academic purposes.

Yours faithfully,


M. Chasukwa, PhD
HEAD OF DEPARTMENT

MC/cr

UNIVERSITY OF MALAWI
CHANCELLOR COLLEGE
POLITICAL AND
2019-04-24
ADMINISTRATIVE STUDIES
DEPARTMENT
P.O. BOX 280, ZOMBA

Tobias Mwanza Mubwa
Human Resource Director
2019-04-20
Signature: 

Appendix 4: Consent letter to conduct research study in TNM

