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WELLNESS, WORK AND EMPLOYEE ASSISTANCE PROGRAMS AS PART OF CSR INITIATIVES AMONG THE CORPORATE COMPANIES

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ABSTRACT

Employee is considered as an important asset in determining the competitiveness of a company. Taking care of their wellness, health and conducting the employee assistance programs may boost their motivation and engagement to the company. Those programs could be conducted through the implementation of CSR initiatives in area of an employee or human resource. Thus, this paper will deliberately explain wellness, work and employee assistance programs as part of CSR initiatives among the corporate companies. This paper indicated that health and wellness of the employee have been the catalyst for their work performance and directly contribute to the company's competitiveness. It begins with consideration of company to employee by implementing the wellness and health employee programme as part of CSR initiatives proven that the company is concerned and taking care the employee well-being. Next is employee health and wellness are all matter, whereby employee is the precious asset for the companies that tends to affect the company performance. CSR is perceived as playing a significant role to company's competitiveness especially when it is doing in a right way. It means that the implementation of CSR provides a series of benefit to companies as well as to the stakeholders when it was properly planned. Thus, CSR has long been acknowledged and oblige as a part in business operation in some companies in the world. As for the recommendation, this paper hopefully will shed a light on important issue of wellness, work and employee assistance programs to CSR initiatives as employee is such the valuable assets for any companies that require a much attention from the aspects of their physically and

mentally health and wellness. The healthy and happy employee might contribute much to companies' competitive advantage.

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INTRODUCTION

Corporate companies play a significant role in country's economic growth in which it has contribute by channelling its income for tax and provide a job opportunity to people. When mentioning about people who are working with the corporate companies, they are a valuable asset in term of human capital (Saoula, Johari & Fareed, 2018) that become engine of success or cause for a failure to the companies (Fareed, Noor, Isa & Salleh, 2016). People who are working with the companies are considering as an employee. According to the Act 514 Occupational Safety And Health Act 1994, "employee" means a person who is employed for wages under a contract of service on or in connection with the work of an industry to which this Act applies and (a) who is directly employed by the principal employer on any work of, or incidental or preliminary to or connected with the work of, the industry, whether such work is done by the employee at the place of work or elsewhere; (b) who is employed by or through an immediate employer at the place of work of the industry or under the supervision of the principal employer or his agent on work which is ordinarily part of the work of the industry or which is preliminary to the work carried on in or incidental to the purpose of the industry; or (c) whose services are temporarily lent or let on hire to the principal employer by the person with whom the person whose services are so lent or let on hire has entered into a contract of service (Employee Act).

As to maintain the competitiveness and health working environment for the employee, companies should concern to the wellness and employee assistance programs. According to Merrill et al. (2011), a wellness programs that conducted in workplace may results to the sustain good health behaviours and also stimulate a positive health behavioural change. To achieve the goals, it could be done by a consistent check or monitoring a changes in body mass, blood pressure, cholesterol, triglycerides, and glucose which as a consequences it directly affect to employee health care costs, employee productivity, employee job satisfaction, a sense of community, and a long-term health. Moreover, Ngeno & Muathe (2014) had explained that wellness programs are created to increase the capacity of understanding of employees to their health risks and practising the healthy lifestyle to decrease the risks. Companies may include a health risk management programs such as screening for elevated cardiovascular disease risk factors like elevated cholesterol and blood pressure, behavioural health like smoking cessation, substance abuse and psychological counselling, and primary care promotion and lifestyle management especially on weight loss, fitness and nutrition. Those programs may reduce the cost of health care utilization including emergency room visits, hospitalizations, surgeries and specialist visits as well as reductions in absenteeism, improvement in productivity and better quality of life.

Wellness, health and employee assistance programme could relate to one of the aspects for CSR initiatives whereby it usually categorized to employee or human resource aspects. CSR initiatives or practise is the action taken by

company that considering the needs of the people by offering or even giving the assistance through various social programmes. The effectiveness of these programmes could directly affected customers, suppliers, employees, shareholders, communities and other stakeholders and creating value to those groups. To certain group, CSR has been known as corporate responsibility, corporate citizenship, responsible business and corporate social opportunity to prove that corporations have claims to act in line with the law while at the same time considering the welfare of employees, stakeholders and the environment. For the simple understanding, CSR refers to the initiatives of private or corporate companies to conduct business with ethical and social interests taken into account (Mohd Radzi N.A et al., 2018; Hassan & Marimuthu, 2018). By then, CSR has become a very crucial concept to be implemented by businesses and has become a point for the success of a company's competition and survival.

CSR perhaps could bring the success to the companies who already implemented. There is a significant relationship between the companies and their stakeholders on how they manage to maintain the relationship and gain the attention from their partners, suppliers and customers (Mohd Radzi N.A et al. 2018). CSR is a tactical strategy for companies to create and sustain their competitive advantage (Perumal, Othman, and Mustafa, 2013). Branco and Rodrigues (2006) state that CSR is involved with critical issues such as environmental protection, human resources management, health and safety at work, relations with local communities, and relations with suppliers and consumers. The CSR concept itself playing around ethical and moral issues regarding corporate decision making and behaviour. Merino and Valor (2011) assume CSR as an equipment for companies to seed the competitive advantage, while also meeting a growing social demand for corporate ethics and greater accountability for its social and environmental performance. According to Carroll, a pioneer in CSR who had designed a CSR pyramid, the implementation of CSR practices by corporate companies usually driven by four main motives as shown in **figure 1**.

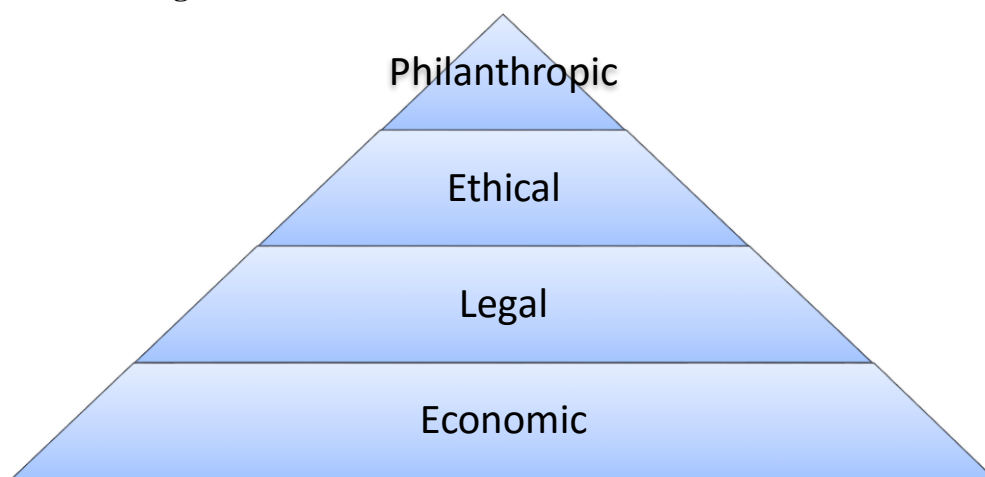


Figure 1 : The CSR Pyramid of Motives

Economic responsibility is the basic category; all firms would automatically meet this category. Society's expectations of a firm are already assumed prior to the establishment of the firm's economic responsibility before setting up the

firm. Every manager tries to gain profit while stakeholders expect companies to provide quality goods and services, as well as company's profit. Each company must pass an economic responsibility before they move to the next stage, namely the social responsibility. The economic motive provides funding and provision for companies to operate more responsibly and contribute to the social development of the society.

Profit alone does not guarantee the retention of a firm in the long run. Stakeholders expect the firm to manage their business operations accordingly based on legal obligations. Firms need to produce quality products that are not dangerous, which offer compassion and sensitivity toward environmental issues. Firms that comply with legal obligations are able to gain support from stakeholders over their competitors that do not comply with legal requirements. Effectiveness and economic aspects of the practice of law automatically encourage firms to move up one level in the pyramid towards ethical responsibility. Ethical issues may vary from one country to another. Ethical issues related to social norms, religion and daily practices are connected directly with interested parties. However, firms acknowledge the importance of this stage. Society expects that firms perform their operations within an ethical framework. Ethical responsibilities are directly related to corporate citizenship where the higher sensitive and responsive sense of a firm against the social issues, the higher the firm is considered to fulfil its obligations in this stage. The level of ethical responsibility includes justice, fairness, accuracy and implementation of safe practices throughout the firm's operations.

Philanthropy responsibility is at the top of the pyramid and it is described that a firm which has achieved at this stage has a very high level of sensitivity to social issues and they are considered a good corporate citizen. Responsibility for altruism is a firm's intention to carry out CSR activities in complete sincerity without the encouragement from economic and legal aspects. People look forward to such a company for a hand extended in any social issues. The firm is expected to contribute in the form of financial and human resources to the community and the public would benefit from its corporate contributions. Four categories of responsibility are required by a firm to comply with its obligations to society. Although the categories of responsibility overlap each other, they are closely related. Practitioners of CSR activities seek to achieve the level of responsibility of altruism, but this practice will not be successfully implemented without legal responsibility, ethics, and economics. Three social responsibilities under altruism are factors supporting the firm in carrying out CSR activities based solely on social issues. Economic responsibility is the foundation that provides funding for firms and shareholders, while the legal responsibility is to ensure that firms follow the rules properly, whereas ethical responsibility is to form a company to act ethically in business operations.

Researchers are raising their concern that companies without an inclusive outlook of all their stakeholders in their business principles may experience the deterioration of market values (Fatemi & Fooladi, 2013; Feng & Tseng, 2019; Shahzad et al., 2020). CSR practices has emphasize that businesses and employees have a mutually dependent and not in competition with each other. Hence, on an institutional and individual level, supposedly there should not

have a conflict role between the corporate and the social life of employees. As for example, Walmart implemented a ‘Personal Sustainability Plan’ empowering its every employee to introduce a minimum of one substantial social change initiative they want to see at work and their social life (Glavas, 2012). Walmart reported that over 500,000 of its employees volunteered in CSR projects. As a result of this, the outcome was some 35,000 new business solutions (Glavas, 2012). This is, therefore, one of the many reasons, why researchers now acknowledged the view that adapting innovative behaviour among individual employees is the secret ingredient to a modern firm’s success and long-term sustainability (Bagur-Femenías, Martí, & Rocafort, 2015; Smith, 2002). In fact, consistent innovation is a critically important firm objective today and a holistic view about factors that foster innovative work behaviour is a necessity (Nazir & Islam 2019).

Thus, many previous literature has already emphasize on the importance of wellness and health programs among employees in companies but there are still lacking in literature on the study of wellness, work and employee assistance program as part of CSR initiatives among corporate companies. To answering the research questions of; a) What is wellness and health and its importance to employee and companies b) How is the implementation of wellness and employee program c) What are the implications of CSR Wellness Program to Employee and Companies , this paper is going to shed a light on the wellness and health implementation as part of CSR initiatives among corporate companies. The structure of a paper are begin with the background of wellness and health and its importance to employee and companies, then it followed by the importance of CSR initiatives in the corporate companies. The paper also will discuss about the implementation of wellness and employee program as part of the CSR initiatives. Next part is the implications of CSR wellness and health program to the employee and companies and finally all the discussion will wrap up in conclusions and implications part. This study is basically description where it reviews from the previous studies and also getting a secondary information from published report.

The overview of Wellness and Health and its Importance to Employee

Wellness and health are important aspects that determine the individual performance and growth especially to those who are working. According to (Edlin & Golanty 2019; Hassan et al., 2020) wellness and health playing a role for individual to focus more on their routine and help them to succeed in anything they do. Health is defined not only by being free from any disease or disability but also by living in calm and peace oneself and surround by a great social and physical environments. When people adapting their own health and well-being is when they realize and taking the appropriate actions to avoid from harmful behaviors, controlling their exposure to health risks, and undertaking healthy behaviors and practices such as taking a nutritious food, exercising regularly, focusing to mental well-being, and taking part in the actions that contribute to the health and well-being of community.

The World Health Organization (WHO) employs a wellness definition of health as follows “health is a state of complete physical, mental, and social well-being

and not merely the absence of disease and infirmity". The definitions by WHO recognizes the interrelatedness of the physical, psychological, emotional, social, spiritual and environmental factors that contribute to the overall quality of a person's life. Health is not something suddenly achieved at a specific time. Rather, health is a process-indeed, a way of life through which people concern and improve every aspect of their body, mind, and spirit to interrelate harmoniously as much of the time as possible (Edlin & Golanty 2019). Thus, wellness is the important element to achieve the desired health state of a people. There are six dimensions of wellness underlined by Edlin & Golanty (2019) as follows;

a) Emotional Wellness – Requires understanding emotions and coping with problems that arise in daily life. A person with emotional wellness is able to maintain a sense of humor, recognize feelings and appropriately express them, strive to meet emotional needs, and take responsibility for his or her behaviour.

b) Intellectual Wellness – Involves having a mind open to new ideas and concepts. If a person considered an intellectually healthy, they will explore new experiences and challenges. The person with intellectual wellness is able to communicate effectively in speaking and in writing, see variety of an issue, keep up to date to global issues and demonstrate good life and time management skills.

c) Spiritual Wellness – This dimension consist state of harmony with person and others. It is the ability to balance inner needs with the demands of the rest of the world. A person with spiritual wellness is able to examine personal values and beliefs, search for meanings that help explain the purpose of life, have a clear understanding of right and wrong, and appreciate natural forces in the universe.

d) Occupational Wellness- is being able to enjoy what are the person doing to earn a living and giving back to society, whether it be going to university or working as an general clerk or even a street worker. In a job, it means having skills such as critical thinking, problem solving, and communication well. A person with occupational wellness is able to feel a sense of accomplishment in their work, balance work and other aspects of life, find satisfaction in being creative and innovative, and always see challenge as an opportunity when they are at work.

e) Social Wellness – The ability to perform social roles effectively, comfortably and without disturbing others. A person with social wellness is able to develop positive relationship with loved ones, develop secure relationship with friends, enjoy being with others who may be different perspective or upbringing.

f) Physical Wellness – Healthy body maintained by eating right, exercising regularly, avoiding harmful habits, making informed and responsible decisions about health, seeking medical care when needed and participating in activities that help prevent illness. A person with physical wellness is able to exercise regularly and select a well-balanced diet; participate in safe, responsible sexual behaviour, make informed choices about medicinal use and medical care; and maintain a positive, health promoting lifestyle.

g)

To date, there is no absolute definition of a wellness from the perspective of legal, healthcare, or management. Somehow, people might think wellness plans

are incentive programs offered by companies to their employees to reduce insurance premiums, and often include biometric testing such as recording the medical history of participating employees, record the body weight and blood pressure information, and testing the glucose and cholesterol levels of blood. One general definition would mean wellness in workplace as a program that are sponsored by an employer and seek to improve the physical and mental health of an employee. Another definition is a program designed to supports individuals to take preventative measures, through education, risk assessment and/or screening, or disability management to avert the onset or worsening of an illness or disease (Mujtaba & Cavico 2013).

Yet another definition of a workplace wellness program is an employment-based activity or employer-sponsored benefit aimed at promoting health-related behaviours (primary prevention or health promotion) and disease management (secondary prevention). It may include a combination of data collection on employee health risks and population-based strategies paired with individually focused interventions to reduce those risks. Nevertheless, a formal and universally accepted definition of a workplace wellness program has yet to emerge, and employers define and manage their programs differently (Mujtaba & Cavico 2013). Thou various definitions of wellness programme had been emerged, the concept or way to apply is still depending to the companies regarding to their aim and the practicality to their nature of operations.

Why wellness and health is so important? As wellness is include a wide range of dimensions, it may directly affect the conscious mind of a person. As reported by Ministry of Health Malaysia, the number of cases of anxiety and depression is increasing showing that society has much probability on a risk of mental health. Mental health such as depression and anxiety has often related with work issue. According to Zakaria (2019) in Mental Health Handbook, causes to stress, depression and anxiety might relate to work. It has been supported by Hussien. A convenience and health workplace could stimulate a better work performance. Previous studies suggesting that effects of job strain may accumulate (Wang et al.2009; Stansfeld et al. 2012) and that chronic exposure to job strain may be related to greater risks than exposure at a single point in time. This was also observed in their analysis where they found that the risk of hospital-treated depression increased with each report of job strain in a dose–response manner (Madsen et al. 2017).

Stress has an impact on the mental health and wellbeing of employee especially those in critical sectors such as medical and this could most probably assume the form of sacrificing. (Poursadeghiyan 2016)in their research about nurses stress suggest that there is need to pay attention to knowledge about the development of preventive strategies against stress as well as conducting rehabilitation exercises for employee with psychological distress in the work place, thereby decreasing work-related stress and subsequently develop those employees' mental health which should be used as part of the management strategies of organizations. Further researches that have the tendency to explore specific strategies for stress management may lower the impact of stress on mental health of the employee and subsequently lessen absenteeism and turnover. The achievement of these evidence-based strategies that are intended to make better work environments where the security of employee is guaranteed

and they have enough resources to successfully complete their jobs will help improve their health outcomes.

Because wellness is dynamic and continuous, no dimension of wellness functions in isolation. When people have a high level of wellness or steady state of health, all dimensions are integrated and functioning together. The person's environment (including work, school, family, community) and his or her physical, emotional, intellectual, occupational, spiritual, and social dimensions of wellness are in tune with one another to produce a stability and balance life state. However, if the wellness aspects do not well take care it could led to a serious problem may harm the individual and institution as a whole.

The Implementation of wellness and Employee Program as Part of CSR Initiatives

Workplace wellness programs is usually considering the health awareness programme, policy, or activity in the workplace designed to improve health outcomes of workers (Lee, Blake, & Lloyd, 2010), although there is still scarce in empirical evidence about the programmes outcomes (Csiernik, 2011). Common examples of wellness initiatives include educational endeavours such as newsletters or seminars, health coaching, health screenings, health-related fairs, on-site fitness facilities, and/or healthy food options in vending machines (Lee et al., 2010). Often employers will offer incentives to encourage workers to participate; in fact, recent survey findings suggest that close to 73% of employers use some type of incentives to engage employees in health improvement programs (Swayze & Burke 2013). A health and wellness program can consist of a health screening or medical examinations that monitoring the employee's weight, height, blood pressure, and cholesterol and sugar levels. Other than that, noting into record is the employee lifestyle whereby it refers to smoking and alcohol consumption.

Some companies also conducting an assessment to examine the state of employee's mental and emotional. Some employee might be reluctant to taking part in any health screening activities regarding to the outcomes or a result that they were expected not to get, however the employee's health state is important for company as it could become a record or an evidence also the indicator for companies (Mujtaba & Cavico 2013). As for certain companies, they obviously stated the activities that they do for their staff/employee and they include it in the annual report. Those activities are part of CSR initiatives in which it may become a favour to both employee and companies. As in table 1 it shows the companies that conducted the health and wellness programs and also the statement of companies about wellness and health programs.

Table 1: Corporate Companies and Their Health and Wellness Programs as Part of CSR

COMPANY'S NAME/SECTOR	HEALTH AND WELLNESS PROGRAMS	THE STATEMENT ABOUT WELLNESS AND HEALTH PROGRAMS
TENAGA NASIONAL BERHAD (TNB) Utility Sector	<ul style="list-style-type: none"> • TNB's 71 Kelab Kilat around Malaysia organised various health-promoting activities • Signatory to the Ministry of Health's Healthy Community, Mighty Country (KOSPEN) programme which focuses on weight management, health screening and maintaining a positive mental outlook • Organised TNB Family Wellness Day involving 9,657 TNB staff • Eight (8) TNB cafeterias have been certified "healthy" by the Ministry of Health • A total of 61 TNB gyms were established across TNB offices 	<p><i>"We promote a healthy lifestyle among employees and their families through our Total Wellness Programme. To date, the Total Wellness Programme has been conducted at 135 stations nationwide, where face-to-face awareness and education sessions are held with employees. We have also compiled the health data of 16,634 employees based on screening result"</i></p>
PETRONAS Oil and Gas Sector	<ul style="list-style-type: none"> • MESTIfit4health – PETRONAS' Groupwide flagship health promotion programme • Intensification of MESTIfit4health programme • Digital Healthy Lifestyle Coaching (DHLC) • Eating right e-Module • Fatigue Management • Industrial Hygiene • Food Poisoning Intervention • Environmental Health 	<p><i>"Creating a healthy and productive working environment, while equipping our workforce with the relevant skills and a determined mindset is important to PETRONAS. Best practices in these areas enable us to deliver sustainable value and create a dedicated, productive and highperforming workforce".</i></p>
AIR ASIA Services Sector (Transportation and Travel)	<ul style="list-style-type: none"> • Medical Benefits • Financial Wellbeing programme • Emotional Wellbeing programme • Fitness Facilities 	<p><i>"Meanwhile, we continue to provide a work environment that encourages our Allstars to realise their potential. We believe physical, mental and financial health are important in overall well-being which, in turn, plays a significant role in job satisfaction. Hence, we have been promoting these three areas</i></p>

		<p><i>among our Allstars under our OneHealth initiative. Physically, we provide various facilities including a gym at our headquarters. Mentally, we offer an Allstars Emotional Wellbeing Programme, where Allstars across the Group are able to speak to dedicated professional counsellors for help. Financially, we have started supporting entrepreneurship among the families of our Allstars via our Dare to Dream Grants. At the same time, we continue to provide training opportunities to enable career progression, while placing greater emphasis on self-learning. We have also added Sustainability to our core values to impress on our Allstars what we mean by sustainability and how we intend for it to be part of our everyday actions and decisions”</i></p>
<p>CIMB GROUP Services Sector (Financial)</p>	<ul style="list-style-type: none"> • Health Talks and Fairs • Exercise Programmes • In-house Gyms • On-site Dentist and Clinics • Honour-based Medical Leave • Staff Rejuvenation Programme 	<p><i>Workplace wellness as well as physical and mental health of our employees and partners have a direct impact on overall output and performance. Globally, workplace related stress poses one of the largest employee health risks and ranks second after lack of physical activity in Asia Pacific (The Isosceles Group). Workplace well-being and safety are also strongly correlated to company value, with companies that have healthier, happier employees outperforming the S&P 500 Index by 6% to 17% (The Edge). The link is also financial. Workplace health programmes reduce medical and absenteeism expenditures for a company by 25% (Chapman Institute). In other words, good health, safety, and wellbeing practices in the workplace translate into significant efficiency gains and even operational cost savings. We ensure all safety, health and environmental regulations stipulated by the authorities are complied with and employees operate in a safe and secure workplace.</i></p>
<p>SUNWAY GROUP</p>	<ul style="list-style-type: none"> • Conducting 14 health awareness activities for Sunway’s employees in the same year. Topics include common cancers, insomnia, varicose veins, 	<p><i>“All employees are expected to comply with all Occupational Safety and Health laws in whichever country they operate”.</i></p>

Property, Education and Health Sector	depression, heart disease, fatty liver, colon cancer, pneumonia in children, hybrid medicine, nutrition, and vaccination. <ul style="list-style-type: none"> • Employee Health Screening 	
MALAYSIA AIRPORTS HOLDINGS BERHAD Services Sector	<ul style="list-style-type: none"> • Introduced wellness programmes – regular medical check-ups and health campaigns • Constantly review employee benefits and medical coverage • Setup a nursery and kindergarten for working parents • Implemented flexible working hours • Provide fitness and childcare facilities at HQ • Hold inter-division and inter-airport sports tournaments 	<p><i>“Our employees are an invaluable resource as well as a large stakeholder group. The material matters associated with this pillar are concerned with the welfare and development of our workforce and embedding good governance”.</i></p>
ECO WORLD	<ul style="list-style-type: none"> • The EcoWorld Sports Club offers an attractive range of activities for members across all three regions. The Club arranges football, basketball, badminton, hiking, table-tennis, Zumba and yoga sessions on a weekly basis. • The Sports Club also organises social activities such as Movie Nights and fun tournaments for games like badminton, futsal, football, bowling, paintball and dodgeball. • Mental Health Awareness Talks • Para Counselling 	<p><i>“EcoWorld is committed to be a socially responsible organisation and a caring employer. We understand the importance of health and wellness of our employees, and therefore we introduced the Pink Possible Campaign – a comprehensive framework of employee wellness initiatives and long-term practices that covers healthy bodies, minds and living. Under the Pink Possible umbrella, we conducted multiple programmes and activities encompassing overall wellness especially wellness of the mind”.</i></p>

The Implications of CSR Wellness Program to Employee and Companies

Employee as a human being needs for health, safety, economy, and family life, are mainly related to their material comforts. Accordingly, having control over situations in the form of security and safety and achieving instrumental outcomes can help satisfy the basic needs of employees. In employee- employer relationships, employees would like to make sure that the organization will not take advantage on them. Along this line, a firm's instrumental CSR practices that have direct impact on employees can serve as a way to fulfil the basic needs of employees' quality work of life. For example, fair treatment of workers and compensation policies, job security, promotion of work and life balance, concerning to the health and wellness aspects, can directly signal to the employees that the company is safe to invest their time and effort, giving them a sense of physical well-being. Even from a perspective of prospective employees who do not have specific information on a firm, instrumental CSR in the firm can be used to reduce their uncertainty of working for the firm (Rupp et al., 2013) as it can provide evidence of quality of working conditions.

Study by Kim et al. (2020) found that employee in hotel's industry perceived CSR had a positive effect on their basic and growth needs of Quality Working Life. Practically, many companies, including hotel companies, have implemented instrumental CSR in terms of employee relations. In particular in hotel companies characterized by poor wages, low job security, long working hours, and shift works, the role of CSR that have direct impact on hotel employees may become more salient to satisfy their material needs at work. Employees are considered the key stakeholders of an organization in general and of a hospitality organization in particular (Lee et al., 2015). Specifically, economic and legal aspects of CSR predicted their basic needs of Quality Working Life, whereas ethical and philanthropic aspects led to growth needs of Quality Working Life. These results provide empirical support for the following findings: Hotels' CSR activities are an important tool to increase the employees' Quality Working Life by taking care both of their physical and psychological needs.

Furthermore, the effects of CSR initiatives differ across their categories including instrumental and voluntary. The employees who are in need of basic demands, would be more receptive to instrumental CSR activities of their own well-being by thinking from a macro perspective. For them, their organization's CSR practices concerned with not only the wellbeing of its employees, but also that of the whole society, are important for the development of their working quality. Also, it is not surprising that employee level stakeholders, having more financial concerns and in need of more tangible workplace benefits than their supervisors, are less receptive to voluntary CSR initiatives. When it comes to the instrumental CSR strategies, lower-level employees' being less receptive to them, could surprisingly depend on a different corporate "social" responsibility perception than their supervisors. The word of "social" may be recognized as a concept directly related with not the employees themselves, but the society such as customers and other individuals (Kim et al. 2020).

Besides increasing employees' morale and retaining key people, wellness program results in fewer injuries, less human error and harmonious work environment. Moreover, when employees know that their company is concerned about their health and wellness, indirectly can increase their loyalty and satisfaction (Abdullah & Lee 2012). A fit employee population can be created with best fit implementation of wellness program. By implementing such program, it gives employees a feeling of acknowledged and appreciated by companies. This program also shows employees that the organization acknowledges both employer and employee share some responsibility towards employee's health. Organization's concern on wellness program reminds employee that their health is the utmost importance to the development of the organization. Wellness program was found to be influential to employee's job satisfaction, stress and absenteeism in study conducted by (Abdullah & Lee 2012). Wellness programs have positive impact not only toward employee's wellbeing but organization wellbeing as well.

Song & Baicker (2019) in their study found that the randomized clinical trial of a multiyear, multicomponent workplace wellness program implemented in a middle and lower-income population yield to the better health attitude for the employee who are taking part in the health and wellness programs. The programs including regular exercise and active weight management, but the program did not generate differences in clinical measures of health, health care spending or utilization, or employment outcomes after 18 months. Their findings are consistent with an extensive literature review showing that worksite wellness programs are often effective at positively motivating employee health behaviours. The current program was most effective among those with poorer health status at baseline. That is, after adjusting for initial health status and age and sex, significant improvements in blood pressure, cholesterol, triglycerides, and glucose scores occurred in those with higher baseline classifications of these risk factors, which is consistent with previous studies. Several worksite wellness programs have taken a "one size fits all" approach, which does not cater to higher risk employees. These programs tend to attract employees who already live a healthy lifestyle. A global approach has the advantage of requiring less funding and fewer wellness personnel, and it can also be effective at encouraging maintenance of already healthy behaviours. The wellness program in the current study did encourage maintenance of already good health behaviours, among a generally physically active, healthy population (Merrill et al. 2011). From other perceptions, Swayze and Burke (2013) has stated the Potential of Behavioural Benefits of employee when they are taking part in the wellness and health programs that organize by companies.

- ***IMPROVED EMPLOYEE PRODUCTIVITY***

Healthier employees should be better equipped to combat fatigue and handle the daily stresses caused from the typical work environment. With a greater ability to handle stress and fatigue along with being physically healthier, employees can be more productive by being able to work efficiently and consistently through the entire work day. Put simply, increased worker productivity is an associated benefit of wellness programs often sought by employers (Lee et al., 2010).

- ***DECREASED ABSENTEEISM***

Research shows that healthy employees tend to miss fewer days from work due to illness (Miller, 2010), which is highly valued by employers. Another related outcome is that employees who are in good condition of healthy and practising a healthy lifestyle may influence their family members to get involve to the same practices. As such, healthier employees may not always apply a medical or emergency leave for taking care their sick families.

- ***DECREASED TURNOVER***

Turnover is expensive and is usually shows that a company has failed to meet the needs of its employees. With health being one of the more critical needs of employees, having a wellness program may have a positive impact on employee retention. It could also be harder for employees to leave when they are committed to an employer who has invested in their overall well-being; indeed, increased commitment leads to lower turnover (Noor, Fareed, Isa & Abd. Aziz, 2018). It also increases the sense of belongings to of employee to the companies as they feel that they had been well cared by companies.

- ***IMPROVED SAFETY BEHAVIOR***

The understudied potential outcomes of wellness programs are improved safety records in the workplace, given enhanced employee health and wellbeing. Employees who are healthy should have increased ability to focus on the task at hand as well as received a fewer risk factors for injury than unhealthy employees. If employees are physically and mentally healthy, their attention to detail should also be increased when producing work outputs. It increases the focus level of an employee. Without the stress and limitations imposed by sickness, healthy employees should be positioned to contribute more to the organization's valued outcomes. Employee will dedicate their attention and energy to finish the task and it resulted to the work quality of employee.

- ***DECREASED HEALTH CARE COSTS***

Put simply, healthy employees have fewer health-related problems thus reducing the costs of employee health care, a topic of extensive coverage in the popular media and practitioner literature. Many studies have been done in this area, and the majority of current analyses indicate that for every dollar spent on wellness programs, a company should expect to save anywhere from \$2 to \$6 in health care costs (Berry et al., 2010). This is the type of hard data that top managers want to know of before embarking upon a wellness imitative. Companies may have to spend for the health and wellness programme implementation but could save on the expenses for individual health treatment when they fall sick.

- ***DECREASED WORKERS' COMPENSATION CLAIMS***

Workers' compensation claims can occur as the result of serious safety related incidents. Because healthy employees have fewer risk factors, the chance of a serious safety-related event occurring can be reduced, thus minimizing the chance of having a workers' compensation claim filed. This is happen as company had taken an action by providing the best exposure and training on health and safety to the employee. Furthermore, even if a workers' compensation claim does get filed, healthier employees typically recover more

quickly, which could reduce the timeframe that the company will have to pay out disability benefits.

- ***ENHANCED COMPANY IMAGE***

Company's image is reflected to how much they care about and how well they treat their own employees. The support of wellness programs is one way that a company can send a message that it cares about its employees, thus enhancing its image (Lee et al., 2010; Di Vaio et al., 2020; Di Vaio et al., 2020a). That is, if employees are happy to work for a certain company then this sends a positive message to the public, thus enhancing the company's representation in the prospective applicant pool and community at large. Consequently, this outcome could have positive effects when trying to recruit workers (Baicker et al., 2010). As seen in evidence, the most attractive companies to work for usually provide a good enumeration and programs for their employees. Meaning that, the company has realized that their employee is an important asset that should give a priority.

- ***POTENTIAL FINANCIAL BENEFITS***

When spending money on employee wellness programs, companies want to see that their investment is generating positive returns. Indeed, more organizations are demonstrating positive return on investments (ROI) on wellness interventions than ever before (Capps & Harkey, 2008; Alvino et al., 2020), and the current literature on employee wellness programs is filled with many ROI studies from various companies. A meta-analysis consisting of 22 different studies was conducted and published by Baicker et al. (2010). The authors selected the studies to include by using three criteria which are, a) They had a well-defined intervention, b) They had a well-defined treatment and comparison group, even if the comparison group was not strictly randomly assigned c) They represented analysis of a distinct new intervention, rather than further analysis of an intervention already examined in one of the other studies. Upon analysis of the 22 studies, an average savings per employee per year. for a physical wellness program in terms of health care costs was \$358, whereas the average costs per employee per year were only \$144. Thus, the average program had a return on investment of nearly 148% .

CONCLUSION

This study has emphasized the important issues but somehow could have been overlooked by the people which are wellness, health and employee assistance programme as part of CSR initiatives. The implementation was considered important; health and wellness of the employee have been the catalyst for their performance and directly contribute to company's competitiveness. Several implications have been drawn from this study;

- The consideration of company to employee. Implementing the wellness and health employee programme as part of CSR initiatives proven the consideration of companies to employee as it shows that a company is concern and taking care the employee well-being. Company should design and planning a comprehensive programme for employee wellness and health as it could lead to sustain performance and boost the motivation of an employee to stay working. Other than that, companies must carefully identify the risk factors or

conflicts that might triggered to the deterioration of health conditions of employee.

- Employee health and wellness is all matter. As employee is the precious asset for companies, their wellness and health welfare should be well taking care by the employee. Their health and wellness conditions will decide their well-being state in a company and affect the performance whereby it decides the sustain operation of a company. If employee feels that they are well treating by companies, it will boost their motivation, have feeling of self-belongings to the company and lower the risk high turn-over rate to the company. However, if employee feels that they have been neglected by their companies, it will cause a crisis and issue among employees.

- CSR playing a significant role to company's competitiveness especially when it is doing in a right way. As it sounds interesting, the implementation of CSR could provide a series of benefit to companies as well as to the stakeholders if CSR was conducted promptly and have been properly planned before it was executed. CSR might sound simple or less matter to certain people but to achieve its objectives perhaps company should carefully identify and creating the most suitable programmes and their target group as to reach the optimum outcomes of CSR implementation. Therefore, CSR initiatives should not be underestimated by companies because there is a sentiment that links a company to its internal and external stakeholders. Failure to properly implement CSR activities will lead to negative implications for the company itself as well as for other interested parties.

- Policy maker might considerate to oblige companies making Wellness and Health programme as part of their core values in the business operation. For some countries, CSR has long been acknowledged and oblige as a part in business operation that have been in the country but as for some, CSR is still not fully comprehend. To date, CSR have to implement as its importance to achieve the sustainability. Considering the importance, policy maker must introduce a framework and details of CSR implementation as guidelines for companies to practise CSR and to seed the interest among companies; policy maker could offer incentives in form tax discounts or government grants. The frameworks should entails or mandate the aspects of wellness and health as part of CSR initiatives. The implementation of CSR initiatives in health and wellness hopefully could ease the burden of employee physical and mental health.

The study of effectiveness of health, wellness and employee assistance program as part of CSR initiatives still in dire for its establishment or proven thus study about it are very well to recommend especially by empirically evidence. Realizing its importance, companies hopefully could taking this matter into consideration as it will affect not just to the employee but also to the companies as a whole. As a conclusion, implementing the wellness and health program for employee could enhance their productivity and sense of appreciation from companies. Company and employee may enjoy the benefit as both working together to achieve the mission of smoothness and profitability in business operations.

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