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Associations between a South African workplace wellness program and employee performance

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Associations between a South African workplace wellness program and employee performance.

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2014

ABSTRACT

Employee Performance and Workplace Wellness Programs is not a new concept globally, or in South Africa, and there have been a number of studies done around Employee Performance and Workplace Wellness Programs alike, but little has been done in the South African context to link the impact of Workplace Wellness Programs to Employee Performance. As a result, organisations that are looking for research to assist them in making the choice on whether or not to implement a Workplace Wellness Program are forced to use case studies and research pertaining to overseas organisations.

This research report will attempt to uncover a few links between the aforementioned topics to assist local organisations in making their decision.

The research analysis that was used was thematic content analysis which the researcher was able to do from data collected from 10 face-to-face interviews conducted under strict and rigorous interviews according to an interview schedule designed by the researcher. The respondents that were selected were employees of Discovery holdings who all hold senior management and executive level positions. All of the respondents have a range of 10 to 53 staff reporting to them and have on average been employed by Discovery for 10 years.

The research findings indicated that workplace Wellness Programs did indeed impact positively on Employee Performance and that there were 4 main factors that employee engagement in the Workplace Wellness Program affected, which in turn resulted in an increase in overall Employee Performance.

The key message that was highlighted in this research report is that Workplace Wellness Programs do have a large impact on Employee Performance, and it is therefore suggested that organisations who would like to reduce sick leave of employees, reduce errors in work, increase employee retention and employee morale should implement Workplace Wellness Programs.

DECLARATION

I, Sofia Roberto Ferreira, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

SOFIA ROBERTO FERREIRA

Signed at ……

On the ……31st …….. day of ……July…… 2014.

DEDICATION

I dedicate this research report to my mom, Maria Ferreira.

Mom, thank you for being my motivation to get through this report and for making sure that I was reminded of the light at the end of the tunnel. Thank you for all the late night coffee runs, and all the support you gave me throughout my life, especially during my years of studying. I am so blessed to have you as a boss, a role model, a friend, but most of all a mom. You are the reason that I have become a strong and independent woman, and I can only wish that one day I can be half the woman you are. I admire you mom.

I would not have made it this far without the love and support from both my mom and dad, Luis.

I love you both every day.

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First and foremost, I would like to thank my God for the strength to persevere, the humility to learn and the desire to succeed.

To my parents for affording me the opportunity to study further, and setting a phenomenal precedent of what a true entrepreneur is. To my two brothers, Luis and Rui, who I am so blessed to have, thank you for always “keeping it real”, saying things the way they are, and all the laughs we shared during this process.

Thank you to my Granny Alice, for being my strength in life and my voice of wisdom when I needed. Avozinha, eu amo-te muito.

- My supervisor, Professor Gregory Lee.
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- My special friends for your constant support and motivation
- The Executives and senior management of Discovery that participated; for their time, willingness and honest contributions

Most importantly I would like to thank Marco Pone for all the support, care and countless cups of coffee that kept me going during this process. Marco, your love, patience and commitment has meant the world to me, thank you for being there alongside me every step of the way, I love you.

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LIST OF ABBREVIATIONS

EHW: Employee, Health and Wellness

EP: Employee Performance

EW: Employee Wellness

HPM: Human Performance Management

NCD's: Non-Communicable Diseases

OCB: Organizational Citizenship Behaviour

OH: Occupational Health

OT: Occupational Therapist

QWL: Quality of Work Life

R: Respondent

ROI: Return on Investment

RQ: Research Question

WM: Wellness Management

WWP: Workplace Wellness Program

CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

The purpose of this research project is to identify if, and in what ways, Workplace Wellness Programs (WWP) influence Employee Performance (EP). The research looks to define certain links that are created in the implementation and maintenance of a Workplace Wellness Program and the performance of the employees within that specific organisation.

1.2 Context of the study

The context of a study according to the definition ("The South African Pocket Oxford Dictionary of Current English," 1994) is the interrelated conditions in which something exists or occurs. With this definition in mind, the context of this particular research project is discussed in this section.

The research project is set in the South African context, with specific reference made to one particular South African organisation: Discovery Holdings (Pty) Ltd (from now on referred to as Discovery) and its operations in South Africa. This organisation is perceived to be at the competitive forefront in terms of the design, implementation and maintenance of on-site WWPs, and its ability to successfully promote and induce engagement, from the majority of its workforce in such WWPs. Discovery has an entire division dedicated to the wellness of its employees and a separate division dedicated to the WWPs of its clients.

> "*The WWP has only worked because it has been designed and implemented properly and the majority of employees are engaged therein*" (Business Executive, Discovery, 2014)

The aforementioned divisions are responsible for the design and implementation of WWPs within its own organisation and, as a value added service to other corporate giants throughout South Africa who would like to invest in WWPs within their organisations.

The topic of employee performance is one that has been widely researched and written about, and during the past 10 to 15 years, there has been a large increase in formally developing sound theoretical and defined terms around Employee Performance (Sonnentag & Frese, 2001) (Campbell, 1990). The increase in interest stems from the interest that many an individual have about wanting to know what both, positively and negatively, affects the level of production and work performance of individuals. (Sonnentag, Velmer, & Spychala, 2010)

Employees want to know whether investing a portion of their energy into engaging in the WWPs, will indeed have a positive impact on their overall workplace performance. If employees are made aware that they could be performing more effectively by participating in the service offerings of the WWP, they will make time to visit and familiarise themselves with the WWP and their engagement in the WWP is likely to start increasing, and therefore employees could start experiencing a better quality of life. (Ford, Cerasoli, Higgins, & Decesare, 2011).

On the other hand, many organisations want to know that investing in WWPs for employees to utilise will increase EP and production, and therefore deliver a positive return on investment (ROI) through reduced costs for the organisation and, with all other aspects of the organisation aside, essentially lead to an increase in the organisations bottom line. (Keller, Lehmann, & Milligan, 2009)

This research project is going to attempt to identify a number of missing links in the theory and research that highlight the effects on EP, when having an on-site WWP. It is assumed that by having a proactive WWP, organisations should be able to educate people on living healthier lives according to their individual needs, promote wellness in various forms suitable to each individual situation, minimise the loss of production, keep the individuals morale up, and essentially

maintain the morale of the organisation at a higher than average level. (Discovery Health and Vitality Specialists, 2013)

1.3 Problem statement

1.3.1 *Main problem*

To identify whether, and how, the Workplace Wellness Program impacts on Employee Performance.

1.3.2 *Sub-problems*

a. ***The first sub-problem***

To identify whether the Workplace Wellness Program impacts on Employee Performance.

b. ***The second sub-problem***

To identify how the Workplace Wellness Program impacts on Employee Performance.

1.4 Significance of the study

This research report will explore the theory that exists which may allow readers to understand some of the links between Workplace Wellness Programs and if, and how, they impact on employee performance.

A substantial amount of theory and research has been done around Employee Performance (Campbell, 1990) (Ford et al., 2011) (Viswesvaran & Ones, 2000) as well as Workplace Wellness Programs. (Berry et al., 2010) (Keller et al., 2009) (Zula et al., 2013).

The focus of the study will be to create certain links between the evidence that exists in theory regarding the effects of a WWP on EP, but the project will also

look at drawing a few more links that have prevailed during the research and data collection stages.

The topics highlighted and the links formed during the project could be of interest to national and state policymakers, employers and wellness program vendors, employer and employee advocacy organisations, health researchers, and others with responsibilities related to designing, implementing, participating in, and monitoring Workplace Wellness Programs. (Mattke et al., 2013). There is a need to know whether WWPs can drive performance in organisations; as it could prove beneficial to various sectors of the economy. Managers are always looking to improve production output per employee and this could potentially be a method that may prove beneficial to both employer and employee.

The study will look to add to the knowledge that exists in the literature that helps to guide managers of most types and sizes of organisations to the benefits of implementing WWPs.

For employers, it will be an indication of whether having a wellness centre on-site will be more beneficial to the employees' performance and therefore the bottom-line of the organisation. It will use evidence to discuss whether or not the company will see a positive return on investment through increased EP if they do invest in an on-site wellness centre and if the program is then monitored and maintained - that the level of buy-in from employees continues to rise until 100% of employees are participating in the WWP.

For employees, it will give an indication that having a higher level of wellness, by their own accord; will make them more effective in the work place by performing at a higher level. This will result in better performance reviews by management, the ability to perform an increased number of tasks in a reduced time frame, stronger stress-coping mechanisms, a better work-life balance, and the motivation to continuously improve one's performance. This should lead to promotions, salary increases and an increased self-esteem. (Holroyd & Lazarus, 1982)

It is intended that this research report will add to the market knowledge of whether or not implementing WWPs will have a positive or negative impact on EP, and what that impact may be.

1.5 Delimitations of the study

The delimitations of this study:

- It is not studying all workplace variables, only Employee Performance.
- It is only studying one South African company and the WWP within it.
- This research report will not go further in-depth into the effect of HIV/AIDS and Non-Communicable Diseases on the organisation, but rather how WWPs can educate the infected individual on how to better manage their condition.
- The research report is specifically qualitative in nature.

1.6 Definition of terms

Absenteeism: A failure of employed individuals to report on the job when they are scheduled to work (Kennedy, 1943).

Employee Performance: The ability of the employed individual to perform the job for which they were hired, and to excel at said tasks. (Campbell, McCloy, Oppler, & Sager, 1993).

Employee Engagement: A high level of motivation to perform well at work, combined with passion for the work and a feeling of personal connection to the team and organisation. (Marrelli, 2011).

Health: Complete physical, mental and social well-being and/or merely the absence of disease. (World Health Organization, 1948).

Non-Communicable Diseases (NCD's): It is a cluster of priority diseases including cardio-vascular diseases, lung diseases, cancer, and diabetes. (Mufunda et al., 2006).

Presenteeism: Lost productivity that occurs when employees come to work ill and perform below par because of the illness. (Dewe, O'Driscoll, & Cooper, 2010).

Workplace Wellness Program (WWP): An organised, employer-sponsored program that is designed to support employees and their families, as they adopt and sustain behaviours that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the organisations' bottom line. (Berry et al., 2010).

1.7 Assumptions

- **Assumption 1:** The employees that will be examined and referred to in this research report are employees that have been selected to perform their current job function because of factors relating to their skill set, experience, etc. This study will be based on employees that have the correct skill set and resources available to them to perform their job. If this assumption is not met, the data collected regarding the aforementioned employees will have no value to this research project.

- **Assumption 2:** All respondents (R) will be truthful in their responses. If this assumption is not met, the responses of these individuals will have no value to this research project.

- **Assumption 3:** The research respondents have been exposed to training, usage and experiences involving the Discovery or other WWPs. If this assumption is not met, the responses of these individuals will add no value to this research project.

- **Assumption 4:** The research respondents will have an understanding of the term EP as well as some opinions relating to the factors that impact on such, due to the fact that they are all in management or executive positions. If this assumption is not met, the responses of these individuals will have no value to this research project.

- **Assumption 5:** The research respondents are interested and willing to share their knowledge, honestly and without reserve, regarding the impact, or lack thereof, of the WWP on the performance of the employees who report to them. If this assumption is not met, the reliability of the data could be questioned and will, therefore, have no value to this research project

- **Assumption 6:** The researcher will maintain a high level of consistency during the face-to-face interviewing process, as well as accurate

transcribing throughout each one of the ten interviews. If this assumption is not met, the validity of the data could be questioned and will, therefore, have no value to this research project.

- **Assumption 7:** The research will refer to wellness throughout the case study in the context in which increased wellness is the biggest aspect of a WWP that organisations investing in such wellness programs are trying to improve.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

This literature review will highlight the theoretic findings that link the problems and the sub-problems of this project together, to assist in identifying the links that exist between Workplace Wellness Programs (WWP) and Employee Performance (EP).

The literature review will start off by looking briefly at the components of EP: What is EP? What are the major aspects and drivers of EP? It will also look at a meta-analysis that will provide a summarised discussion on the topic of EP.

The literature review will then focus on the basics of WWPs: What it is? What does it comprise of? What are the broad theorised benefits of WWPs? Why do organisations implement them?

The final part of the literature review will be the portion of the research project that ties up certain theoretical and empirical links of WWPs, to EP. This will be the portion of the literature review in which the factors that positively affect Employee Performance will be paralleled with the benefits linked to having a Workplace Wellness Program for employees, within the organisation.

2.2 Employee Performance

2.2.1 *What is EP?*

Employee Performance is not a static ideology, but rather a multi-dimensional construct. According to Campbell et al. (1993), Employee Performance can simply be described as the ability of the employed individual to perform the job for which they were hired, and to excel at said tasks.

In order to fully comprehend the dynamic of Employee Performance, one needs to look at the various aspects that affect how employees perform within their

organisation. These aspects are commonly broken down into four sub-categories being: Task Performance, Contextual Performance which is sometimes referred to as Organisational Citizenship Behaviour (OCB), Adaptive performance and Counter-Productive Behaviours. Task performance has been described by K. D. Williams and Karau (1991) as the ability of an employed individual to enhance the overall performance of the organisation. This is fulfilled through the employed individual upholding the job description that is within the contractual agreement between the employee and the organisation.

Contextual performance (i.e. OCB) does not impact the organisations performance in a direct way. Rather, it is the employee's predispositions that can affect the ethos, working environment and psychological wellbeing of the organisation and its workforce. While Contextual Performance doesn't directly affect the organisations bottom-line, it does facilitate Task Performance. This is usually seen through extra-role behaviour, whereby an employee exceeds the responsibilities set out in their contractual job description. (Sonnentag et al., 2010).

Adaptive Performance is the capability of an employee to acclimatise to various changing dynamics within an organisation (Murphy & Jackson, 1999). Recent organisational trends see numerous components within the work environment constantly fluctuating, and it is the successful adaption to these fluctuations that enhances an employee's performance. (London & Mone, 1999).

Lastly, Counter-Productive Behaviour is described as any negative behaviour by an employee that results in the undermining of an organisation (Viswesvaran & Ones, 2000) through violating its medians and therefore having a detrimental effect on the work force and the organisation itself. (Robinson & Bennett, 1995).

The below table highlights the main elements within Task Performance, Contextual Performance and Adaptive Performance.

Table 1: Summary of Task, Contextual and Adaptive Performance (Campbell, 1990), (Borman & Motowidlo, 1993), (Pulakos et al., 2000)

Categories	Task Performance	Contextual Performance	Adaptive Performance
1	Job-specific task proficiency	Volunteering for activities beyond a person's formal job requirements	Handling emergencies or crisis situations
2	Non job-specific task proficiency	Persistence of enthusiasm and application when needed to complete important task requirements	Handling work stress
3	Written and oral communication proficiency	Assistance to others	Solving problems creatively
4	Supervision, in case of leadership position	Following rules and prescribed procedures even when it is inconvenient	Dealing with uncertain and unpredictable work situations
5	Management/administration	Openly defending organisations' objectives	Learning work tasks, technologies and procedures
6			Demonstrating personal adaptability
7			Demonstrating cultural adaptability
8			Demonstrating physically orientated adaptability

2.2.2 *What drives Employee Performance?*

There are numerous variables that positively affect Employee Performance. Here we discuss five pertinent employee performance drivers.

a. *2.2.2.1 Proactivity*

Proactivity refers to an employee's personal initiative to not only perform what is required of them as set out in their job description, but to then go above-and-beyond what is expected. Proactivity can substantially enhance Employee Performance by increasing the over-all success of the organisation. (Frese, Fay, Hilburger, Leng, & Tag, 1997), (Parker, Wall, & Jackson, 1997)

b. *2.2.2.2 Team work*

An organisation that promotes team work not only enriches Task Performance, but Contextual Performance too. The interpersonal abilities and altruistic nature of an employee will determine the success at which they perform within a team. However, it is not merely an employee's ability to work with others that makes a difference. Task Performance is a key component, as the skill sets of the individual employee with be utilised by the team as a whole. The team is merely a sum of its parts. (Stevens & Campion, 1994)

c. *2.2.2.3 Engagement*

Engagement is the extent to which an employee involves themselves within the organisation, and how the organisation then engages with the employee. Research shows that increased engagement leads to higher productivity, where employees out-perform their job descriptions. Often referred to as Organisational Citizenship Behaviour, once an employee feels as though they are truly a part of their organisation – their performance increases. This performance increase can be escalated by the organisation displaying their care for the employee's well-being – which can then lead to the heightened loyalty of the employee. (Seijts & Crim, 2006)

d. *2.2.2.4 Knowledge*

Knowledge, within the construct of an organisation, refers to the cognitive ability that the employee has to perform their required job (declarative knowledge), as well as their capacity to understand the workings and dynamics of their organisation (procedural knowledge). (Campbell et al., 1993) showed through his performance model that there is a direct correlation between aforementioned knowledge and Employee Performance. It is shown that the higher an employees' knowledge and skill set are, the higher their performance out-put will be. (Sonnentag et al., 2010).

2.2.3 *Summary of Employee Performance*

According to the findings of Riketta (2008), performance is usually divided into in-role performance (similar to Task Performance), defined as fulfilment of tasks that are required by the formal job description, and extra-role performance (similar to Organisational Citizenship Behaviour or Contextual Performance), defined as behaviours that are beneficial to the organisation and goes beyond the formal job requirements (e.g. helping colleagues at work, working extra hours, making suggestions for improvement). (Borman & Motowidlo, 1993), (Riketta, 2008).

According to Waldman and Spangler (1989), there are three variables that directly impact performance which include two aspects of the individual: job knowledge/skills and effort, and one aspect of opportunity: resources/constraints.

Due to the nature of this research, this project will not look at the aspect of opportunity, as that has to do with the physical work environment, and we have previously made the assumption that the employees have all the necessary resources that require them to fulfil their job requirements effectively. (i.e. skills, training, tools, etc.).

The bedrock ingredient to effective performance is a skilled and motivated worker. The fundamental model of worker performance is the so-called

performance management equation. The basic equation is, according to (Clardy, 2013)

Performance = capacity * willingness * opportunity.

Job performance is a multiplicative function of job knowledge and skills (capacity), effort (willingness), and resources/constraints (opportunity). (Waldman & Spangler, 1989), and therefore if one of the variables is missing, job performance will be minimal.

This suggests that Employee Performance is a function of the three factors (capacity to work, willingness to work, and opportunity to work).

- Capacity refers to a person's capability to perform assigned tasks and can stem from either biographical/biological characteristics (i.e. age, health, intelligence or temperament), or from learned knowledge, skills, and abilities gained from education, training or experience. (Clardy, 2013).

- Willingness refers to an employees' motivation to perform which is revealed in the choices of behaviours made, the intensity of effort provided, and the persistence demonstrated.

- Opportunity refers to the structure of tasks and jobs that provide the framework for limiting or enabling performance.

- If there is no capability, motivation or opportunity, performance cannot happen. (Clardy, 2013).

According to Ledford (2012), engaged employees are harder working, more loyal, and even more passionate about their jobs than others. The 2008 Gallup Consulting study highlighted the following figures: Organisations in the top quartile on its engagement measure showed 18% greater productivity, 12% greater profitability, 27% less absenteeism, 51% less employee turnover, and 62% fewer safety incidents than organisations in the bottom quartile.

Leadership which demonstrates concern for the individual coupled with high performance expectations will enhance follower self-efficacy and the acceptance of increasingly difficult goals. (Waldman & Spangler, 1989).

Leadership may also indirectly affect performance by first impacting values and motives. (Waldman & Spangler, 1989). This is evident in situations where the individual is comfortable with the leaders' morals and values and in turn has a higher level of morale, which then, as per the theories stated above, will increase performance.

2.3 Workplace Wellness Programmes

In recent decades the study of health at work has been increasingly concerned with the potential effect of employment practice and conditions of employee health (Cass, Siu, Faragher, & Cooper, 2003), and although workplace wellness is a concept that is relatively new in the South African context, there are already a number of organisations that are promoting a healthy lifestyle and an increased level of wellness. (Discovery Health and Vitality Specialists, 2013).

More than 30% of the South African population suffer from one of the five main lifestyle diseases, more commonly known as Non-Communicable Diseases (NCD's). NCD's include heart disease, cancer, stroke, pulmonary disease and diabetes. (S. Williams & Bruno, 2007). See Table 2

Table 2: Number of deaths by cause for persons, South Africa 2000 (Norman et al., 2000)

Disease	Persons
Heart Disease	34402
Stroke	33866
Lung Disease	12768
Cancer	17399
Diabetes	13546
Total (NCD's)	111981
Total (HIV)	132990
Total (all Causes)	521082
% NCD's	21,5%
%NCD's and HIV	47.01%

Chronic diseases, lifestyle diseases and NCD's are terms that are used interchangeably throughout the case study and essentially refer to the same grouping of diseases, caused predominantly by following unhealthy lifestyle behaviours. These include, but are not limited to, tobacco use, lack of physical exercise and poor eating habits. (Health24, 2012), (S. Williams & Bruno, 2007).

2.3.1 *What is a Work Wellness Program?*

A Workplace Wellness Program (WWP) is an organised, employer-sponsored program that is strategically designed to support employees and their families, as they adopt and sustain behaviours that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the organisations' bottom-line. (Berry et al., 2010).

WWPs, in general, are made up of a combination of aspects including, but not limited to, fitness arenas, education and training centres focused on health,

health screening tests and incentives for engagement, which are all focused on making the workforce healthier. (Zoller, 2004).

Most WWPs can be categorised into three levels which are dependent on the aspects that have been designed and included in the organisations WWP. (Zula et al., 2013). See Table 3 for a breakdown of each of the levels.

Table 3: Levels used to rate WWP's (Zula, Yarrish, & Lee, 2013)

Various Levels of Workplace Wellness Programmes	
Program Level	***Scope included in the wellness program (aspects / services offered)***
Level 1	Programs focus on awareness and may include health fairs, newsletters, posters, flyers, health screenings, and, generally, other educational activities.
Level 2	Programs work toward modifying life-styles with such offerings as strength training or back training. This level provides participants with a knowledge base to help alter their negative health habits.
Level 3	Programs typically promote health life-style by providing fitness centers, making healthy food available, and removing unhealthy temptations, such as candy.

The important aspects of successful implementation of a WWP, according to Mattke et al. (2013) are effective communication strategies, opportunity for employees to engage, leadership engaged at all levels, use of existing resources and relationships and continuous evaluations. The above do not pertain to the actual services that the WWP offers but rather to the methods that should be used to enhance employee engagement and thus the effectiveness of the services offered therein.

One of the main outcomes that organisations attempt to achieve when designing and implementing the WWP is a general improvement of employee health and wellness of the employees (Zula et al., 2013) which has positive consequences including lower employee medical costs, greater productivity, greater morale, reduction in employee absenteeism, and fewer sick days used. (Zula et al., 2013) (Berry et al., 2010).

According to Hattie, Myers, and Sweeney (2004), wellness is multidimensional. A popular model adopted encompasses six dimensions or characteristics of wellness: social, occupational, spiritual, physical, intellectual and emotional. The above dimensions overlap with (Witmer & Sweeney, 1992) when it is said that the characteristics of wellness are: spirituality, self-regulation, work, love and friendship. Wellness is the aspect of WWPs that is focused on the most, as it leads to a better quality of life (QOL). (Zula et al., 2013) (Keller et al., 2009).

In order for organisations to implement effective wellness programs, they need to consider the dimensions of wellness and ensure that the WWPs that are implemented encompass all elements thereof. (Mattke et al., 2013)

The common characteristics of WWPs are the following: according to (Mattke et al., 2013):

- Wellness screening activities: Identify health risks.
- Interventions: Reduce risks and promote healthy lifestyles.

Both of these characteristics combined, cover health-related behaviours (exercise), risk factors (body weight), clinical screenings (biometric data), program planning and evaluation (to address the individuals' health risks) which all relate to the physical well-being of the individuals. The aforementioned characteristics make participating employees aware of their medical status and health and therefore create awareness and subsequently a reduction in obesity, heart disease, diabetes, and occupational injuries. (Keller et al., 2009).

Another characteristic of well-being is the support and interventions for the psychological aspects that employees experience: relating to stress management, coping methods, and morale. WWPs need to ensure that all aspects of well-being are covered, so that the individuals have a proper balance of support from their employers. The psychological aspect mentioned above is the cognitive side of WWP and can be defined as an employee's positive experience of life, and is closely related to happiness, satisfaction, self-efficacy, and morale. (Diener, 1984).

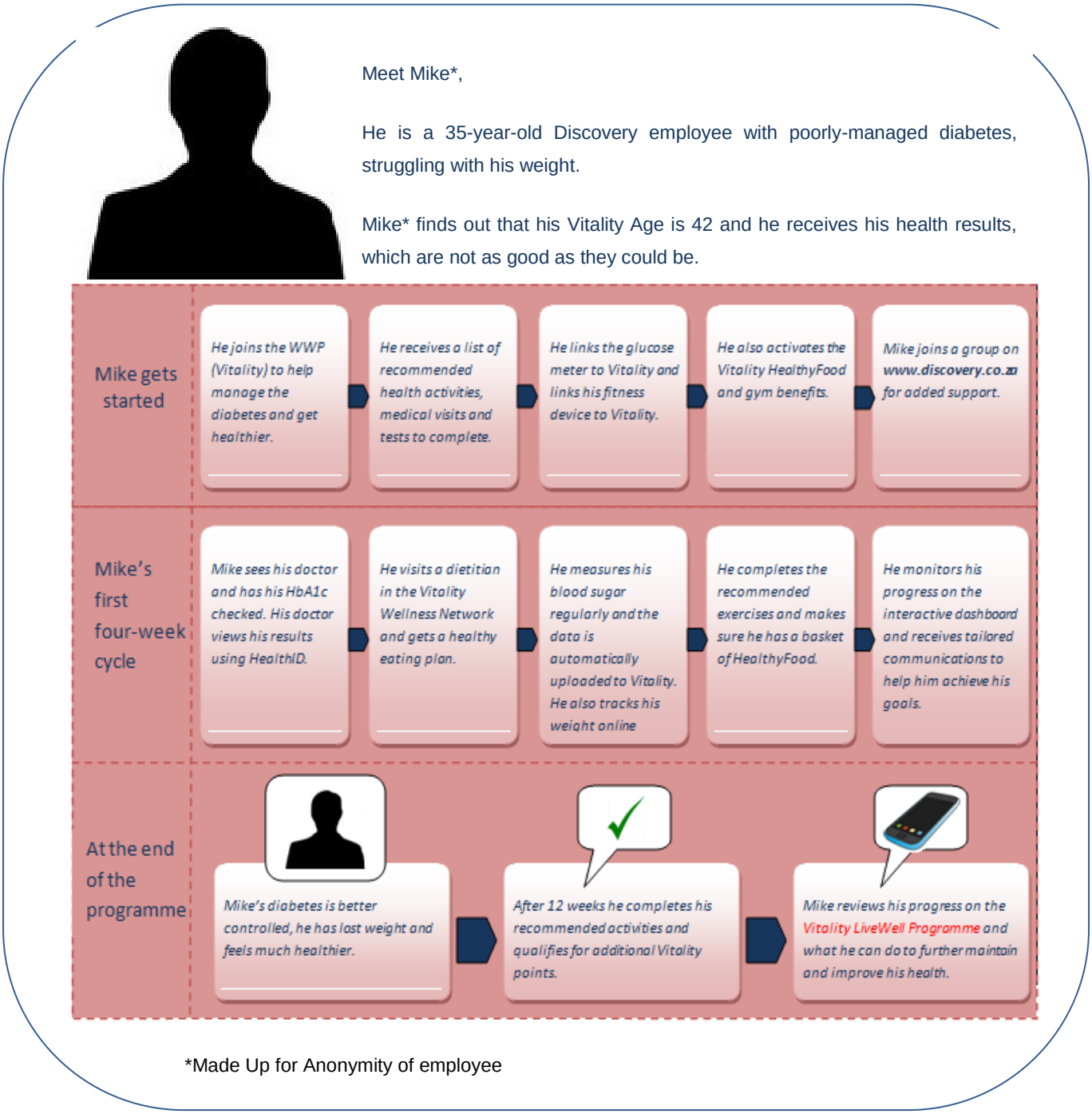
According to the Chartered Institute of Personnel and Development's 2007b survey, the key reasons for employee turnover were 1: "stress of the job/role" 2: "level of working hours" 3: "level of workload". This is the aspect of WWPs that is handled by the Occupational Therapists and psychologists in ensuring that the employees wellness in maintained or improved. How employees experience work and the satisfaction they derive from it is a key indicator of well-being. (Dewe et al., 2010). Self-efficacy plays a very important role in how the employees perceive themselves in all sectors of their life.

According to Dewe et al. (2010) the most widespread workplace hazard is stress. Data reviewed by the Boardman and Parsonage (2007) on behalf of the Sainsbury Centre for Mental Health, suggested that the average rate of employee absence due to sickness is around seven days per year. Stress therefore arises from the appraisal that particular environmental demands are about to tax individual resources, thus threatening well-being. (Holroyd & Lazarus, 1982).

The better we understand coping, the better we understand stress and how to manage it (Dewe et al., 2010) and therefore the design and implementation of the WWP can be targeted at assisting employees in coping and managing stress, improving their morale and their overall wellness.

With these facilitators in mind, organisations need to ensure that they have implemented a suitable support and maintenance structure for the WWP to ensure that the individuals are receiving the full benefit of participating therein. According to Bambra et al. (2009) workplaces can do much to enhance individual worker's health and wellness, and good health is good business.

Figure 1: Example of a case study of a Discovery employee who is living a healthier life-style due to his engagement in the service offerings of the Discovery WWP. (Discovery Vitality Specialist, 2014)



*Made Up for Anonymity of employee

2.3.2 *Why do organisations implement Work Wellness Programs?*

It is the objective of employers to ensure that their workforce is performing at the optimum production level at all times, and one of the ways that employers

are trying to promote this increased level of performance is by offering employees WWPs which cover all aspects of well-being.

The organisations that have designed and implemented WWPs are incentivising employees for increasing and maintaining their level of wellness and are developing ways of making a higher level of wellness easier to achieve.

WWPs are focusing on healthy lifestyles among their employees through targeting the risks that result from a lack of adequate physical activity, poor nutrition, tobacco use, excessive stress and other unhealthy habits. (Hall, 2008). These risk factors can contribute to ill-health, absence due to sickness, productivity loss at work, reduced ability to work, employee safety and morale. (Rongen, Robroek, Van Lenthe, & Burdorf, 2013).

Individuals with chronic and lifestyle diseases (NCDs) add to the economic burden, because of illness-related loss of productivity due to absence from work (absenteeism) and reduced performance while at work (presenteeism). It is for this reason that employers are adopting health promotion and disease prevention strategies, commonly referred to as Workplace Wellness Programs. (Mattke et al., 2013).

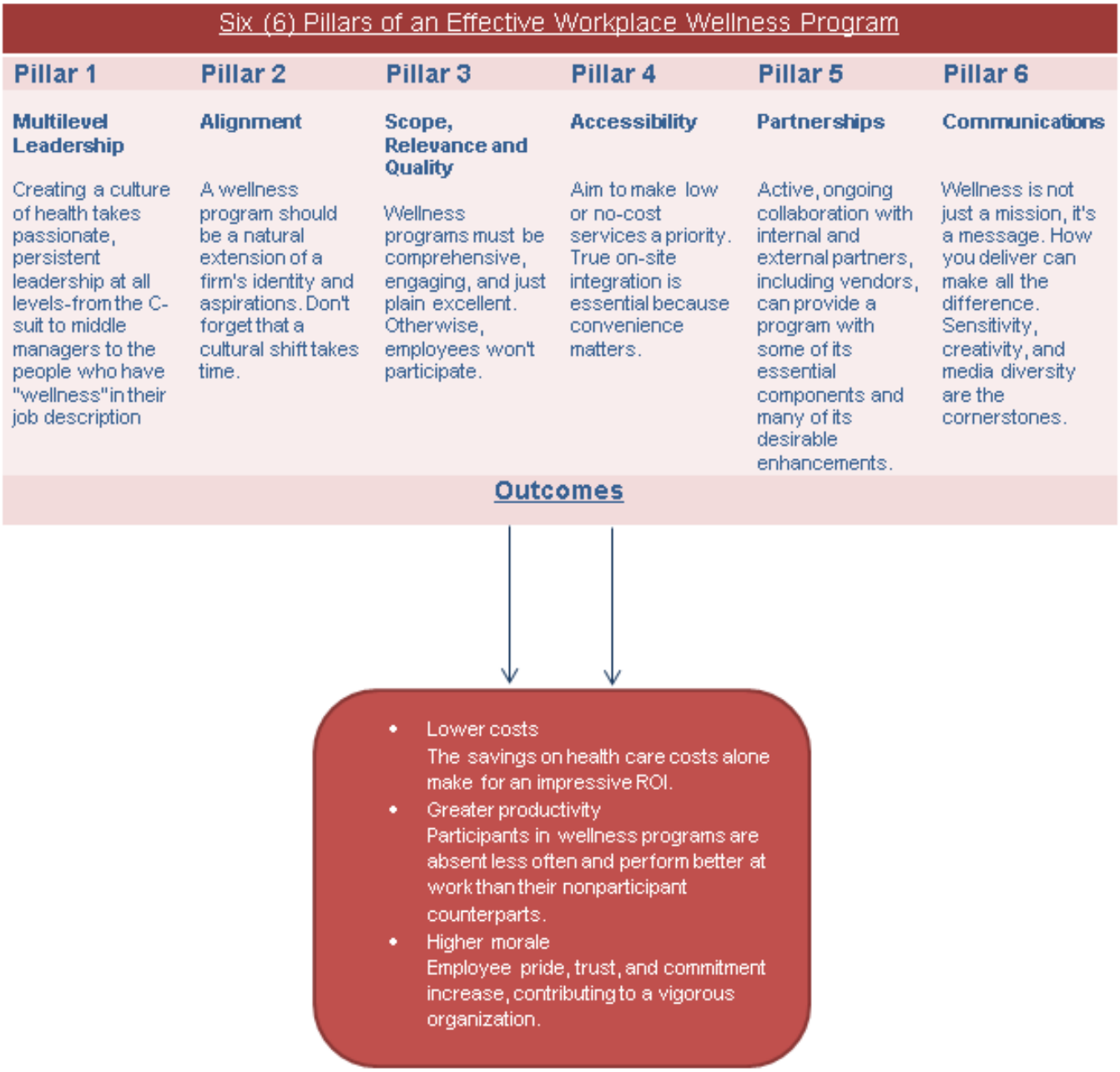
It is therefore the intention of organisations, when implementing and maintaining WWPs, to reduce and therefore save on medical costs, reduce the loss in production due to lost workdays influenced by sickness, and to increase employee retention. (Berry et al., 2010).

2.3.3 *Factors leading to the success of Work Wellness Programs?*

Figure 2 summarised the qualities that exist within successful WWPs that ensure the desired outcomes are achieved. According to Berry et al. (2010) the success of the wellness program is predominantly driven by the presence of six characteristics: 1) management who are driving the initiative from the front, meaning that they are actively participating in the WWP alongside employees 2) the WWP should be in line with the aspirations of the company and employees should understand why management would want them to participate in the

WWP and know that they are going to be incentivised for the aforementioned participation (Mattke et al., 2013), 3) the WWPs needs to cover all aspects of wellness including health, physical, and psychological so that while they are improving on their employees level of fitness, they are also ensuring that their employees have the support that they need to cope with stress and traumas as well, 4) the organisation needs to ensure that the WWP is a convenience for employees so that they do see the time-saving benefit of participating in conveniently locates services that the WWP offers 5) organisations need to have an understanding of what employees needs are on a daily basis and make sure that they partner with the correct internal partners to improve credibility, and external vendors to provide additional benefits to the participating staff, 6) organisations must handle all aspects of the WWP with the utmost discretion to ensure that employees trust the program enough to use it to its full potential, the organisation also needs to ensure that they are promoting engagement as much as possible through continuous marketing and punting of the program.

Figure 2: The 6 Pillars of Effective WWPs (Berry, Mirabito, & Baun, 2010)



2.4 Links between Workplace Wellness Programs and Employee Performance

Wellness looks at increasing the physical and mental well-being of employees, and from the evidence above it has been emphatically stated, in many a theory, that an employee with a higher level of wellness will have more self-efficacy, a

higher level of morale, better ability to perform the job functions more effectively in terms of higher effort and concentration which are all benefits of well-being.

If the work group has high levels of morale, that is, it identifies with the goals and directions of the organisation, the group may sustain and amplify “good” into better performance. (Viswesvaran & Ones, 2000). Job attitudes increase performance. (Riketta, 2008) and this is one of the many aspects of wellness that WWPs look to improve. If employees are aware that the organisation for which they work has a vested interest in bettering the well-being of their employees, the employees attitudes towards the organisation and to giving the best in return will increase and lead to improved employee performance. Employee attitudes about job characteristics, the work environment, and individual attributes have an effect on their job performance. (Caillier, 2010).

The opposite can be said for groups/employees with high solidarity but low morale: they will find themselves opposed to organisational direction and decisions, they will likely act to limit and reduce constructive performance (Viswesvaran & Ones, 2000), and therefore it is essential to have a WWP that can increase the level of the individuals’ morale and eventually the entire organisation.

According to LePine, LePine, and Jackson (2004) all seven stressors (role ambiguity, role conflict, role overload, job insecurity, work-family conflict, and situational constraints) are associated in one degree or another with hindrance at work, which may limit performance. These are the seven aspects that specialists in the wellness centres are trained to assist the employees on and by guiding employees through these aforementioned stressors, WWPs ensure that employees are able to handle the stressors and not let them impact on performance.

Another aspect of well-being that makes a major difference in EP is self-efficacy. Performance of the employees is positively influenced by the overall self-efficacy according to aforementioned theories. It is with this in mind that we can emphasize the fact that self-efficacy will most definitely lead to increased performance and productivity. A person’s “high” in self-efficacy would surpass

less efficacious individuals in relation to factors such as promotions or career success or salary. (Cherian & Jacob, 2013).

By implementing WWPs the employees who are infected with life-style diseases and HIV can attend wellness counselling to help control the side-effects and therefore minimise the sick-days that have to be taken. The WWPs are also designed to provide employees with various other services, such as stress management advice, occupation therapists for career guidance, nutritionists for healthier eating habits, and personal fitness coaches for physical health guidance. It is a combination of all of the above that will ensure an increased level of employee loyalty, increase motivation to perform, minimised off-days due to sick leave, and a higher level of overall energy and morale in the organisation.

Interventions that improve job satisfaction are associated with improved worker health, as well as improved performance and reduced employee turnover. (Cass et al., 2003).

Organisations that implement wellness programs do so because they believe that an improved level of employee wellness will essentially lead to a higher level of employee production, which is the case according to (Alavinia, Molenaar, & Burdorf, 2009). Unhealthy employees and those with unhealthy lifestyle are less productive at work, have decreased work ability, and take more sick days. The increased absence of an individual will lead to a decrease in work production (fewer hours at work), and in turn hinder performance.

2.5 Conclusion of Literature Review

The theory in the body of the literature review suggests multiple reasons why an employees' level of engagement in the WWP has an impact on said employees' performance, thus research question (RQ) one arises: Does an on-site WWP have an impact on EP?

According to the literature review conducted and discussed in Chapter 2 above, there should be a positive relationship that prevails, in which case that will be discussed in detail therein, however if the RQ 1 is predominantly answered by the respondents with a negative impact, that will be investigate deeper too. During the data collection stage, the researcher will go beyond a simple yes answer, and, under the umbrella of the RQ1 will also look at how long it takes the implementation of the WWP to occur and how long before the impacts of the WWP can be seen within the organisation.

Once the answers to RQ 1 have been established, the researcher will then look to establish how the WWP impacts on EP. If there are no links between WWP and EP, the researcher will look deeper into what inhibitors occurred to disregard all of the literature findings above, however the literature suggests that the WWP impacts positively on EP, so if that is indeed the case highlighted in the data, the researcher will go through the majority of the aspects that align with that theory from the responses attained through interviews.

The link between employee wellness, has to be understood, so the next logical question, research question three, will be to ask what are the possible contextual aspect that may have enabled such a link to occur?

2.5.1 *Research Question 1:*

Does the workplace wellness program impact on Employee Performance?

2.5.2 *Research Question 2:*

How does the Workplace Wellness Program impact on employee performance?

CHAPTER 3. RESEARCH METHODOLOGY

The research objective is to identify the influence that an on-site WWP has on EP.

The methodology selected for the research component of the project is qualitative, since the study is descriptive in nature (Hussey & Hussey, 1997), and because it is primarily concerned with understanding and interpreting the data collected. (Merriam, 2009).

3.1 Research methodology

The choice of paradigm has implications for your choice of methodology (Hussey & Hussey, 1997). The approach to research that will be taken in this research report is qualitative, following a constructivist research paradigm that acknowledges the subjective individual differences that exist between the views of respondents, even on the same issue.

A qualitative approach is where the researcher takes multiple meanings of individual experiences and develops a theory or pattern around them (Creswell, 2003). The researcher then asks open-ended questions, in this case in the form of face-to-face interviews, and then makes interpretations of the data collected (Creswell, 2003) to form the findings used in developing the content for the case study.

Researchers interested in a basic qualitative study, which is the case in this research project, would then be interested in how the respondents interpret their experiences, how they construct their worlds and what meaning can be given to their experiences. (Merriam, 2009).

3.2 Research Design

This research report is going to adopt a methodology known as a case study which is defined according to Merriam (2009) as "*an in-depth description and analysis of a bounded system"* which refers to what is going to be studied.

Hussey and Hussey (1997) define a case study as "*an extensive examination of a single instance of a phenomenon of interest*."

The case study that will be compiled during this research project will be a descriptive case study in which only current practice will be discussed. (Hussey & Hussey, 1997).

The data that will form part of the findings will be drawn from a series of face-to-face interviews.

Coding allows the researcher to group key issues from within the data and therefore allows conclusions to be drawn therefrom. (Bell, 2005).

The data that has been collected will not have much value and meaning to the reader if the common themes have not been identified and their meaning derived. (Bell, 2005).

3.3 Population and sample

3.3.1 *Case Site*

A population is a specifically defined collection of individuals who have been carefully chosen to contribute to a research report. (Hussey & Hussey, 1997).

The population that has been selected and will therefore be used in this research report, is employees, at a senior management level (a combination of line managers and executives), of Discovery Holdings (Pty) Ltd.

3.3.2 *Sample and sampling method*

A sample is a division of a population and should represent the main interest of the study. (Hussey & Hussey, 1997).

This research report has adopted a constructive, qualitative approach and therefore the aim is to get more in depth through the use of a smaller sample.

The method that will be used in this research report to select a sample is:

- Purposive Sampling: the intentional selection of a respondent by the researcher due to the knowledge and experience that said respondent pertains. (Hussey & Hussey, 1997).

This specific group of individuals was purposefully selected because they are all employees of Discovery, which has an on-site WWP, and is perceived to be a market leader in this regard.

All the individuals that make up the sample have managerial experience and therefore will be able to provide insight into the performance of their subordinates, as well as have the required knowledge to answer any interview questions regarding the Discovery WWP.

There will a series of ten (10) face-to-face interviews conducted, and each interview slot that has been allocated per respondent is 60 minutes to 90 minutes. The interviews have been arranged to take place at the offices of the respondents so that they are in a familiar and comfortable setting to allow them to give the most accurate responses possible. The topics that will be covered during the interviews will be set out in the form of a standard interview guide, so that the researcher maintains as higher level of uniformity as possible. The interview guide will comprise of a series of questions that will seek to gain as much information, in the form of answers, from the respondents as possible. The questions are open-ended questions, which, giving the time allocation will ensure that the respondents give as in-depth an answer as possible.

The questions surrounding the topics will be covered more in–depth in the proceeding section of the research report. A copy of the Interview Schedule has been attached to this research report as APPENDIX A

The researcher has used the networking skills obtained during the course of the MBA and student council involvement to ensure that correct people were contacted and minimum number of respondents confirmed their involvement.

A profile table (Table 4: Demographic Profile of Respondents) of each of the respondents has been provided, however their names have been excluded for reasons of anonymity.

3.4 The research instrument

The research instrument that was used for this research report was a series of face-to-face interviews with respondents, in which the researcher asked them a standard set of interview questions relating to the topics below. A copy of the interview guide has been attached herewith (APPENDIX A) for ease of reference. These individuals were chosen because they are all line managers within the Discovery organisation, and they all have employees reporting to them and therefore were able to shed light on the performance reviews.

The overview of topics that were covered in the interviews is:

- What does the WWP of Discovery comprise of?
- To what extent did the WWP impact on EP?
- What were the aspects of the WWP that caused a change in EP?
- How long did it take to get employees engaged in the WWP?
- Does the level of employee engagement impact on the affects the WWP has on EP?
- How long did it take for the managers to see an improvement/adjustment to EP?
- What was the cause of employees becoming engaged in the WWP?
- Do employees see the benefit of being engaged in the WWP?
- Do managers think that the WWP had been beneficial or a disservice to the organisation as a whole?
- If yes, why and how has the WWP benefited or disserviced the company?

Once the face-to-face interviews were conducted, the content of the interviews were transcribed and the major overlapping results and responses were

highlighted, or responses that are similar in terms of their context and content, were used as empirical data to then decipher the qualitative data that was needed to draw up the body of the case study.

If there was an area of interest that was highlighted during the face-to-face interviews, that the researcher felt would be beneficial to the content of the research report, then addition questions were asked during the face-to-face interviews. Once the researcher had transcribed the interviews and added those transcriptions to the summary notes taken by the researcher during the interviews, the content was then analysed and data withdrawn from there.

Using the content and data gathered from the interviews, the researcher will then draw parallels between the aforementioned and the theory highlighted in the literature review (Chapter 3 of this research report).

3.5 Procedure for data collection

The data collection procedure will be to use the network that has been formed over the years, to introduce this research report to individuals who are in a management position within the Discovery organisation and will have the required knowledge needed to contribute substantially to the date of this research report. The respondents will be contacted prior to any information being exchanged by either party and the research project will be discussed with them. Once the respondents are comfortable with the report then interviews will be set up over the space of a few weeks to allow enough time for all individuals to be interviewed and the necessary information gathered. An hour and a half will be set aside for each interview to ensure that enough time is given to the respondents to answer the open ended questions as wholly and as truthfully as possible.

There was a provision made by the researcher that allowed respondents to participate in answering the interview questions if they were not able to meet due to time and localisation constraints. This was, however, not the case as the researcher made sure that all respondents were interviewed face-to-face in

order to ascertain the entire interviewing experience and not just the written information provided.

Once each and every interview has been complete, the researcher will transcribe the interviews that were recorded using a voice recording device. The transcribed notes will then be added to the notes that were taken by the interviewer during each of the face-to-face interviews.

3.6 Data analysis and interpretation

The data that is obtained will need to be analysed to make sense of what topics are that are coming through from the interviews and the internal documentation provided to the researcher.

This will be done using content analysis which represents a formal approach to qualitative data analysis and can be a diagnostic tool for qualitative researchers which they use when faced with a mass of open-ended material to make sense of the respondents' experiences. (Hussey & Hussey, 1997). It is the way of systematically converting text to numerical variables for qualitative research that is referred to as thematic content analysis.

Identifying codes, placing them in main categories and accompanying them with the researchers' interpretation will lead to the findings for the case study. Qualitative analysis entails extracting the most meaningful portions and information from the data without losing the essence of the research. (Bell, 2005).

3.7 Limitations of the study

The limitations of this research report are:

- It only deals with one organisation, which will hinder the applicability of the findings to other organisations, other industries, and other sectors of the market.

- The subjectivity of the responses collected from the manager of that organisation.
- The questions that are asked during the interviews and in the questionnaires may be limited in sourcing additional data that may be needed at a later stage.
- There are limitations of time - time to interview the manager, and time to send out questionnaires and receive the responses.
- The limitations of this are that :
    - The report is focusing on very specific variables
    - The report is focusing on one specific company.

3.8 Validity and reliability

Due to the limitations highlighted above together with the fact that this research report is a case study, the threats to validity and reliability must be addressed as there will be concerns regarding the validity and reliability. (Ghauri & Grønhaug, 2005)

It is a case study and therefore it is more difficult to validate than other methodologies but wellness studies are generally case studies and here validity is high.

3.8.1 *External validity*

External validity is the examination of the extent to which any perceived causal relationships should be generalised to and across different measures, settings, individuals and times. (Calder, Phillips, & Tybout, 1982)

Being a case study with reasonably few respondents, the external validity is inevitably in question, however Discovery is perceived as the market leader and therefore studying Discovery leads to potential managerial recommendations of high value. It is less of a positivistic case study because the research report is

not looking at the average company with bad wellness and almost no WWP. Discovery is less likely to be representing the bulk of companies that have almost no wellness offerings and potentially high levels of wellness issues.

The trends can be applied to similar organizations in a similar industry due to there being some validity in what will be found as Employee Performance is generally a blanket model throughout various industries, sectors and organizations and the Workplace Wellness Program of Discovery can be used for its normative value for management of other organisations who are looking to implement a WWP as Discovery are perceived to be the market leaders.

The concept of the impacts of WWP's on EP is a concept that should be present in every organization in every industry throughout all sectors.

3.8.2 *Internal validity*

Internal validity is essential in ensuring that the findings of the research are paralleled with reality and is an essential part of the validity of the case study for qualitative studies in establishing cause and effect relationships through an internally valid process of research. (Riege, 2003).

The researcher maintained the highest possible method of internal validity during the research collection and analysis of the data gathered through both face-to-face interviews and reviewing internal organisations' documents.

The researcher ensured that 1) the interview schedule covered all the correct topics and constructs that were to be examined, 2) that the researcher remained objective during the interview process and 3) that the researcher did not guide the respondents to answer in specific ways.

The respondent ensured that the respondents were given sufficient time to answer each question to ensure that the respondents were free to provide holistic answers.

All respondents were completely independent of each other and all felt comfortable and willing to provide information and quotations during the interviews and the researcher made it clear that anonymity was essential.

The content of the data gathered picks up the trends, and the researcher will add credence to the validity of the relationships of the examination with associated evidence.

3.8.3 *Reliability*

Reliability is about consistency and whether different people within the sample would answer the same interview schedule in the same manner as the previous person. This is a challenge for qualitative research as the sample is not as consistent at that in quantitative research. (Riege, 2003)

Internally speaking the researcher is interviewing people from the same organisation, who have been exposed to the same organisational training, who are getting questioned from the same interview schedule and using the data gathered through the answers to pick up on common trends, but due to the fact that open ended questions have been asked for the bulk of the interview, the information gathered from the respondents is not likely to be uniform and therefore reliability will decrease, however, due to the following factors, reliability has been maintained at as higher level as possible:

- Respondents are all employees of the same organisation
- Respondents are all senior manager
- Respondents have all received the in-house training in WWP and EP
- Respondents are all males
- Respondents were all asked the same questions
- Respondents were all interviewed in their offices
- Respondents were all contacted in the same way

3.9 Demographic profile of respondents

The profile of the respondents that I was aiming to conduct face-to-face interviews with was line managers within the Discovery Organization. I managed to set up and conduct ten face-to-face interviews with ten line managers. With the above in mind there is no difference between what I planned and what was executed. (Refer to Table 4: Demographic profile of respondents.)

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CHAPTER 4. PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

Due to the nature of this case study and to avoid repetition, the presentation of results and discussion (what would normally be chapter 5 according to the template issued to students by Wits Business School) have been combined into a single chapter. It is therefore evident from the aforementioned that the main themes and factors that have prevailed from the research and the interviews will be presented and identified herein.

The results of this chapter will be presented in the form of a discussion. Most of the results will be referenced either by tables, graphs, or direct quotations taken from the transcriptions of the respondents and will be linked to findings in the theory that have been discussed in-depth in the Literature Review of this report (Chapter 2).

This chapter will be structured as follows: it will start off by looking at the demographics of the respondents, to give readers the background as to why the sample selected was ideal to provide the informed responses needed (see Chapter 3 for more details into the sample selection) to validate the theoretical findings in Chapter 2.

The chapter will then go on to prevail the answers to the RQ's that were posed at the end of Chapter 2. This will be done by linking the theoretical findings to the key themes that the respondents provided during the interviews and the content that was extracted from the thematic data analysis conducted by the researcher.

The chapter will then end off with a summary of the results, having presented, described, discussed and explained many of the findings.

4.2 Demographic profile of respondents

A total of ten (10) interviews were conducted with senior manager and executives that are employees of Discovery. This is in line with the research plan that the researcher proposed in Chapter 3. Table 4 on the following page contains a demographic breakdown of the ten (10) respondents.

Table 4: Demographic Profile of Respondents

Respondent	Job Title	Total Work Experience (Yrs)	Age Range	Ethnic Group	Gender
1	Financial Advisor	25	45-50	White	Male
2	Business Executive	20	40-45	White	Male
3	Senior Analyst	9	30-35	White	Male
4	Processing Executive	17	40-45	Indian	Male
5	IR Advisor	23	45-50	Coloured	Male
6	Service Executive			Black	Male
7	Vesting Specialist	12	35-40	Indian	Male
8	Implementation Manager	10	30-35	White	Male
9	Configuration Analyst	20	40-45	White	Male
10	CFO	16	40-45	White	Male

All interviews took place at the Discovery offices as intended in Chapter 3 of this report, to ensure that the respondents were as comfortable as possible. Preceding the interview that researcher asked the respondents if they were comfortable with the interviews being recorded for purposes of transcribing and they all confirmed such.

Note: The respondents' direct comments and statements were quoted and referenced.

4.3 Results and discussion pertaining to whether or not a Workplace Wellness Program impacts on Employee Performance (RQ1):

As demonstrated early in Chapter 2 the presence of a WWP is a strategic imperative in the competitive positioning of an organisation in the market in which it operates. (Berry et al., 2010).

Organisations need to ensure that they have a WWP that is available to all employees throughout the organisation and that these employees are as engaged as possible in the services offered through the WWP. (Berry et al., 2010). It was evident from the data that was collected by the researched that 100% of the respondents confirmed that Discovery has a WWP, and 100% of the respondents were very clear that the WWP of Discovery was targeted at the entire workforce, throughout all levels of the organisation. One respondents' answer in the form of a quotation sums up the latter efficiently:

> *"The Discovery WWP is aimed at all employees throughout the organisation, from the cleaners to the Executive board, we want all our people healthy"*
>
> (Discovery, Chief Finance Officer, 2014)

During the interviews the respondents personal definition of WWP was quite clear and in line with the aspects outlined by Berry et al. (2010). The researcher

then questioned the respondents as to whether their definition of WWP was in-line with Discovery's WWP, to which 100% of the respondents answered yes.

The aforementioned link was established so that the researcher could engage whether the respondents were indeed au fait with the definition of a WWP and subsequently the WWP of Discovery. The responses gathered from questioning the respondents regarding their personal definition of a WWP and the themes pertaining thereto were summarised and placed in a table format (Table 5):

Table 5: Respondents Definition of WWP

Aspect of the WWP	Number of responses	%
Healthier employees i.t.o Wellness, fitness, QOL	5	26.3%
Reduced sick days i.t.o absenteeism	4	21.1%
Happier workforce i.t.o less stress, more motivation	4	21.1%
Reduction in staff turnover i.t.o increased staff retention and reduced recruitment costs	3	15.8%
Improved performance i.t.o increased production, reduction in errors	2	10.5%
Increased employee engagement	1	5.3%

The number of aspects of the WWP will be greater than ten (although ten respondents were interviewed), because many of the respondents gave more than one aspect in their answer as to the composition of the WWP.

The respondents were then asked what services the Discovery WWP was offering which serviced the aspects that the said respondents had highlighted in their personal definitions of a WWP, which would create an impact on the employees' performance. A summary of the various services offered can be seen in table 6:

Table 6: Aspects offered in the Discovery WWP

	Aspects of The Workplce Wellness Program				
	Improved Wellness	**Reduced Sick Days**	**Happier Workforce**	**Reduction in Staff Turnover**	**Increased Engagement**
Services Offered	Nutritional education	On-site doctors	Stress management	Involvement of management	Motivation
	Screenings	Free medication	On-Site Psychologists	Convenient service offerings	Incentives
	Gym/Sports events	On-Site clinic	Free Financial Advice	Subsidised canteen meals	Training
	Smoking cessation	Increased awareness	Free legal advice	Crèche	
	Flu vaccines				

The services offered are in line with the inclusions of a WWP that Zoller (2004) highlights quite elaborately.

From the above tables (Table 5 and Table 6) it is clear that the respondents have a good idea of what the WWP comprises of and are therefore suited to inform the researcher of any information relating to the WWP.

We can see from the above tables that Discovery has a comprehensive WWP which is considered a level three WWP according to Zula et al. (2013) (refer to Chapter 2, Table 3) and that the managers are well trained and au fait with what it comprises of.

The aforementioned will lead to the managers being able to point their subordinates in the right direction when the said employees require one of the many services offered by the WWP, either due to a trauma, stress or health queries.

From the results that were obtained another important theme came up that would assist in ensuring that RQ 1 is answered with as much depth as possible for better understanding. This theme that prevailed was the fact that 70% of the

respondents said that the WWP would only have an impact on EP, and therefore fulfil the organisations ultimate reason for implementing the WWP, if the implementation of the WWP was done correctly.

The respondents were questioned on what they thought proper implementation consisted of and, what had worked for the Discovery WWP. A brief overview of the "proper implementation" was summed up in a quote (below), and it is supported by the theorised work of Berry et al. (2010) and (Mattke et al., 2013).

> "*The WWP will only work if implemented properly. Proper implementation is made up of training and educating the employees on wellness and what has to be done for them to be engaged, rewards and incentives need to be given to employees who participate, marketing the WWP needs to be a continuous process to keep people aware and reminded of it, mentors need to be selected from the reputable managers and executives in the organisation to give employees aspiration, visuals need to be placed around the workplace to keep people motivated all day and finally, engagement in the WWP needs to become a competition between departments, teams and colleagues which needs to be promoted by HR*"
>
> (Discovery, IR Advisor, 2014)

The final major theme to prevail from the data collected with the intention of answering RQ 1 specifically, was the fact that 90% of the respondents said that the Discovery WWP has had a positive impact on general performance of the Discovery workforce. The managers were able to provide this information to the researcher, with a high level of validity, due to the fact that all the respondents have a team of subordinates that ranges from 10 direct reports to 53 direct reports, so they are well aware of any impacts on performance.

There was only one respondent that said that the WWP of Discovery had, neither had a positive nor a negative impact on EP, and that the services offered within the Discovery WWP were nice to have, but that they did not

motivate staff to produce more effectively, nor to get healthier. The researcher asked the respondent to elaborate via a series of additional questions, which then exposed the fact that his particular respondent had never personally been engaged in the WWP, that this respondent was only driven by monetary factors, and that their health was not of particular concern to said respondent. The researcher will explore the above respondent in more details under the "Challenges" section further into this chapter, but for now the following quote is applicable to the final answer to RQ 1:

> *"The Workplace Wellness Program positively influences Employee Performance. I see it every day with my staff, from their attitudes to their motivation to do the best they can. Also because it is factually proven"*
>
> (Discovery, Business Executive, 2014)

This quotation successfully sums up the data received to answer RQ1 and is supported in theory by various authors, namely Berry et al. (2010), Zula et al. (2013), and Keller et al. (2009) which follow.

A Workplace Wellness Program does impact positively on Employee Performance.

4.4 Results and discussions pertaining to how the Workplace Wellness Program impacts on Employee Performance. (RQ 2)

This section of the case study is going to look at the manners in which the WWP impacts on EP and the methods that have been identified in the data to promote the aforementioned impacts.

In Section 4.3 above, Table 5 shows the aspects of WWP according to the personal definitions of the respondents. An overview of the respondents' answers pertaining to the actual factors that were influenced by the WWP service offerings that led to the final positive affect, of such factors, on EP as highlighted in the previous section will now be examined. Here is the overview of the aforementioned responses:

R1: "The employees are more engaged and there is a reduction in sick days. Employees' performance will increase due to a better level of overall health and therefore increased productivity."

R2: "Employees' performance has improved due to employees participating in the program – proven that it has within Discovery. Those that participate in the Workplace Wellness Program put in less sick notes on average than those who do not participate. The admin staff has not taken a single days leave in the last financial year due to illness and employees start engaged which leads to a great balance between work and wellness."

R3: "From a psychological point of view it makes the employees feel like they are part of the organisation and not just a number. They have a bigger sense of worth and therefore are motivated to perform better".

R4: "Having managed workforces within a company without a Workplace Wellness Program, and now managing a team at Discovery, I can see the massive positive impact that the WWP has had on employee performance. … The biggest impact on employee performance has been the reduction in errors made by employees and therefore the need to rework everything."

R5: “The average fitness level of the staff at Discovery has gone up and this has led to staff being able to think better, to make better decision and the way that they execute their jobs at the company.”

R6: “It creates more time to focus on work – everything is easily available and therefore easier to get things done, and therefore allows people more time to be involved in their work and therefore increase performance. It definitely enhances performance.”

R7: “When the people were very stressed during the day, they would take time out, do some physical activity, go for a massage, go for a coffee, etc., with a few other colleagues and when they got back to their desks they were refreshed and more focussed and therefore would perform better and make fewer errors.”

R9: “If the employees have the mental wellness, they are happier to be at work and that turns into individual growth and increased performance.”

R10: “Reduction in sick days, reduction in errors, increased happiness and motivation to come to work. Employees’ attitudes improved… Employees that are healthier and that are somewhat engaged in the WWP are performing better.”

The above responses can be summarised in a tabulated format, Table 7, as follows:

Table 7: Responses regarding the benefits of WWP

Benefits of employee engagement in the WWP for the organisation.	No’ of Times It Came Up
Reduction in Sick Days	6
Reduction in Work Errors and re-work time	5
Increased morale	5
Increase in Staff retention	4
Increased level of health and wellness	4
Increased Productivity	3
Increased Teamwork	3
Reduction in Stress	2

The above table illustrates, according to the respondents, what the employees' engagement in the WWP actually resulted in. The respondents saw multiple changes in the day-to-day performance of their subordinates, which was as a direct impact of the factors highlighted in the table above.

For each of these factors there are direct services and aspects of the WWP that contributed to the improvement in the day-to-day dealings and these were highlighted in the responses attained during the interviews. The next few sections will explain what the impact of the WWP was, and which of the aspects of the WWP were responsible for the impact.

4.4.1 *Reduction in sick days*

This is the most common benefit of employee engagement in the organisation that the managers are seeing amongst their subordinates, not only from a Discovery perspective, but according to many authors whom have established the same result (Rongen et al., 2013), (Mattke et al., 2013), (Berry et al., 2010).

A reduction in sick days does not only refer to the days that the employees are taking off due to ill-health, it also includes the level of presenteeism that an organisation is experiencing which can be even more harmful than employee absence. (Mattke, Schnyer, & Van Busum, 2012)

The engagement of employees in the service offerings of the WWP in the context of Discovery has led to a substantial decrease in the number of sick days that the average employees take. This is due to the fact that the WWP includes and on-site doctor, clinic, nurses and free medication for staff that are ill or are at the beginning stages. This ensures that employees are treated immediately for their illness and land up taking fewer to no sick days leave.

These results in a reduction of the costs associated with a loss of production, and therefore the organisation will see an increased positive ROI.

The following figure (Figure 3) visually illustrates the above section, which has discussed the impact on the employees' engagement in the WWP in terms of a reduction in sick days.

Figure 3: Employee Engagement creates a reduction in sick days



Figure 3 represents the sick days and the level of absenteeism of the employees within Discovery. As per the data it is clear that the more engaged the employees are, the lower the sick days (reduced from 1.8 days p.a to 1.4 days p.a) and the percentage of employees with sickness absence has reduced drastically too (from 57 people to 51 people p.a). (Discovery Finance and Executive Council, 2014)

4.4.2 *Reduction in Errors*

The reduction in errors refers to the increase in focus of an employee due to their engagement in the service offerings of the WWPs.

When asked what the benefits of the employees' engagement in the WWP were, the respondents that answered a reduction in errors of employee work substantiated their answer further, by stating that the number of errors that

employees were making were reducing the more engaged in the WWP they are.

Errors in the workplace are made when employees are not focused on the tasks at hand. The distractions can be caused by a number of things ranging for a tired employee, or an employee that is having trouble at home so they are preoccupied.

There are a number of services within the WWP, to which the respondents made reference too, that are designed to ensure that employees are as focused on the job as possible. The most common services that were highlighted by the respondents during the course of the interviews have been summarised in table below (Table 8):

Table 8: Factors causing increased work errors

Factors causing errors in employee tasks	Services offered in the WWP targeting error reduction	Effects of Participating in the Service Offerings of the WWP	Results of Participating in the Services of the WWP
Tired Employees	Sports Facilities Coffee Bars	Released Endorphins Caffeine Boost	Increased energy and focus
Pre-occupied Employees	Psychologists Legal Advisors Financial Advisors	Guidance Free Financial Advice Free Legal Advice	Solutions & advice for solving problems, so a clear mind to work
Stressed Employees	Spa, Hair Salon Psychologists	Relaxation Guidance	Fresh perspective when return to desk
Difficulty in Employee Communicating	Sports events	Team work is induced	Increased confidence in asking for assistance

Table 8 is illustrating the impacts that the services have on the factors that associated with increased errors in employees work and are in line with the literature in Chapter 2 according to (Rongen et al., 2013).

The two quotes that best sum up the reduction in errors section were retrieved during the fourth interview that the researcher conducted:

QUOTE 1

"The more financially and psychologically stable employees are, the more every other aspect within their lives will fall into place and they will be more productive, have less distractions, make less errors and therefore they will find themselves getting better and better at what they do."

QUOTE 2

"If you solve a person's personal problems you allow them to be fully focussed on the job, and then they can fly."

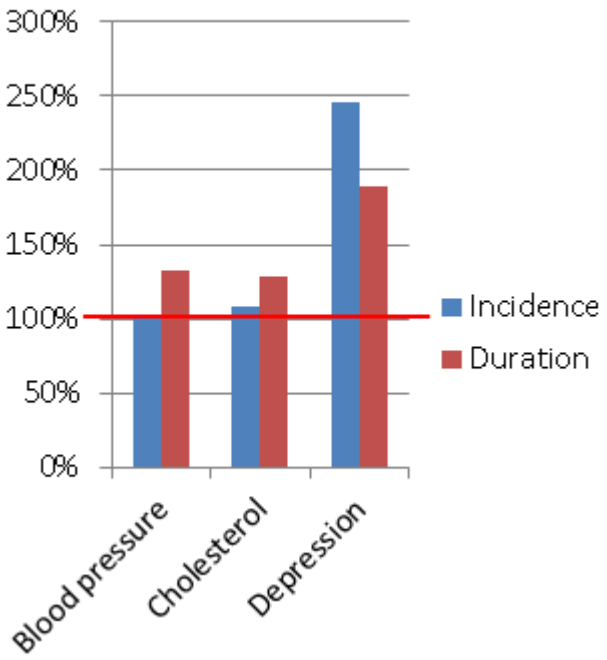
(Discovery, Processing Executive, 2014)

4.4.3 *Increase employee morale*

According to Dewe et al. (2010) there are services that can be designed and included in the WWP, and offered to employees that will increase their level of morale. An increase in the level of morale will lead to a greater level of staff motivation, and staff engagement which will result in an overall increase in organisational happiness.

The following figure (FIGURE 3) taken from the internal documents of Discovery, used together with the theory highlighted by Dewe et al. (2010) is a good measure of the impact the lack of morale will have in the form of depression. Employees suffering from depression have been proven to cause a greater loss in production costs due to absenteeism and presenteeism than both employees suffering from blood pressure problems and cholesterol problems. It is important for managers to monitor their subordinated morale, and for them to be trained to pick up the signs of depression, and make the employees suffering from depression aware that they can get help from the services being offered within the WWP.

Figure 3: Impact of depression on frequency and duration of time take off



"From a psychological point of view, being engaged in the WWP makes the employees feel like they are part of the organisation and not just a number. They have a bigger sense of worth, they are motivated to perform better"

(Discovery, Senior Analyst, 2014)

"When an employee feels better about themselves, they generally contribute better to the greater organisation"

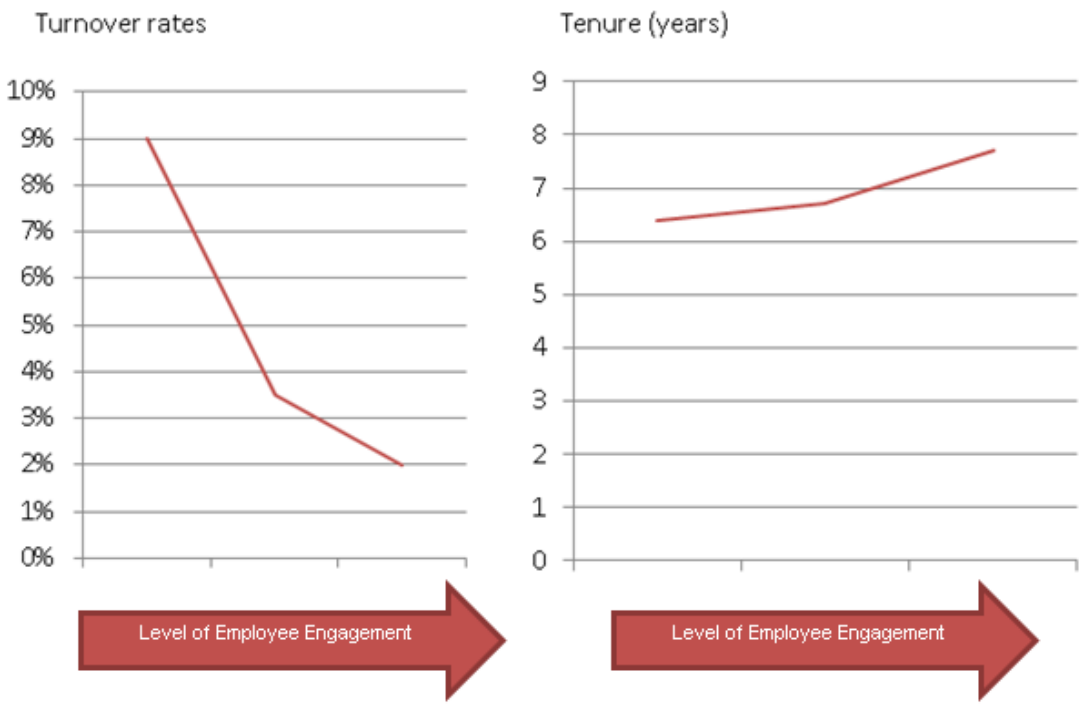
(Discovery, Business Executive, 2014)

4.4.4 *Increase staff retention*

One of the other major factors that were highlighted from the responses in the research obtained from the interviews was the impact on the staff retention rate of employees that are engaged in the WWP.

40% of the respondents that reported seeing an impact in staff retention rates said that this increase was due to the employees' engagement in the WWP. The figure below, (Figure 4) illustrates that staff retention rates have increased as the level of employee engagement has improved.

Figure 4: The Improvement in staff retention rates due to increased engagement in the WWP. (Discovery Finance and Executive Council, 2014)



Employees see it as a convenient service offering, offered to employees by the organisation. According to (Berry et al., 2010) this has an impact on the way that employees view the organisation.

These aforementioned respondents explained that the employees are grateful to the organisation for offering convenient services to the employees to make

their lives easier and allow them to do everything at work, so that they are able to spend that time saved on more important things, i.e. focusing on their work or spending quality time with family and friends.

> "These service free up time on the weekends which gives employees additional time to spend with family and friends"
>
> (Discovery, Vesting Specialist, 2014)

A table of the additional services offered to employees (information extracted from three of the interviews that the researcher conducted) can be found below (TABLE 9):

Table 9: Additional on-site services offered to employees

List of additional services provided to the staff, by the organisation
Crèche
Post office
Dry Cleaner
Car Wash
Licensing Department
Gift Shops
ATM's
Panel Beater
Gautrain Staff Buses
Sports Clothing Store
Nutrition Store
Onsite Gym and Running Facilities
4 on-site canteens

A quote that the researcher extracted from the interviews with respondent 10 summarised the internal beliefs of the organisation in terms of the power that their WWP has on the level of employee retention:

> *"Employees who participate in our wellness program do not leave"*
>
> (Discovery, Chief Finance Office, 2014)

4.4.5 *Increased level of health and wellness*

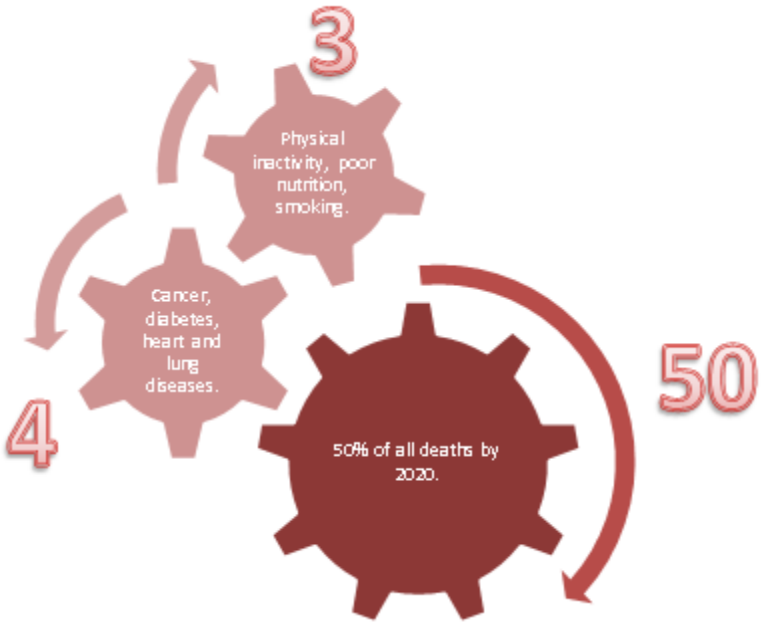
Although this factor of health and wellness was not at the top of the list of benefits of employee engagement in the WWP, it is the area of the WWP where organisations are the most focused and where they invest the bulk of the costs when designing and implementing the WWP.

It is also the area that consumes the most thought and energy in maintaining and upgrading to increase the level of employee engagement on a regular basis. (Zula et al., 2013).

According to Hall (2008), organisations are focusing on healthy lifestyles among their employees through targeting the risks that result from a lack of adequate physical activity, poor nutrition, tobacco use, excessive stress and other unhealthy habits through their WWPs.

According to the Oxford Health Specialists (2013), three lifestyle habits highlighted by Hall (2008) (physical activity, poor nutrition, tobacco use) are going to lead to four NCDs (cancer, diabetes, heart and lung diseases) which, by the year 2020, will account for 50% of deaths. This relationship can be seen in a diagrammatical representation in Figure 5.

Figure 5: Oxford Health Alliance Model (Oxford Health Specialists, 2013)



Recently the World Economic Forum (WEF) has launched the Workplace Wellness Alliance (WWA), which is a consortium of companies, including Discovery, that are committed to advancing the role that employers play in improving the health and wellness of their employees (Discovery Vitality Specialist, 2014).

A brief overview of the quotes extracted from the 10 respondents' interviews pertaining to the health and wellness aspects of the WWP which are directly in line with the content contained in the literature review that further substantiates the benefits of health and wellness on employees:

> R1: "People with a healthier lifestyle enjoy a better quality of life."
>
> "From a Discovery perspective, we want healthier employees because it is better for business."
>
> R2: "Employee participation in the WWP improves employee health, and if the employee is healthy, they are more productive, and therefore it is a win-win situation for both the employer and employee."

R3: “On a regular basis all employees within the organisation get emails from executives, including the founder, to motivate and promote a healthier lifestyle, to make healthier choices and this shows that the company does really care about the employees.”

“Healthier and more engaged employees live longer; they spend less time in hospital, have less sick leave, and are more focused and informed employees on a whole.”

R5: “The unhealthier the staff, the bigger the outlay of costs in terms of sick day pay and the reduced production and performance.”

R9: “The healthier the employee the more productive the employee is.”

“If the employees are happy to be at work, that turns into individual growth and increased performance.”

R10: “By living a healthier life you will become more productive in all aspects of your life, not only in your work performance but also in your personal life.”

“The WWP is a program run exclusively for our employees to educate, support and encourage them, to focus on their own wellness in line with our core purpose of making people healthier and enhancing and protecting their lives.”

“Wellness has been entrenched into our culture. Discovery as an organisation provides a significant amount of opportunities to encourage, enable, and empower employees to make healthier choices and live a healthier lifestyle.”

The above quotations given to the researcher by the respondents throughout the interviewing process are proof that Discovery is very driven to enhance the health and wellness of their employees and sets a tone for the rest of this section around WWP and their focus on health and wellness and what the benefits are thereof.

There are a number of ways through which Discovery enhances their employees' lives, and is done on a regular basis:

- Health Screenings (Wellness days and events to promote healthy competition to see which individuals and teams are the healthiest, as well as wellness services to support healthier dietary selections of the employees, subsidised canteens providing healthy eating alternatives).
- Fitness Promotions and Tests.
- Training and education to make employees aware of healthy options and providing mentorship programs in which reputable people within the organisation drive engagement and set examples for employees to aspire to in terms of health and wellness.
- Incentives are rewarded to employees who are at a higher wellness level than others which motivates others to get to those levels too.

These drivers of health and wellness within the organisation are in line with (Keller et al., 2009), and are focused at reducing the risk of employees getting sick, as well as ensuring that employees maintain a level of health and wellness that is always as high as possible. Each of the factors will be discussed separately as it is important for the reader to understand why they create such a positive impact.

a. *Health Screenings and Prevention*

Within the WWP, Discovery insists on Wellness days been conducted twice a year and ensure that every employee is educated on the benefits of participating in these wellness days. During these wellness days, a team of specialists conduct a series of tests on all the employees who participate. The level of participation at the moment is between 70% and 80% of the entire workforce. (Discovery Finance and Executive Council, 2014).

These tests cover blood glucose, blood pressure, cholesterol and BMI (Body mass index) measurements as well as mammograms, Pap smear, PSA

(Prostate screening test) and HIV screening tests. The results obtained from these test are used by the specialists and the employee involved as a great way to detect early warning signs of serious illness. Having these tests done regularly helps employees to stay healthy because prevention is better than cure.

This initiative is intended to lead Discovery to ensuring that the estimated demographic highlighted in the Oxford Health Alliance Model (Figure X) is reduced as much as possible within the workforce.

b. *Fitness Promotions and Tests*

The WWP of Discovery is geared to promote a healthy lifestyle of it's' employees and one of the main aspects, besides the wellness days, through which it does the aforementioned is through the promotion of physical activity.

Discovery has a state of the art gym on-site, a running track, mini soccer pitch and more, where employees can take time out of their work day to visit these facilities. In so doing the employees are releasing endorphins which make them more productive, as well as help them burn calories, and become fitter for which they are rewarded and incentivised.

The employees' physical exercise is tracked and performance relation thereto is measured. According to McCloy, Campbell, and Cudeck (1994), Keller et al. (2009), Sorensen, Honkalehto, Mauri, and Pekkonen (2007) and Oxford Health Specialists (2013), the employees engagement in physical activities will lead to a better QOL, work ability, increase in productivity and improve health and wellness of the individual.

From the interviews, the researcher gathered the following quotes which are supported by a figure from internal data collected by the specialists with Discovery. The researcher only selected a few of the quotations out of many for this particular section relating to physical activity. After the quotations the figure from the internal data will be inserted. The quotations are as follows:

R7: “When the people were very stressed during the day, they would take time out to do some physical activity and back to their desks refreshed and more focussed and therefore would perform better and make fewer errors.”

R9: “When employees have a higher level of physical wellness it creates a more comfortable working environment.”

Figure 6: Productivity relating to physical activity (Discovery Finance and Executive Council, 2014)

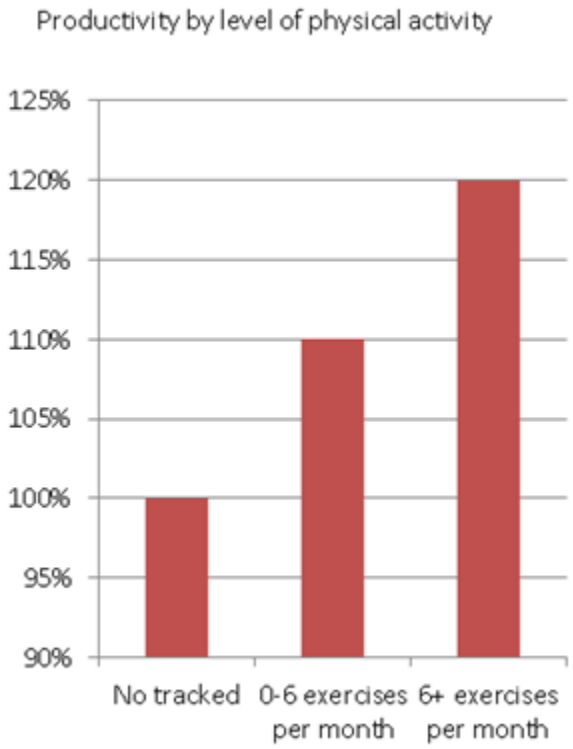


Figure 6 illustrates how when the level of productivity increased the more physical exercise the employees were engaged with. The employees who are participating in little to no physical activity are at a constant level of productivity, whereas the employees with more than 6 exercises a month are performing at 120% productivity.

This has an enormous impact on both the employee, as it increased morale, increase self-esteem, improved self-image, increased level of motivation, as well as the employer as it resulted in a higher level of productivity coming from the employees who are engaged in the fitness activities of the WWP.

c. ***Training and education to make employees aware of healthy options as well as mentorship programs***

It has already been established that the WWP of Discovery is aimed at improving the wellness of it's' employees.

This is not as easy as it sounds because once the WWP has been designed and implemented it needs buy-in from employees to make it worth the organisations investment. (Zula et al., 2013), (Berry et al., 2010).

> *"The WWP will work only if implemented properly and if the majority of employees are engaged therein."*
>
> (Discovery, Business Executive, 2014)

It is for this reason that there is a team that is dedicated to ensuring that staff are reminded of the benefits of participating in the WWP, and are educated as to what participating in the WWP can do for them.

Discovery select mentors who are reputable people in the organisation to motivate employees and create an aspiration for employees to participate in the services offered by the WWP. These individuals are fit, healthy and have a high level of well-being and therefore are the perfect mentors for the program.

The following quotes extracted by the researcher from the interview conducted with R1, R2 and R10; sum up this section quite well:

> R2: "It starts with senior management and moves down because people are aspired to behaviour like their managers. The moment management is participating; it has a ripple effect throughout the organisation."
>
> R10: "The WWP is a program run exclusively for our employees to educate, support and encourage them to focus on their own wellness in line with our core purpose of making people healthier and enhancing and protecting their lives."

> "Employees want to take part in the WWP to feel like they are part of the bigger picture of what Discovery as an organisation is trying to achieve. Wellness has been entrenched into our culture."

d. ***Incentives are rewarded***

Employees that are engaged and participate in the WWP are incentivised and the higher their level of engagement, the better the incentives.

Incentives are an important part of ensuring employee participation because they motivate people to get engaged in the program. (Keller et al., 2009). The moment the employees are engaged and they start seeing the benefits of such, they will automatically start becoming more and more involved and therefore their lifestyle behaviours will adjust and they will start living healthier lives. (Zula et al., 2013).

The incentives for the employees participating in the Discovery WWP range from vouchers with Discovery partners, the ability to earn more leave, financial incentives in the form of salary flexors that allow the employees to earn a portion of their salaries on a bi-annual basis depending on their engagement.

> "The more engaged the employee, the more strongly incentivized they are."
>
> (Discovery, Senior Analyst, 2014)

The respondents made it clear that it is the incentives that induce initial engagement of the majority of the employees, and once the employees become aware of the benefits the buy-in into the WWP has, the WWP is maintained and increased. The following responses acquired during the interviews substantial this section:

> R5: "Positive incentives are given by Discovery and its' partners to make sure that as many people are participating in the WWP as possible and that engagement is constantly increasing. There are salary flexors, bonuses, discounts, vouchers, etc. for employees who participate at high levels."

R6: “The engagement of employees in the WWP is driven by incentives.”

The results of the above discussion on employee health and wellness can therefore be summarised by a quotation given to the researcher by R10:

> *“Discovery as an organisation provide a significant amount of opportunities to encourage, enable, and empower employees to make healthier choices and live a healthier lifestyle.”*
>
> (Discovery, Chief Finance Office, 2014)

4.5 Summary of the results

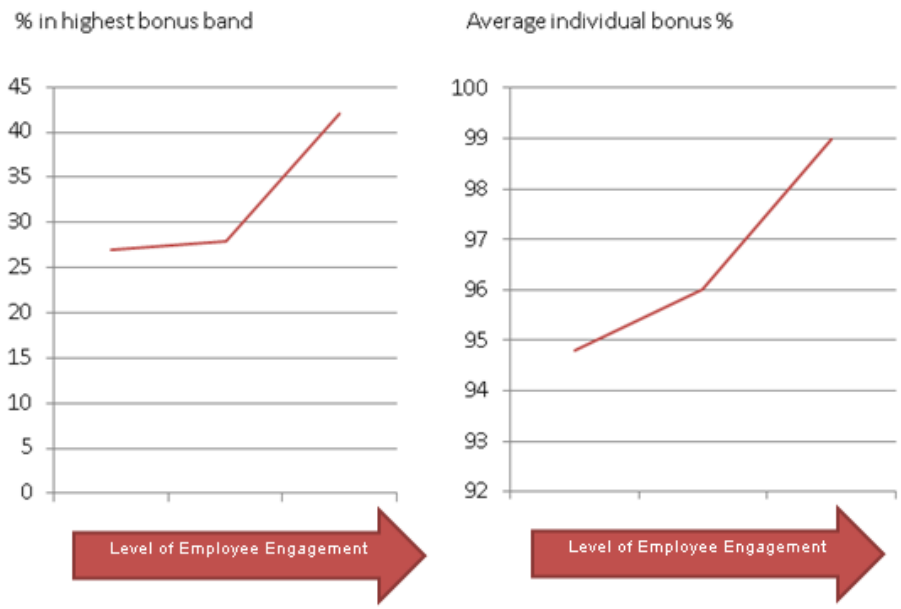
The results obtained during the data collection, and analysis process have been made very clear through a combination of the literature, interviews as well as the internal documents given to the researcher by the managers and executives of Discovery, to answer the RQ’s posed by the researched at the end of the Literature Review in chapter 2.

Answer to RQ1: The WWP does have a positive impact on EP

Answer to RQ2: The WWP mainly impacts on EP by reducing the number of sick days taken by the employees, increasing the productivity of staff through a reduction in errors made, increasing the morale of the staff, increasing staff retention, and finally, improving the health and wellness of the staff which all lead to an general increase in EP throughout the organisation.

The employees have a vested interest in being the best possible employees they can be through higher productivity and production and therefore getting rewarded. Figure 7 illustrate how an increase in employee engagement in the organisation will result in the employees earning higher bonuses.

Figure 7: The increase in bonuses resulting from employee engagement (Discovery Finance and Executive Council, 2014)



The average performance increase can be seen in the Figure 8, which illustrates the difference in contribution towards GDP of what is referred to as the Discovery age of the employees (which, according to a study conducted by Discovery, is the 4.1 years older than the real age of employees) and the real age of employees.

Figure 8: GDP Change with Discovery age ((Discovery Finance and Executive Council, 2014)

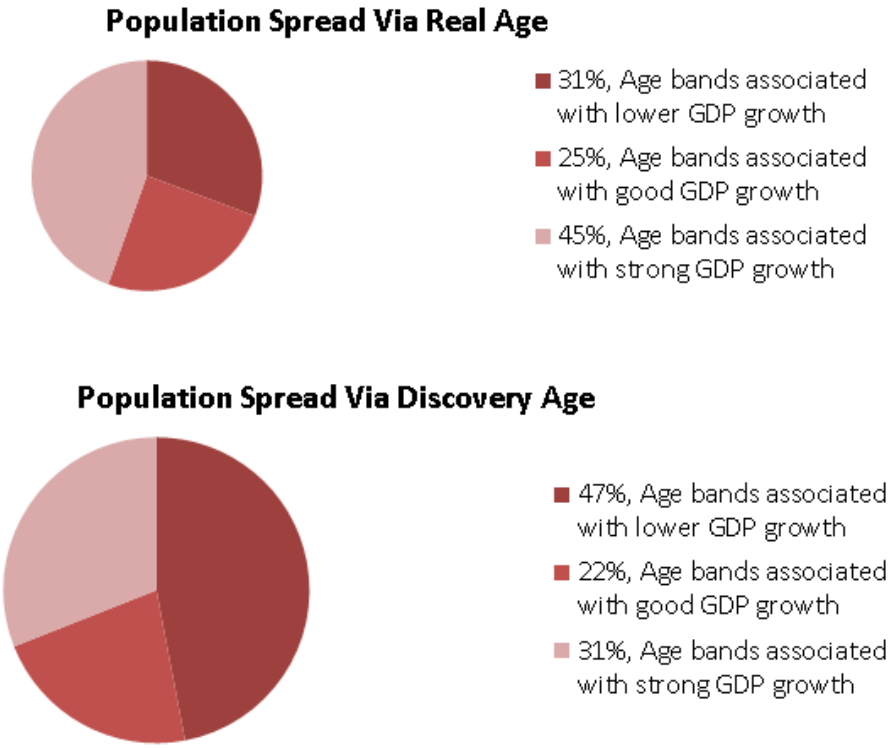


Figure 8 shows that employees that are not participating in the WWP are on average 4.1 years older in terms of their unhealthy lifestyle habits and therefore contribute substantially less than they would to GDP if they were involved in the service offerings of the WWP.

This is the exact evidence that proves that an increased level of employee participation in the WWP does impact positively on employee performance.

4.6 Conclusion to the results and discussion

The results and discussion chapter of this case study found that the WWP has great potential to impact on EP should the design and implementation of the WWP be in-line with the strategic objectives of the company.

It has been proved throughout this case study and through the researcher conducting the interviews and analysis the data that:

1. The Workplace Wellness Program does have a positive impact on Employee Performance
2. That the Workplace Wellness Program reduces the number of sick days taken by the employees, increases the productivity of staff through a reduction in errors made, increases the morale of the staff, increases staff retention, and finally, improves the health and wellness of the staff which all lead to an general increase in Employee Performance throughout the organisation.

CHAPTER 5. CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

The conclusion chapter of this case study summarises the main research findings and interpretations from the literature. The conclusion will then look at recommendations and suggestions for future studies.

5.2 Conclusions of the study

This study was about investigating whether the existence of a WWP impacted on EP, and what said impact of the WWP would be on EP. This was a qualitative study and was done by interviewing 10 managers that work within Discovery as well as analysing a collection of internal documents that were given to the researcher by said respondents.

Given the details highlighted in Chapter 4 of the report, the main findings relating to the research are as follows:

- WWPs impact positively on EP
- WWPs impacts on a number of factors which result in an overall increase on EP

The factors affected through the WWP which lead to an increase in EP can be summarised as follows:

- Reduction in Sick days (absenteeism and presenteeism included)
- Reduction in work errors (which reduces resources needed to correct such errors)
- Increased employee moral (which leads to a happier workforce)
- Increased staff retention (reduces the need to continuously on-board and train new staff and keeps recruitment costs from replacement of staff low)

- Increases the level of health and wellness of the staff

There are other factors that were mentioned during the interviews, but there was not enough data collected to support any analysis surrounding the aforementioned.

> *"Staff who are engaged in the WWP are healthier, happier and more productive. Their energy levels are higher. They feel grateful that Discovery has given them all these opportunities, so there is a sense of loyalty to the organisation."*
>
> (Discovery, Chief Finance Officer, 2014)

5.3 Recommendations

During the course of the research, the researcher came across a number areas in which Discovery could improve to ensure that the WWP has the largest possible impact on EP.

There will be recommendations aimed at Discovery, which will also apply to other organisations who are looking to implement WWPs within their organisations.

5.3.1 *Recommendation 1:*

This recommendation is for Discovery:

It is recommended that Discovery continuously upgrade and restructure certain aspects of the WWP to ensure that employees do not get bored with the service offering, especially when it comes to the exercise and eating options

5.3.2 *Recommendation 2:*

This recommendation is for Discovery:

It is recommended that Discovery increase the incentives that they are currently offering for the engagement of the staff in the WWP. By increasing and broadening the incentives offered, Discovery will ensure that a greater number of staff are participating in the WWP

5.3.3 *Recommendation 3:*

This recommendation is for Discovery:

It is recommended that Discovery improve the daily awareness of the employees of the benefits of participating in the WWP. This can be done by placing marketing material throughout the organisations workplace, in the canteens, in the coffee ships, in the bathrooms and corridors, and as pop-ups on the Intranet to ensure that the program's benefits are made known to every employee within the organisation.

5.3.4 *Recommendation 4:*

This recommendation is for Discovery:

It is recommended that Discovery ensures that all managers are, themselves, engaged in the WWP. It has been stated throughout the research report that engagement is strongly driven by management and then filters down through the organisation. It is for this reason that if all of the managers are participating and engaged, the level of employee engagement will be increased.

5.3.5 *Recommendation 5:*

This recommendation is for Discovery:

It is recommended that Discovery share the health care costs with employees, this will make the employees aware of what it is costing the organisations the keep their workforce as healthy as possible and therefore employees will want to get healthy and therefore become engaged in the services offerings on the WWP once they feel the financial strain of keeping themselves healthy

5.3.6 *Recommendation 6:*

This recommendation is for Discovery:

It is recommended that Discovery get their HR team more involved in the promotion of the benefits of participating in the WWP during the induction process, so that when new employees come on board they are already educated in the benefits of being engaged in the WWP.

5.4 Suggestions for further research

5.4.1 *Suggestion 1:*

This report was a qualitative report and was therefore open to:

1) Subjectivity which is a weakness, so more objective research could be done in the form of a quantitative report.
2) This report is a case study of one company and therefore no comparisons were made. It would be nice if future research would compare WWP's of other organisations to Discovery. The reasoning behind this however has been highlighted during the course of the report.

5.4.2 *Suggestion 2*

The research report was done within a certain time period and it would be nicer if there was more time to go deeper into the research and the data

5.4.3 *Suggestion 3:*

The researcher selected respondents that were upper management only, so no employees were interviewed. The researcher could have interviewed employees from other levels within the organisation as the employee's opinions and feedback is just as important, so someone else should speak to a different target group within Discovery.

5.4.4 *Suggestion 4:*

The sample size was small due to the this research project using qualitative methodology, and for future research using mixed methods or quantitative methods

5.4.5 *Suggestion 5:*

Use psychometric measure that look at Employee performance before the implementation of the WWP and then look at the psychometric measures of the EP after the implementation of the WWP and compare them.

5.5 Reflections on the learning experience

During the course of this research report, the main challenge that was highlighted was getting buy-in from employees. And get them to see that the costs of them being engaged in the WWP are far outweighed by the benefits they will see. The recommendation made should help overcome some of the challenges and ensure a greater level of employee engagement.

The researcher learned many skills during this process, and is grateful for the opportunity that the Wits Business School affords the students through this research report.

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APPENDIX A

Actual Research Instrument

INTERVIEW GUIDE: 2014 (Document Used during Interviews with Respondents)

Respondent	Interviewer
Number:	Name: S.R Ferreira
Job Title:	Contact Number: 082 564 7886
Date:	Student Number: 0703145m

Please note that the answers given are for the purpose of this dissertation and are strictly confidential and will remain anonymous at all times to the public and can only be accessed by the researcher. Please answer the questions in as MUCH details as possible, bearing in mind that this is a QUALITATIVE dissertation and therefore the more information that is given in your responses, the more beneficial it is to the Researcher.
Thanking you for your time and effort in answering the below questions.

Title of Research Project:

Associations between a South African Workplace Wellness program and Employee Performance.

1. Does Discovery have a WWP?

2. How long has Discovery had a WWP?

3. How do you define a WWP?

4. Does Discovery's WWP fit your definition of a WWP?
5. What aspects makeup the Discovery WWP?

6. What was the reason that Discovery embarked on designing and implementing a WWP?

7. How long did it take for Discovery to implement the WWP?

8. What areas of Employee performance were you hoping to improve by introducing a Workplace Wellness Program?

9. How did you go about selling the idea to employees that a Workplace Wellness Program would ultimately improve their performance?

10. Which employees was Discovery targeting when introducing the Workplace Wellness Program?

    a. Why do you think these employees would benefit more? Give reasons for which level of employee was chosen.

11. Do you feel that by introducing the WWP to people that report to you, their performance has improved?

    a. If so, how has it improved?

12. What other areas of the WWP could you possibly adjust/ improve on to ensure that employee performance is increased?

13. How long did it take before employees participated in the WWP?

14. How long did it take before you started seeing the results/ impact of the WWP on EP?

15. How long according to employees, did it take before seeing the benefit of participating in the WWP?

16. What areas of EP did the WWP affect the most rapidly?

17. What was the employee's initial reaction towards the WWP?

18. Is Discovery seeing the benefit of designing and implementing a WWP?

    a. If yes, how?

19. Is it only certain departments within Discovery that are utilizing the offering of the WWP?

    a. Do you think it is sustainable to continue with this offering?

    b. Why?

20. Has the WWP had a large or small impact on your department?

    a. If large, then has it been sustainable in terms of increased performance?

    b. If small, then how long to you estimate an increase in impact will take?

21. What resources have been involved in implementing this program?

    a. As a manager, has it taken a lot of your time to promote the program?

    b. Do you think that the investment of resources is paid off?

22. Do you feel that the WWP has not impacted on the level of performance of the people that report to you?

23. Has the WWP adversely affected the EP in any situations?

24. Do you have anything further to add regarding the impact of a WWP on EP?

Key:

ROI: Return on Investment

WWP: Workplace Wellness Program?

EP: Employee Performance

APPENDIX B

Discovery has partnered with local and international experts for the most effective program design.

The Vitality Age calculation gives an in-depth understanding of an employee's health profile. Programs that will have the greatest impact on an employee's health



Discovery has expanded their network of accredited wellness specialist.

- Dietician
- Nurse
- GP
- Biokineticist

Science-based incentives and rewards help keep employees continuously engaged in the program, and motivated to lead a healthier lifestyle.

The tailored WWP provide tools and trackers to motivate employees and a dynamic communication platform to keep them committed to improving

The WWP use specific benefits and partners to make healthier choices easier, affordable and more rewarding.