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**EMPLOYEE WORKSITE WELLNESS:
CASE OF COCA–COLA POLAND**

Master Thesis

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Pärnu 2017

Recommendation for permission to defend thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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INTRODUCTION

In this thesis, the topic of health in the workplace is central. The approaches to worksite wellness and its practice will be explored.

Nowadays, much importance is given to the notion of overall health and wellbeing for numerous reasons. Sedentary lifestyles and bad health habits contribute significantly to a more unwell population worldwide (Malleret, 2016 a). OECD (2016) data demonstrates the rising cost of healthcare in many countries. Bens (2017) argues that prevention of diseases will cost less than the treatment, especially among aging societies. Additionally, Malleret (2017 b & 2017 d) points to the negative impact of technology, work burnout, and depression on health globally. Purcell (2016) suggests that the workplace is the most suitable place to start tackling the problems of health. It is because the workplace is the single biggest people-gathering place daily. As a universal phenomenon, worksite wellness directly influences the employers and employees and indirectly employee families, governments, and individuals.

One is inclined to wonder about the connection of work and health. The future of worksite wellness might have a real, positive impact on employee health worldwide. Thus, on the health of the World's population in general. However, in order to further develop worksite wellness, a thorough investigation of employee attitudes towards the notion is necessary. It will serve as the base for improvement. In order to start looking for answers on how to improve employee health, this thesis undertakes a research conducted among the employees of The Coca – Cola Company Poland.

The aim of the thesis is to conduct an academic research and deliver results. After a thorough analysis of the results, applicable recommendations for future development will be made. Moreover, the recognition of best practices and available models will take place. The goal of this thesis is to explore employees' attitudes towards health and

wellbeing in the workplace. The aim is to investigate the employees' perspectives and gain deeper insight into the perception of health at work.

Tasks fulfilled during this research include solicitation of a company, company overview, creation of the questions for the e-interviews and analysis of the obtained data. The e-interview questions were developed on the basis of the literature review presented in the first part of this thesis. The questions regarded such notions as: the relation of health and the workplace, work and family affairs, thriving at work, work-life balance, job satisfaction, work and private life, and wellness benefits.

The research applies the qualitative method of a case study. Qualitative research aims at discovering perspectives and building a common understanding upon them (Starman, 2013). According to Yin (2004), the case study method is particularly useful while researching organizational, social, and management-related issues. Due to the goal of the thesis – exploration of attitudes towards worksite wellness – the case study method was found appropriate. Due to limited access to the interviewees, the research took place online via e-interviews.

The structure of this thesis includes a thorough literature review. Firstly, the notions of health, wellbeing, and wellness are described in detail. Secondly, the information about worksite wellness is provided. This part includes worksite wellness history and the importance of World Health Organization in establishing and promoting health at work. Numerous reasons for the rise of worksite wellness, like rising cost of healthcare, sedentary lifestyle, technology development, etc. are given. Trends affecting worksite wellness are thoroughly depicted and analyzed. The human resource management perspective on worksite wellness is paid attention to. The notions of a caring company and worksite wellness programs are explored. The second major section of this research refers to methodology. Detailed information on the method and approach is provided. Research data presentation and analysis follows in the third chapter. On the basis of the obtained results, improvement recommendations for Coca-Cola Poland are presented. Ideas for future research are described in the conclusion, which sums up the entire research. At the end of the document, a voluminous list of references used for the purpose of this thesis is placed. The appendices including questions used in the e-interviews follow. Estonian summary of the thesis is placed after the appendices.

1. UNDERSTANDING AND APPROACHES TO WELLNESS AND WELLNESS AT WORK

1.1 HEALTH, WELLBEING, WELLNESS

To define and understand "wellness," one must recognize the links and differences between wellness, wellbeing, and health.

Even with health, it is difficult to come up with one and finite definition.

According to the Oxford dictionary, "health" is "the state of being free from illness or injury." (Health in *English Oxford Living Dictionaries*, n.d.) It is a very basic definition and pictures the health in relation to illnesses solely. It, therefore, creates two "extremes" – healthy and ill. A person can, within this understanding, be only either healthy (no illnesses) or ill (illnesses). However, this definition and understanding of health are too simplified. Health is a complex and highly individual concept. It cannot be defined only by the occurrence of a disease, injury, or illness. Health can also be understood in a positive way, as argued by Herzlich (1973, as cited in Dodge, Daly, Huyton & Sanders, 2012, p. 224) when one is fully aware of its presence and can, therefore, function freely.

Offered by The World Health Organization (WHO) is a more comprehensive understanding of health. The World Health Organization, established in 1948, coordinates international health as a part of the United Nations' system (About WHO, 2017) and has been a pioneer in leading international health. According to the World Health Organization, "health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (Preamble to the Constitution of the World Health Organization, 1948). The WHO's definition is broadened, in comparison to the one by the Oxford Dictionary, by the concept of wellbeing in various

aspects: physical, mental, and social. Wellbeing has been the object of academic interest and studies for quite some time already. However, the concept itself has either none or many definitions. Thomas (2009, as cited in Dodge, Daly, Huyton & Sanders, 2012, p. 222) suggests that wellbeing is “intangible, difficult to define and even harder to measure.” Nonetheless, Dodge et al. (2012) have analyzed the process of defining wellbeing and noticed that well-being had been defined using two distinct approaches – hedonic and eudaimonic. The first focuses on the feeling of happiness and overall life satisfaction as wellbeing, while the second is more concerned with human functioning and creative development.

However, the father of positive psychology, Mihaly Csikszentmihalyi (1997, p. 8), connects both approaches claiming that “For many people, happiness comes from creating new things and making discoveries. Enhancing one’s creativity may therefore also enhance well-being.” In his understanding, well-being can be strengthened by improving creativity, which is for many a source of happiness. The division between hedonic and eudaimonic approaches seems therefore unnecessary. Dodge et al. (2012, p. 222) point to the definition of wellbeing by Shin and Johnson (1978), which reads it is “a global assessment of a person’s quality of life according to his own chosen criteria.” Here, wellbeing is defined by the concept of quality of life, yet another interesting notion.

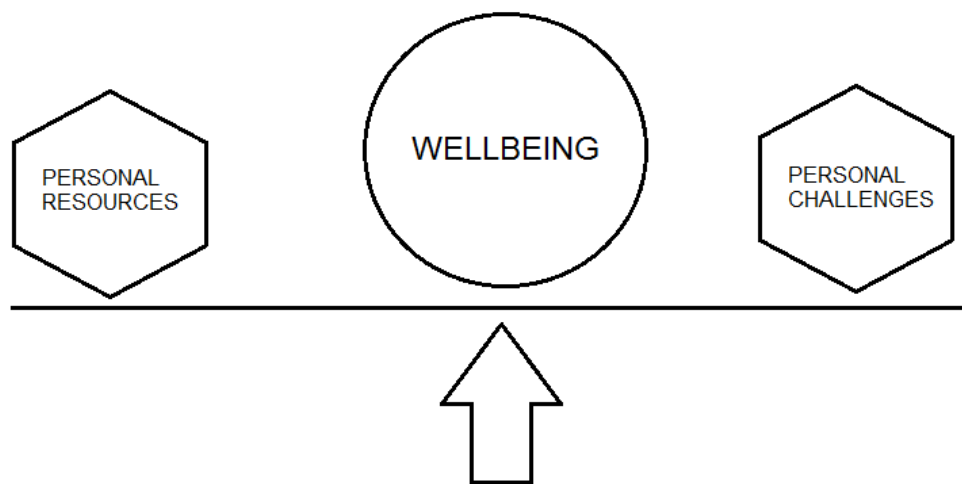
The World Health Organization defined the concept of quality of life as:

“an individual’s perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. It is a broad ranging concept affected in a complex way by the person’s physical health, psychological state, personal beliefs, social relationships and their relationship to salient features of their environment.” (World Health Organization, 1997)

In this definition, wellbeing is subject to the individual and can be affected by personal physical, psychological, spiritual, social, and environmental factors. It is, therefore, subject to change depending on the internal and external circumstances.

Dogde et al. (2012) point also to definitions and understandings of the notion of wellbeing as a balance affected by life experiences. Moreover, they understand wellbeing, as many others do, as the ability of a human being to “restore personal homeostasis” using personal resources after happening of major life events, which can constitute personal challenges. Based on those approaches, the authors conclude that well-being is “the balance point between an individual’s resource pool and the challenges faced” (p. 230). They understand the concept on the basis of a see-saw depicted in Figure 1. below.

Figure 1 Wellbeing as a See-Saw model.



Source: Author’s own elaboration on the basis of Dodge et al., 2012, p. 230.

The state of wellbeing is here understood as the balance (equilibrium) of the personal challenges and resources to meet them. The resources are used to cope with the challenges and allow to come back to the equilibrium state after major events in life happen. Wellbeing, in other words, describes how well the coping mechanisms of a human being work.

Having understood the concepts of health and wellbeing, one is inclined to define and understand the idea of wellness. According to The World Health Organization (Health Promotion Glossary, 2006, p. 5), wellness is:

“the optimal state of health of individuals and groups. There are two focal concerns: the realization of the fullest potential of an individual physically, psychologically, socially, spiritually and economically, and the fulfillment of one's role expectations in the family, community, place of worship, workplace, and other settings.”

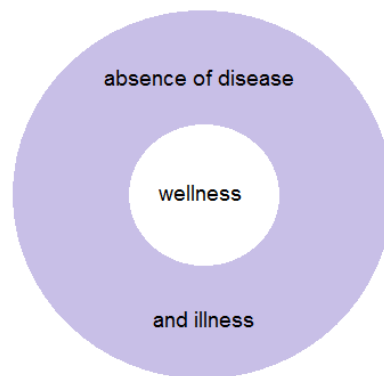
This definition focuses on the importance of fulfilling one's role and potential optimally, so in the best way possible. Here, wellness is defined as a state of health; a possible face of health, so to speak.

Another definition of wellness, as suggested in the “Essentials for Health and Wellness” workbook, is one by Hurley and Schlaadt (1992). It reads as follows: "Wellness is an approach to personal health that emphasizes individual responsibility for well-being through the practice of health-promoting lifestyle behaviours" (as cited in Edlin, Golanty, McCormack Brown, 2000, p. 4). Here, the definition of wellness encompasses the ideas of well-being as well as health. The authors of this definition suggest that health-promoting activities enhance personal wellbeing. Actively pursuing the best state of personal wellbeing and taking responsibility for it is called wellness. Also according to Nahrstedt (2008), wellness is the path to achieving wellbeing.

Corbin et al. (2008, p. 4) define wellness as “the positive component of optimal health.” Once again, the definition stresses the positive aspect of health and focuses on optimizing it. The authors stress that health and wellness are personal, multidimensional, and integrated. It can concern the sphere of physicality, emotions, social interactions, etc. Corbin et al. (2008, pp. 4–5) claim that “wellness allows the expansion of one's potential to live and work effectively and to make a significant contribution to society.” Here, too, the fulfillment of one's role and potential to the fullest to inspire positive change is mentioned.

In relation to the model of wellbeing by Dodge et al. (2012), wellness is actively working on the personal resources in order to be able to best meet personal challenges and retrieve personal balance optimally. Based on the definitions of wellness above, one can understand wellness as positively connected to health, as depicted in Figure 2. below.

Figure 2 Health and wellness



Source: author's own elaboration on the basis of Corbin et al., 2008, p. 4.

This connection between health and wellness had been noted by Halbert Dunn, the father of wellness, already in 1959. In his work, titled "High-Level Wellness for Man and Society," Dunn writes about positive health as equal to "high-level wellness" (1959, p. 786). What is more, Dunn defines wellness as: "not just a single amorphous condition, but rather (...) complex state made up of overlapping levels of wellness" (Dunn, 1959, p. 786). Here again, the complexity of the notion and its multifacetedness is captured. Dunn argues that many factors influence the level of wellness. For instance, he places much focus on the role of the external environment as a factor influencing wellness and spirituality as the internal factor influencing wellness. Dunn advocates a holistic approach to human health by saying:

"Consequently, we have tended to subdivide the study of man into three major areas – the body, primarily the concern of the physician; the mind, largely the concern of the educator, psychologist, and psychiatrist; and the spirit, entrusted to the custody of the religious preceptors. (...) High-level wellness can never be achieved in fragments, ignoring the unity of the whole." (Dunn, 1959, p. 786)

The interrelation of the body, mind, and spirit for health is at the core of the wellness notion. Dunn also argues that medical doctors and other specialists must shift their ways of thinking and educating in order to understand the health of a person in holistic terms.

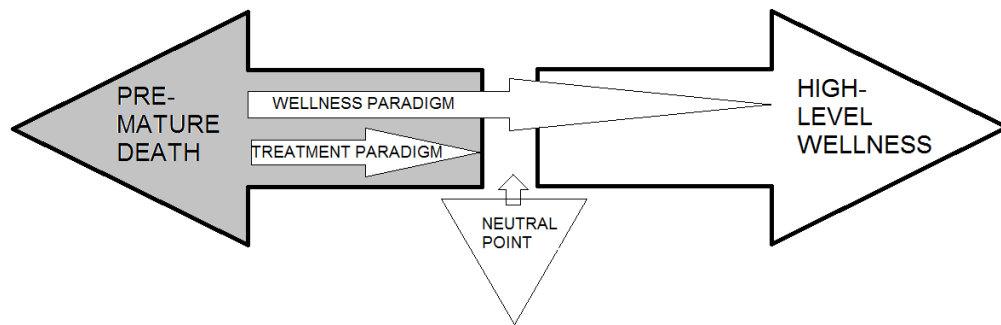
Another wellness expert, John Travis has defined wellness in a set of six statements:

- “Wellness is a choice – a decision you make to move toward optimal health.
- Wellness is a way of life – a lifestyle you design to achieve your highest potential for well-being.
- Wellness is a process – a developing awareness that there is no end point, but that health and happiness are possible in each moment, here and now.
- Wellness is a balanced challenging of energy – energy received from the environment, transformed within you, and returned to affect the world around you.
- Wellness is the integration of body, mind, and spirit – the appreciation that everything you do, and think, and feel, and believe has an impact on your state of health and the health of the world.
- Wellness is the loving acceptance of yourself." (Travis & Ryan, 2004, p. XVI)

This set of definitions of wellness also focuses on the personal lifestyle process of optimizing health, which is understood in holistic terms. Moreover, Travis (Travis & Ryan, 2004, p. XVIII) has come up with wellness concepts widely accepted and popularized in the wellness studies – the Wellness Continuum, and the Iceberg Model of Health.

The Wellness Continuum is a paradigm used to demonstrate the pathway towards high-level wellness on one side and premature death on the other. It is depicted in Figure 3. below.

Figure 3 Wellness Continuum

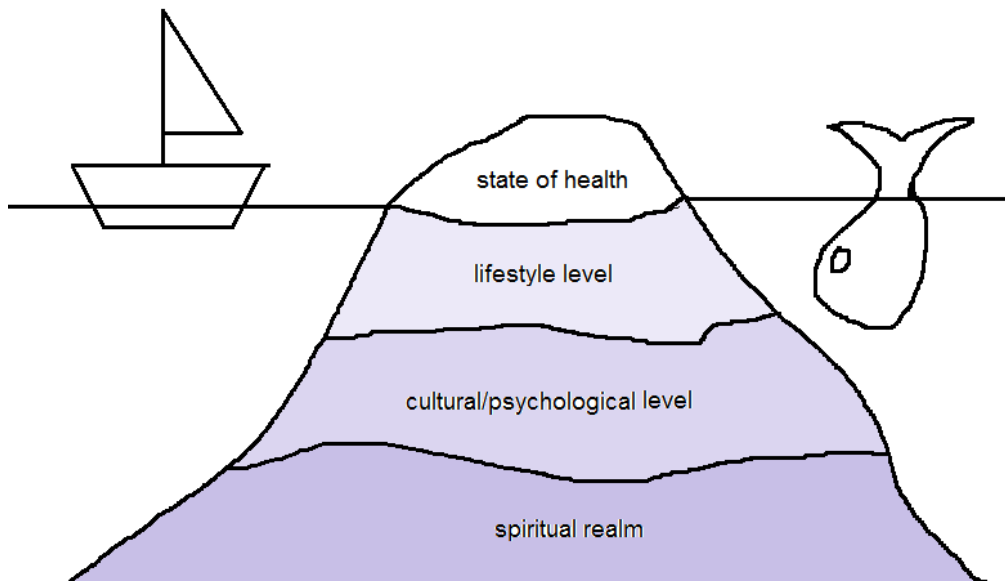


Source: Author's own elaboration on the basis of Travis & Ryan, 2004, p. XVIII

As presented on the continuum, one can be on the left side of it, leading to premature death, on the right side of it, leading to high-level wellness, or in the neutral point – with no illness or wellness. The continuum shows that the wellness paradigm reaches across both sides of the continuum, while the treatment paradigm only deals with the health problems. The idea of the continuum is to show that one can practice wellness actions even when sick. The road to wellness is unlimited and available to everybody, at every moment of time and state of health, it has no boundaries. Travis & Ryan (2004, p. XVII) write: "A person can be living a process of wellness and yet be physically handicapped; aged; scared in the face of challenge; in pain; imperfect." The authors also stress that it is not about where one is placed on the wellness continuum, but rather which way one is facing – towards premature death or high-level wellness (p. XIX). The continuum stresses that wellness is for everybody at all times.

Another concept Travis (Travis & Ryan, 2004, p. XVI) came up with is the Iceberg Model of Health, depicted in Figure 4. below.

Figure 4 The Iceberg Model of Health



Source: Author's own elaboration based on Travis & Ryan, 2004, p. XXI.

The icebergs are known to only show about 10% of their full size above water. The major part of the iceberg remains covered by water and therefore unseen. Travis demonstrates the similarity of the iceberg to human's health – only a small part of our state of health can be observed at once. The vast majority of the factors influencing our health remains unseen, intangible, "hidden." Travis believed, as does Dunn, that wellness is layered – there exist many levels of wellness, but no finite one. As seen in the picture, the showing state of health is affected by the tier of lifestyle and behaviors. Next, it is influenced by the cultural/psychological level, so at least partly by the culture, we were brought up in. Finally, and most importantly according to the authors (Travis & Ryan, 2004, p. XXIII), our health is affected by the spiritual. In this case, it is no longer called a level, but a realm, to demonstrate the pervasive power of spirituality and human health. A similar stand was advocated by Dunn.

Based on the above definitions of wellness, one can understand wellness as actively pursuing the optimal state of overall health in all aspects. What seems to be of foremost importance about wellness are the notions of:

- individuality (wellness is personal and subjective),

- the diversity of wellness aspects (social, environmental, physical, emotional, etc.),
- taking personal actions (actively seeking better health by oneself),
- responsibility (taking responsibility for one's health),
- optimizing health (understood in holistic terms; with spirituality holding a special position with regards to health),
- expansion of potential (to fulfil one's roles to the fullest, grow personally and professionally), and
- contributing to the surrounding environment (inspiring and creating positive change).

Although naming and defining the concept of wellness happened relatively recently, the practice and lifestyle have been around for centuries, as expressed by the Global Wellness Institute (History of Wellness, 2016). The history of wellness is believed to start with the emergence and practice of Ayurveda (3000–1500 B.C.), Traditional Chinese Medicine (3000–2000 B.C.), and Ancient Greek Medicine (500 B.C.). All of those traditions and practices understood the human in holistic terms (body, mind & spirit), placed emphasis on the role of inner harmony, lifestyle, and diet. Why then, one is inclined to ask, has wellness become popular now? Dunn (1959, pp. 786–787) offers four reasons for the emergence of wellness in the 20th century:

- “It is a shrinking world.” The technology has influenced the pace of life enormously. The time needed to travel and communicate has been ever shortening. It can be believed that what Dunn means here is the process of globalization.
- “It is a crowded world.” The population of the planet has been ever increasing. This population growth means the resources on Earth will have to be divided among an ever greater number of its inhabitants.
- “It is an older world.” Due to scientific advances, people live longer lives. Some of the world's population is aging rapidly.
- “It is a world of mounting tensions.” The pace of life is increasing, while the available resources to counter stress and other life-problems is not.

Dunn's (1959) observations seem extremely timely. Nowadays, there is a chance for a conflict within the human being who is constantly required to deliver results and be productive and has not developed the adequate tools to cope with the tensions modern life brings. Fortunately, according to the Global Wellness Institute (Statistics and Facts, 2016), the wellness trend grows in popularity, and the industry expands worldwide. There are numerous reasons to hope for a better future for the humankind and actively pursue it. This is, after all, what wellness is about.

1.2 WORKSITE WELLNESS HISTORY AND THE ROLE OF THE WORLD HEALTH ORGANIZATION

The wellness concept has not emerged recently. Neither has the corporate wellness one. It has just drawn much attention during the last decades. The very beginnings of the movement started with provisions regarding safety at work, already at the beginning of the 20th century (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016).

After World War II, executives of some of the biggest companies in the U.S. started recognizing the role fitness played in the health of the employees and the company. During that time, company on-site gymnasiums were built. However, the very first company-based recreation center along with a swimming pool has been created by the Hershey Foods company already in the 1930s.

During the next decade, the United States saw the launch of Employee Assistance Programs (EAPs), which aimed at aiding the widespread problem of employee alcoholism (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016). In 1950s and 60s companies like Texas Instruments, Rockwell, or Xerox, followed with their employee fitness propositions. At first, the fitness facilities were available mostly to the top executives. The idea has spread, though, and access to the gyms has been granted to the general employees in 1970s (Khoury, n.d.).

The Occupational Safety and Health Administration, a part of the Department of Labor in the United States, was established in 1970. Its aim was to minimize the workplace illnesses and accidents. Also in the 1970s Employee Assistance Programs have started

to take on a more holistic view not only on problems of addiction but also family issues and mental health (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016). This was the time when first worksite wellness programs were introduced, according to Reardon (1998). As the author assumes, the wellness programs represented a shift of responsibility for one's health from the government's side towards the employees. One of the reasons for such change, as Reardon (1998) highlights, were the technological advancements, which made it significantly easier for the employees to lead a sedentary lifestyle. Additionally, the ever-increasing workload and responsibilities increased the stress levels, which in turn resulted in numerous diseases.

Those factors influenced the increased need of the American healthcare system for financing. Since it is the employers to finance a considerable part of the employee health insurance, companies found it fitting to implement health programs.

The 1990s brought about a shift in the approach to wellness at work towards a more holistic view, called the *Workplace Health Promotion* (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016). It was created by the World Health Organization (WHO) and the European Union (EU).

In 1996, the European Commission (a part of the European Union), founded the European Network for Workplace Health Promotion (ENWHP). In 1997, during the International Conference on Health Promotion, WHO in its Jakarta Declaration, deemed the workplace one of essential settings to affect employee's wellbeing (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016). What is more, WHO believes that the workplace, along with schools, hospitals, cities, islands, and marketplaces, is and will remain crucial health promotion venues in the 21st century (Workplace health promotion, n.d.).

The World Health Organization has ever been an important advocate, voicing its support for worksite health promotion and employee wellness globally. The organization has established four fundamental pillars upon which companies can build employee wellness: health promotion, occupational health and safety, human resource management, and sustainable development (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016).

WHO has focused on the workplace health promotion. Numerous actions, documents, training, and events have been organized to spread the idea of employee wellness. WHO argues for the health promoting workplace (HPW) that it (Workplace health promotion, n.d.):

“ is becoming increasingly relevant as more private and public organizations recognize that future success in a globalizing marketplace can only be achieved with a healthy, qualified and motivated workforce. A HPW can ensure a flexible and dynamic balance between customer expectations and organizational targets on the one hand and employees skills and health needs on the other, which can assist companies and work organizations to compete in the marketplace. For nations, the development of HPW will be a pre-requisite for sustainable social and economic development.”

What seems interesting about WHO's stand is that it believes that a health promoting workplace can help to balance the business' and the employees' expectations. This, in turn, can constitute a sustainable competitive advantage and help the business to prosper and thrive. It can as well influence the social and economic spheres and contribute to those as well.

What is more, WHO has come up with a 5-key model to a healthy workplace. In this example, the healthy workplace is defined as: “one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety, and well-being of all workers and the sustainability of the workplace by considering the following, based on identified needs:

- health and safety concerns in the physical work environment;
- health, safety and well-being concerns in the psychosocial work environment including the organization of work and workplace culture;
- personal health resources in the workplace (support and encouragement of healthy lifestyles by the employer);
- ways of participating in the community to improve the health of workers, their families and members of the community.”

(Five Keys to Healthy Workplaces [PDF]. (2010). World Health Organization.

http://www.who.int/occupational_health/healthy_workplaces/en/)

What appears most important in WHO's understanding of a healthy workplace is the focus on the physical, psychological, personal, and social aspects of health. The definition mentions as well the concept of workplace culture in health-making and protecting.

In the report from 2016 by the Global Wellness Institute (The Future of Wellness as Work), the authors put forward the following proposition of wellness at work: "Wellness at work is the right to work in a manner that is healthy, motivating, and edifying. Everyone – workers, managers, and business owners – should endeavor to work in a way that improves our wellness and the wellbeing of others" (p. ii).

Here, the authors pay attention to all the potential stakeholders taking advantage of a health-oriented workplace – owners, and manager as much as employees. Moreover, worksite wellness should inspire us to be proactive and improve the wellbeing of others around us. The common good is here addressed in a different manner than by WHO, but both definitions aim to bring out the potential development for all the parties engaged in the business – both directly and indirectly.

The descriptions as mentioned earlier and understanding of health and wellness at work are some of many, although brought forward by two among the most prominent organizations in the field – The World Health Organization and The Global Wellness Institute. Those seem to be most widely understood and accepted.

1.3 REASONS FOR WORKSITE WELLNESS

In general, there is a shift of focus regarding health and wellness in the workplace to address the prevalent global diseases, like sedentary lifestyle and workstyle, the amount of stress and the responsibilities at work and in the families, issues regarding work-life balance, disengagement, digitalization, and burnout.

Global Wellness Institute's industry report from 2016 claims that the World's workers are "increasingly unwell." What is more, the report estimates the cost of employee's unwellness (the contrary to wellness), which is a sum of the medical expenses and the

loss of productivity, at a staggering 10–15% of the global economic output. Also, the report assumes the cost of work-related diseases and injuries, health problems caused by work stress, chronic diseases and employee disengagement in work in the United States to about 12% of the country's GDP (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016, p. i).

Millar (2013) defines good, healthy corporations – they do not overcharge for their products, pay taxes and living wages, empower their employees and implement progressive human resource policies. However, the author suggests that there are too few good corporations. He stresses the influence bad businesses have on human development and health. The burden of bad companies of the human is not tied to lost productivity or disengagement. Millar (2013) writes about companies whose policies are far away from the wellness ideal. Businesses that target customers immorally overcharge for their products and produce goods harmful for health, for instance. Mostly, according to Millar (2013), those companies operate in industries like tobacco, alcohol, junk food, resource extraction, or electronics. The author stresses here that it is government's responsibility to take action and ensure that human rights at work are respected, and no legal overuses occur.

Other voices are advocating the need for governments and global organizations to become actively engaged in promoting wellness at work and ensuring that employee rights and work conditions are respected. Malleret, during his speech at the Global Wellness Summit in 2016, spoke of macroeconomic factors influencing the health and wellness scene globally. Among the most influential ones, Malleret (2016 a) states the rising inequality in the World, inflexible political regulations, economic insecurity (particularly in Europe), the global problem of loneliness and chronic diseases on the grow while the overall population gets older. Malleret (2016 a) also argues that the way companies spend their money are not contributing to the improvement of wellness. Namely, he assumes that about 80% of corporate income after tax goes to medical expenses, while only less than 3% of which contributes to the prevention budget. Companies, in his opinion, do not spend enough to prevent and too much to cure. Therefore, wellness, Malleret (2016 a) claims, should be an essential priority for both – the private and public sectors.

According to 2016 OECD statistics (Health expenditure and financing, Non–Medical Determinants of Health, and Health Status – Absence from Work Due to Illness) the macro trends of growing obesity and healthcare costs as well the increasing number of missed workdays due to illnesses are gaining impact annually.

Kolm (2016) addressed some of those concerns during her speech titled “The European Economy from a Wellness Point of View” at the Global Wellness Summit (GWS) in 2016. She claimed the governmental regulations in place right now in some of the European countries are not only not working for the development of the people, but – quite to the contrary – they are minimizing the chance for real change. Kolm (2016) argues that the public health insurance, which is ever costlier, creates some barriers to development. Namely, the social programs in place decrease significantly the motivation to work. The work crisis in many countries (like Greece or Spain) has led to the situation when it makes no economic sense to go to work for many as the implemented social programs offer greater benefits and do not require working. Additionally, Kolm (2016) states that free public healthcare access can lead to overuse. This is reasoned by the fact that people (in this case: healthcare customers) are more inclined to use free services. If the service would require additional pay, perhaps the customer would not decide to take advantage of it. What is more, because of the public healthcare, private initiatives are almost non–existent in many European countries. Kolm (2016) suggests that perhaps introducing private health insurance options would help to address the growing healthcare costs.

In general, there appears to be a belief shared by many specialists that the role of governments in creating and promoting worksite wellness is significant. There is much need for governmental and organizational actions. The GWI Report (The Future of Wellness at Work, 2016, p. 9) suggests that currently access to worksite wellness programs and benefits is enjoyed only by about 9% of the global employee population. There is room for improvement, and there is a need for the changes to happen at work.

Purcell (2016) offers numerous arguments why the workplace is the very best venue for wellness. The author argues that employee health and wellness will affect the productivity at work and in turn company performance. Additionally, employers contribute significantly to the payment of health insurance and therefore should see the

value of employee's best health. In many countries, the workplace constitutes the biggest daily gathering of people. Moreover, those people gather at work for about a third of their day usually – a vast period. Given the part of the population involved in working, and the time spent at work, as well as employee's interest in employee health and low health insurance costs, the workplace appears to be a proper venue for wellness.

Bens (2017) states more reasons employers see value in workplace wellness. Healthier employees demonstrate less absenteeism and are more reliable. Some companies claim to have decreased their absenteeism levels significantly due to a wellness program. Additionally, a well-fitted wellness program is believed to contribute to creating a beneficial corporate health culture. This, in turn, can attract and help maintain the best employees.

Horton & O'Fallon (2011) conclude after their research that the dimensions of wellness (physical, emotional, psychological, social, spiritual, environmental, occupational) are strongly correlated. Thus, improving one requires a holistic approach and can positively affect the others. Improving wellness at work can also enhance wellness in other life aspects.

The reasons to introduce wellness and wellness programs at work were sufficient to make employee wellness a strategic priority in the U.S. Malleret (2016 b) notices that nowadays employee wellness programs have altered the approach. Earlier, as the author suggests, it was mostly the top executives and managers to tell their subordinates to improve health. Nowadays, however, worksite wellness programs offer a more holistic approach, looking at different aspects of health (like emotional, psychological, or social) and having the top management as the change leaders to encourage and support the employees to introduce wellness lifestyles.

1.4 TRENDS AFFECTING WORKSITE WELLNESS

The industry report (The Future of Wellness at Work, 2016, p. 17) names the global trends to affect the wellness industry. Those are economic insecurity and stress, environmental threats, the adsorption of the Millennials generation to the workforce, workers' expectations to thrive at work, the rise of chronic diseases, 24/7 work culture

and rapidly expanding technology, the problem of loneliness, and work–life balance issues.

Economic insecurity and stress. The psychological aspect of worksite health has been a topic of interest for some time before now. Already in the early 1900s, the work–health relationship has been investigated and discussed (Day, 2015). DeVries (2010) points to stress as probably the most influential health factor among employees nowadays. The research the author carried out demonstrates that employees often mention stress and pressure as their biggest workplace issues. Therefore, according to DeVries (2010), companies should embrace wellness programs which help with stress management. Those who will not do it might face higher rates of absenteeism, sick days and healthcare costs, according to the author. Well–fitted stress management programs would increase the coping capabilities of the employees and equip them with practical tools to work with stress in the workplace and elsewhere. DeVries (2010) also points to options like discounted gym card and spa entrances, or massage parlors for the employees to decrease the impact of stress.

However, other studies show that previously promoted relaxation techniques like vacation do not affect employee health in the long run. De Bloom, Geurts & Kompier (2012) have researched the effect vacation has on employee life during and after returning to work. Vacation has been strongly associated with relaxation and regeneration. Unfortunately, the effect turned out to be short–lived even after taking a long vacation (14 days duration at least). Indeed, the quality of sleep and stress levels have improved significantly during the vacation time; however, after returning to work, those effects faded away almost immediately. The long–term effect was weak.

Instead of getting away from job stress, perhaps the way to address the issue is to face it where it comes from – at work. Jarman et al. (2015) have carried out research on the stress management program available at work and its effects on job stress levels. It turns out that the possibility to participate in the program contributed to the sense that the company cares for its employees among female employees mostly. Men have been shown to benefit from the availability of the program. Their gains, however, have been more modest. Here, the gender factors come into play as one potentially influencing the job–related stress levels.

Bazarko et al. (2013) have researched a mindfulness-based stress-release program. They focused on an innovated version of the program where personal coaching sessions have been replaced with group telephonic sessions. The participants have shown improvement in general health and decreased stress. Those good results have been shown to last at least four months later when another research took place. Interesting about this particular study is that here the face-to-face interaction during a coaching session has been replaced with a group telephonic session. Interestingly, the results have been very positive while the cost of the program has been significantly decreased in comparison to the personal coaching version of it. The authors also suggest that this could be an affordable option to look after employees who do not have immediate physical access to wellness facilities and services and could, therefore, use the phone or the Internet as means of communication.

Environmental threats. It is widely known that the extortion of natural resources has a negative influence on the health of Earth. People spend ever more time indoor and keep away from nature. There is a concept that the human being is closely tied to nature and therefore should spend time in a natural environment. This is why the idea of biophilic places emerged. Morley came up with a gym concept based on nature (Megson, 2017). The design uses green colors and natural textures, recycled materials, and natural aromas. All of it is meant to make the one working out feel as though in nature. Physical activity in a nature-inspired surrounding might have a better effect on the athlete in comparison to traditional gyms with a dull indoor design. However, the idea of biophilic places concerns real, authentic nature. Encouraging employees to go to a nature-inspired gym might be better than going to a traditional gym. However, one is inclined to ask whether there is need to recreate nature indoors while nature outdoors is being destroyed.

Millennial generation entering the workforce. Carlson (2014) writes about the evolution in the corporate wellness world. Mirabito (as cited in Carlson, 2014, p.23) claims: “wellness appeals to older workers and to the millennial generation, which has a much more holistic view of health.” This does not, however, mean that Millennials are similar to the older generations. On the contrary, research suggests that the entering of the Millennial generation into the global workforce will require the management to

change its approach. In an industry report “Unlocking the Power of Company Caring” (Everyday Health INC., & Global Wellness Institute, 2016) generational differences with regards to wellness at work have been investigated. Perhaps the most interesting differences between worker generations can be observed when addressing personal wellness priorities (p.3). While older generations (Boomers, Gen X, etc.) have prioritized physical, environmental, and intellectual wellness; Millennials seem to focus more on emotional, social, and occupational one. With regards to the spiritual wellness aspect, Boomers have prioritized it the most, while Gen X the least. Millennials approach was in between.

It appears especially intriguing when one compares this data with the next results presented in the report regarding the perceived behavior of company caring (Unlocking the Power of Company Caring, 2016, p. 15). While for Gen X and Boomers the factor driving the perception of a company caring most was having friends at work, Millennials pointed to the company encouraging healthy eating. Here it is apparent that company caring seems to be driven by social wellness for the Gen X and Boomers and by physical wellness for the Millennials.

Nonetheless, there is evidence that the Millennial generation differs from other generations regarding values, life perceptions, or technological skills.

Expectations to thrive at work. The concept of Quality of Life, basically synonymous with wellbeing, has been introduced earlier. UK specialists – van Laar, Edwards, and Easton – have worked on the notion of Quality of Working Life (QoWL) (Easton & Van Laar, 2013). The researchers have identified six independent variables which contribute to QoWL. Those are: Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS). Based on those variables, the scientists came up with a QoWL survey. It is available for free online at <http://www.qowl.co.uk/index.html> The survey, and Van Laar, Easton & Edward's project is to allow for best alignment of needs, expectations, and resources between employer and employee. Its aim is to help ensure the best quality of working life as it may influence other aspects of life. Therefore, thriving at work can aid succeeding in life and vice versa.

Prevention of chronic illnesses. Wein (2015) states that 45% of the American population has at least one chronic disease. Malleret (2016 a) has been talking about the rise of chronic illnesses worldwide. DeVries (2010) has pointed to stress as a significant source of health problems for employees. OECD shows alarming data on the rise of obesity globally (Non-Medical Determinants of Health, 2016). Colombi & Woods (2011) research the impact of obesity on the health of employees. The authors conclude that workplaces with higher rates of obesity prevalence experienced more frequent and costly episodes of care in comparison to workplaces with lower obesity prevalence rates. Obesity among employees can cause serious chronic illnesses. Thus, damage to the health and the business. Chronic diseases are on the rise and employers and employees should join forces with other parties to promote health and prevent illnesses.

24/7 work culture and rapidly expanding technology. Kasriel–Alexander (2016) writes about over-connectivity among adults. She brings up alarming statistics that 90% of people aged 16–24 spend about 7 hours daily using their smartphone. Kasriel–Alexander (2016) connects over-connectivity with not being fully present during family events and virtual, instead of physical, socializing. It turns out that young people spend much more time indoors compared to the older ones. The author points out the need for young adults to rediscover the time of being carefree and childishly happy. This is usually called "playfulness" – being playful, carefree, happy, active. According to Kasriel–Alexander (2016), playful activities among adults are becoming more and more popular.

Over-connectivity can be addressed by playful activities. However, minimizing the need to be connected might be helpful, as well. Malleret (2017 a) discusses the new employee law regulation, which came into life on January 1st, 2017, that somewhat regulates the employee's right to disconnect and not answer e-mails and work phone calls after working hours. It applies to companies with 50 employees or more, and it is not mandatory. The companies are to establish a compromise regarding staying connected during after-work time, weekends and vacations. It will be interesting to see if the regulation will be helpful in protecting Work-life balance of the employees. France has a chance to become the global frontrunner of employee dysconnectivity after work.

Loneliness. Malleret (2017 b) writes about how the decline in social trust translates into the increased feeling of isolation. Malleret (2017 b) claims about 40% of the American population is lonely and the number has been growing rapidly over the last decades. The younger generations, according to the author, are the most distrustful. Thus, most lonely as well. Malleret (2017 b) brings up research stating only about 19% of Millennials in the U.S. believe others can be trusted. Not even one in five out of the Millennials generation in the United States thinks he/she can trust another person. This attitude of mistrust shatters any basis for building the community and the feeling of belonging. Instead, it creates the sense of isolation and alienation. Those feelings can influence our state of health. Malleret (2017 b) writes that loneliness can damage our cells and impact the immune system. 81% of the American Millennials generation is at risk. There is a definite need for action to recreate the social bonds elder generations had and knew how to create.

Other consequences of feeling lonely is a higher risk of depression and anxiety. Jacobs (2015) argues that employers should offer free-of-charge screenings for depression. Depression and anxiety have been the reason to miss workdays, according to the research brought up by Jacobs. The number of workdays missed due to depression and anxiety in the U.S. is estimated at 200 million annually. Some of the anxiety and depression is caused by work-related factors. Jacobs also cites WHO's predictions that by 2020 depression will be the second-most important reason for disability worldwide. Malleret (2017 c) sees the technological advancements worsening the loneliness problem and points to research showing that reducing depression and anxiety would have a bigger impact (reducing misery) in the World than eliminating poverty (2017 d).

Evans-Lacko et al. (2016) researched the economic impact of screening for depression and therapy in the workplace. Their research deemed depression screenings and treatments cost effective for the employer. The most cost effective regarding the therapies turned out to be psychotherapy. There is already research suggesting that the employee can influence the health of the employer and see it as a worthwhile investment.

Psychological, social, and emotional health is affected by numerous factors in the community. Workplace presents a great venue to encourage team-building and the

feeling of belonging. The companies would benefit not only from healthier employees but ones that will be less likely to leave.

Work–life balance issues. Khan & Agha (2013) state that the concept of work–life balance (WLB) was coined in 1986, but programs regarding the issue were in place as early as 1930s. Work–life balance has had numerous names previously, and there are also many understandings of the concept. Khan and Agha (2013) bring up examples of what a work–life balance means in the corporate setting: flexible working schedules, paid and unpaid time off, health & wellbeing, childcare, development paths and technological advancements. The topic seems critical as the working part of the population spends vast amounts of time daily at work. Sometimes there is not enough time to take care of the family and passions. Sinek (2012) talks about loving one's work and how impactful that could be. He brings up research that shows children of parents who are unhappy at work are more likely to become bullies than children of parents who are happy at work. It is an excellent example of how professional life and job satisfaction can affect not only the employee but employee's family.

Cederström & Beard (2015), however, put in doubt the entire notion of happiness and satisfaction at work. Firstly, they fail to find one and measurable concept of work–related satisfaction (happiness). Next, they bring up research suggesting happiness and work are not related at all. Cederström & Beard (2015) question corporate approach to happiness and productivity. They agree that happy at work employees are less likely to leave the job and more likely to satisfy the consumers. However, the authors claim that actively and consciously pursuing happiness at work at all time will become exhausting and can eventually drain all the authentic happiness out of the employee. The ultimate goal is not to be happy all the time at work, but to be happy in general. Authors conclude that the expectation that work could and should always make us happy can lead to harm. That expectation can create tension and become exhausting, thus, hurting the employee and potentially decreasing productivity.

Spicer (2015) writes about the introduction of a wellness program at work may make the employees feel guilty and anxious. On numerous occasions, when a company was carrying out an intensive wellness activity, the workers found themselves struggling to find time to fulfil their every–day tasks.

Interestingly, there is also research to suggest that work and family are not so much related to overall health. Namely, Lalluka et al. (2009) examine whether work–family conflicts influence health behaviors among Finnish, British, and Japanese. The researchers conclude that the associations were very weak suggesting that work–family conflict may not affect health as much as previously believed.

Beauregard (2010) suggests that what could be most influential at work and translate into personal life and health is the corporate culture. The author claims that what is crucial is the extent to which the company actively supports the reconciliation of work life and personal life issues and responsibilities. Beauregard investigates direct and indirect ways by which work–home culture affects wellbeing in women and men. The results suggest that a supportive work–home culture is associated with lower psychosomatic strain among the employees. Women saw that support in decreased work–home interference and managerial engagement. Men were influenced by organizational time demands affecting their level of wellbeing and work–home balance. Beauregard finally suggests that management should move away from presenteeism (simply being at work) to work outputs. This way no gender would be stereotyped, and it would be easier to promote a supportive approach to family responsibilities in the company.

Mazerolle & Goodman (2013) also carried out a research about the supportive work environment. The family–oriented culture was perceived as fostering work–life balance. However, work–life balance was also achieved by the employees by pursuing their personal hobbies during time off work. Individual strategies for coping were found crucial to establishing and maintaining work–life balance among employees. The results show that work–life balance can be achieved by the employee and supported by the employer.

1.5 HUMAN RESOURCE MANAGEMENT AND THE CARING COMPANY ASPECT IN WORKSITE WELLNESS

Mirabito (as cited in Carlson, 2014, p. 23) said that “best companies create a culture of health.” That culture of health, according to Nash (2015), can be identified by an environment and policies encouraging making healthy choices. Those choices will lead to an increased health and less absenteeism, according to the author. Nash (2015) claims that creating and changing corporate culture is a long process and that worksite wellness programs can help make the shift. However, Nash warns against expecting an immediate Return On Investment (ROI) from those programs. Just as change takes time, he argues, so will ROI.

Sinek (2011), during his speech, addresses the issue of how one can help the human race develop at work. He starts by stating that the humans are social animals. Therefore, we are naturally set-up to work with and for the community. Alienating oneself creates problems for the community as well as for the individual. Trust, however, understood by Sinek (2011) as sharing values and beliefs, creates a culture, also in the corporate environment. When the values and belief are authentically at the core of the business, the organization starts to grow. Sinek (2011) also claims that being a part of an authentic culture (be it corporate culture) and being able to help others within the community is the source of job satisfaction and life fulfillment. Finally, Sinek (2011) compares managers to parents claiming that management is to make the other employees feel supported and capable to realize their best potential and have trust in the management. This is how people-centred organizations should go about their daily businesses.

What is more, in another talk Sinek (2012) gives, he claims there are 250 000 preventable deaths in the United States annually happening because the health providers are not adequately cared for. Sinek states hospitals are run like businesses while their core goal is to provide healthcare and not necessarily make the most money possible. He states that doctors who are taken care of well are much more likely to do a better job and therefore suggests a solution to decrease the number of preventable deaths in the

U.S. The example of medical doctors is so powerful due to the meaningfulness of the work done. Lavine (2012) introduces the concept of Corporate Social Performance (CSP) and its relationship to work meaningfulness. According to the author, CSP is comprised of corporate citizenship, social responsibility, and sustainability (p. 53). The results of Lavine's study suggest that workers of companies with a higher commitment to corporate social performance have ascribed more meaningfulness to the jobs they did. This was because higher CSP allowed for a more fitting alignment with employee values; thus, increasing the perceived value of the job carried out.

The report regarding company caring suggests that in a group perceived as caring, the employees are more likely to feel employer's support, be more honest and open, as well as say that their managers and leaders lead by example (Everyday Health INC., & Global Wellness Institute, 2016, p. 11).

Walsh, Dupre, and Arnold (2014) investigated the way in which transformational leaders influenced employee psychological health. Transformational leadership is understood as encouraging performance beyond expectations (p. 163). The results of the study show that two notions mediate the outstanding performance – empowerment, and perception of justice. Transformational leaders empower employees to perform beyond what is expected through fairness and employee empowerment. This translates into the individual's perception of the company and self. Therefore, it can be beneficial for the company performance as well as for the individual's wellbeing.

There are numerous studies on how the management can enhance the value of work and make the workplace a healthier one for the employees. However, there are also studies showing the opposite relation. Boddy (2013) reviews corporate psychopaths and their influence on employee wellbeing. Not surprisingly, the results indicate that corporate psychopaths can significantly affect the well-being of other employees. What is more, counterproductive work behavior and bullying are much more probable when a corporate psychopath constitutes a part of the work team.

Mehta & Maheshwari (2013) also studied negative influences in the workplace. Toxic leadership was described by them with the following behaviors: abusiveness, promoting inequity, indecisiveness, divisiveness and lack of integrity. Their study proved that toxic

leadership significantly decreases job satisfaction levels and organization commitment among the employees. Mehta & Maheshwari (2013) make the point that companies should not only identify toxic leaders but take action.

Although the concept of worksite wellness has originated in the United States and became globalized, wellness programs spread across the globe usually do not take into consideration cultural differences (*The Future of Wellness at Work* (Rep.), Global Wellness Institute, 2016).

In a report by McCann company (*The Truth About Wellness, 2013*), cultural differences in the understanding of health have been investigated. For instance, there were differences regarding what the most important components of maintaining future wellness are. The British and Americans answered that exercise is the priority while Chinese and Japanese stressed the function of nutrition. Turkish and Chinese prioritized being happy and positive in the maintaining of future wellness.

Brunetto et al. (2013) have investigated the influence workplace relationships have on employee engagement and wellbeing among Australian and American employees. According to the results of their research, a model they created was much more accurate to predict the relationship in the group of Australian employees than the Americans.

Birgbom & Kinnunen (2014) also researched co-worker relations and job satisfaction. They, however, focused on the relationships in a multinational environment – especially with immigrants in the workforce. The results of the research suggest that all co-worker interaction positively influences the well-being of the employee. However, a specific one – between an immigrant worker and a host national worker – seemed especially beneficial regarding job satisfaction.

In the light of the research, perhaps the worksite wellness programs would benefit from tailoring to the specific national culture of the company's setting, ensuring the right models for the particular culture, and paying attention to international and intercultural relations for the well-being of the employee.

1.6 WORKSITE WELLNESS PROGRAMS AND ITS BEST PRACTICES

Keller et al. (2009) examined whether the size of the company and employees' gender influence the impact of the worksite wellness program. The program effectiveness was measured based on six criteria: fitness, nutrition and weight, blood pressure and stress, substance abuse, smoking, and safety (Keller et al., 2009, p. 295). Additionally, the employees' gender and the size of the company were taken into consideration. The effectiveness study was based on the percentage of company's cost reduction regarding expenses on employee health. The results have shown a significant decrease in the expenditure, deeming the programs effective. Depending on the criteria of the investigation, some programs seemed more efficient among bigger companies and some among smaller. Similar results related to the employee gender (Keller et al., 2009, p. 300). Some programs worked better with female employees, and some with male. This study, too, shows that choosing a worksite wellness program tailored for the size and target group within the company matter for its overall effectiveness.

Serxner (2017) suggests that implementing a worksite wellness programs can help to establish a culture of health. In a work environment, the employee is unconsciously influenced on decision-making. In an environment that encourages healthy choices, the employee is more likely to make them, author claims. Additionally, Dailey & Zhu (2016) have found that participation in a worksite wellness program mediated the relationship between personal health and organizational identities. A WWP served as an identity bridge, easing the employee into the work environment.

However, encouraging participation in WWPs has been a challenge for some employers. Robroek et al. (2011) investigate some of the reasons for non-participation. Some employees did not participate in a WWP because they wanted to arrange it themselves; some did not wish their private and professional lives to interfere; for some employees' intervention in their health was a violation of privacy. Robroek et al. (2011) suggest that the way WWP is communicated to the employee might play a great role in the participation rates. A WWP should not create any moral issues among the employees.

Toker, Heaney & Ein-Gar (2014) also investigated barriers to participation in WWP. According to the results of their research, there were some groups of employees much less likely to participate than others. Those groups were: older employees, men, blue-collar workers, employees with a worse than optimal health status, employees who perceived their workplace as weakly committed to employee health. Toker, Heaney & Ein-Gar (2014) suggest that enhancing the participation rates might be achieved by building a WWP according to the needs of the non-participative groups.

Elia & Rouse (2016) investigated how health of employees improved after taking part in a worksite wellness program. In comparison with the control group (non-participants of the WWP) employees from the program, the group reported significantly higher health gains. There was an increase in self-reported physical activity, drinking water, improved nutrition, lost weight and more energy. Elia & Rouse (2016) have also looked at the perceived barriers to gaining health. Those decreased in the duration of the program. There were fewer voices stating lack of time or motivation, during and after participation in a WWP. Authors conclude that a successful WWP includes managerial engagement, encouraging a culture of health, tailored communication, and program evaluation.

There is also research on the effects of worksite wellness programs focused on one particular health issue. For instance, Edmunds, Stephenson & Clow (2013) describe the positive effect of a physical activity intervention among employees and Chen et al. (2016) characterize the positive effect of smoking counselling interventions.

Interestingly, Kirby (2014) points out to an aspect of health, which does not seem to be as intensely addressed as other ones. Namely, sleeping. The author names the three components of good health – physical activity, nutrition and sleep – and point to the fact that the first two have gained much more attention than the latter. This presents a new opportunity for the worksite wellness programs.

Cappelli (2014) writes about the shift in the worksite health world – from a more paternalistic model towards a market-based approach. Cappelli (2014) compares two giant global companies – Google and Walmart regarding health-related employee benefits. While Walmart was cutting employee benefits for some, Google was adding

them. The shift from an approach where the employer is responsible for employee health (treating employees more or less equally in that aspect) towards one where the benefits are a demonstration of employee's value to the company. Walmart was cutting its benefits for the employees who were employed in lower level positions and those employed only part-time; showing that the value of those employees is decreasing. Google, on the other hand, was adding benefits for its employees as to demonstrate how vital they are for the business. The perks Google employees receive are, for instance: free food and drinks, on-site gyms, concierge services, free massages and more. However, Cappelli (2014) seems to suggest that many of those benefits make it much easier for the employee to spend more time at work than anywhere else.

Citoni, Mahy & Rycx (2012) question performance-related job benefits. They argue that work practices which take into consideration performance indicators may decrease job satisfaction, create inequality, and simply stress the employee.

Zheng et al. (2015) conduct research which shows that monetary and non-monetary based provision of corporate employee wellbeing programs had no direct association with wellbeing. The key to employee wellbeing, authors seem to suggest, is the employee's personal life coping strategies. What companies can do for the employees to increase their wellbeing, then, is to help them develop and enhance individual coping strategies. That way, indirectly, wellbeing programs can affect the employee.

Bakker (2016) analyses how Google influenced its employees' behavior at work to inspire more healthy choices. The author suggests that providing employees with information is not enough to inspire action. This is why researchers have done an experiment in Google and changed some details of the food and snack options available. It turned out that a few simple tricks (like distributing *m&m's* snacks in a small bag rather than from a dispenser into a big bowl) can strongly influence choices Google employees made. At the same time, Bakker (2016) stresses that even when introducing such changes at a company level, one must always be mindful of leaving others options to choose from. Re-designing the whole menu and changing all the previously available snacks in a heartbeat can create a feel of mistrust and dissatisfaction among the employees.

Mellor & Webster (2013) identified key enablers and challenges when introducing a comprehensive wellness approach. The key enablers turned out to be: leadership engagement and support, resources dedicated to the mission, stakeholders' involvement and intensive communication. The key challenges, on the other hand, were: making the program a comprehensive whole, finding the right proportion between occupational and lifestyle risks and willingness and ability of management to monitor and support health-related issues, and a target-driven corporate culture.

Mortenson (2017) defines current shifts and changes in the wellness world. The author introduces the new rules of wellness. The approach for the future, according to Mortenson, will include: a comprehensive, integrated approach to health – the benefits will be integrated to best address holistic wellbeing; understanding the employee in holistic terms, not only in the terms of the skill set and know-how; customized, tailored approach towards each individual employee; rewarding employees for healthy choices and behaviours, not punishing them for lack thereof; integrating fitness and physical activity into the working day (on-site gyms etc.) as opposed to exercising during after-work time; integration of the wellness program with biometric screenings for the employee to build one approach to health; not only providing information about healthy lifestyles, but introducing coaching sessions and sharing available online resources, using varied communication channels (phone, email, text messages, live conversations etc.)

Lindenberg (2014) has identified similar changes in worksite wellness programs. The author claims that the future of WWP's will be based on an individualized approach to each employee and his/her personal health needs allowing the best alignment between the health of the individual and the company.

2. WORKSITE WELLNESS: THE CASE STUDY OF COCA – COLA POLAND

2.1 RESEARCH RATIONALE, PURPOSE, METHOD, AND APPROACH

As it appears from the literature review, worksite wellness is a significant trend nowadays, and it is a continuously growing one, too. However, the topic has not been investigated in detail in Poland yet. The literature available on the theme is rather scarce. There seems to be a gap in the research that this particular thesis research can try to help cover.

The ultimate goal of the research, and of this thesis in general, is to explore employees' attitudes towards wellbeing and wellness in the workplace; and to generate research results upon which applicable recommendations and improvement suggestions can be made. The goal of the study is also to contribute to the general understanding of the issue of worksite wellness, especially adding to the literature about companies based in Poland.

In this research, a case study will be conducted and shortly compared with another case study. Yin (2004, p. 13) defines a case study as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and the context are not clearly evident.” The author suggests that a case study method is particularly useful when researching a subject in the field of community psychology and sociology as well as organizational issues and management. According to Starman (2013), a case study falls into the category of qualitative research and is one of the first types to be used in it. Moreover, the author suggests that case studies have been widely employed in the fields of social science and practice-oriented

arenas. Zainal (2007) believes a case study to be a robust method when a comprehensive examination is expected. The author argues that case studies allow investigating a matter within a particular context closely. Zainal (2007) also claims case study research focuses on real-life and current phenomena which are being explored in a given context and relationships between the variables of this context can be taken into account and explored.

Due to the aim of gaining insight into multiple perspectives as well as delivering research results and recommendations and opportunistic sampling, the choice of the case study method was made. The case study method is useful when looking for an in-depth investigation, when the research sample is limited in number and searching for numerous attitude variables is welcomed.

Yin (1984) distinguishes three major types of case studies: exploratory, descriptive and explanatory. This case study research is exploratory, as it focuses on exploring others' views and attitudes. It is also "building block" type one. This kind of approach to research indicates that only a small portion of a phenomenon will be studied. However, according to Starman (2013), the results of the study can contribute to a more holistic and comprehensive theory-building. Another approach this case study adopts is the ontological one. The ontological approach to the research question, according to Catalano & Creswell (2013), suggests that the perception of 'common' reality is built upon the basis of multiple viewpoints. This research adopts the use of a snapshot case study. This means that the study is carried out in a particular moment of time and the results reflect the current state of matters.

The criticism of case studies, according to Starman (2013), focuses on research bias, so a subjective case selection due to researcher's prior knowledge. However, Starman (2013) concludes that biased research choice leads to a more fitted research plan, which in turn can generate greater and more meaningful results. Therefore, the research bias in the criticism of case studies can be either waived or developed into its strength.

George & Bennett (2005, as cited in Starman, 2013, p.36) name the main advantages of case studies – "the potential to achieve high conceptual validity, strong procedures for fostering new hypotheses, usefulness for closely examining the hypothesized role of

causal mechanisms in the context of individual cases, and their capacity for addressing causal complexity.”

The case study dealing with the issue of health and wellness at work can tap into the potential benefits a case study has to offer. The advantage of investigating individuals regarding the subjective and every-day matter of health and work in much detail and focus appears especially valid. The individual view is essential to understand the reality in a case study, where different individual views are being explored to create a varied and comprehensive perspective. Starman (2013) concludes that human behavior is complex and cannot be described merely by a rule or theory.

This research is a single case study. The results will, however, be compared with another case study, using secondary data. According to Zainal (2007), this particular design can be adopted when there are no other cases available for replication. However, in this particular instance, generalization becomes a difficult task. One way to overcome this obstacle, as suggested by Zainal (2007) is to use the method of triangulation. This process, as Styśko–Kunkowska (2014) claims is based on contrasting results from varied sources to establish ‘facts’ to the fullest and bring about most relevant results. To further test the results of the case study and provide more credibility, a comparison with another case study of a similar type and other sources will take place but using secondary data only, as it was not possible to gain access to employees in the other case study company.

According to Yin (2014) multiple case designs are distinct from the single case designs in that the results from multiple case research seems to be welcomed more favorably and seems more credible. However, the reasoning behind using a single case method (due to exceptionality of the case) is compromised with multiple case design studies. Moreover, Yin (2004) appears to strongly defend the single case design by arguing that it is the rare and exceptional by definition to be able to revolutionize the study results. Finally, Yin (2004) suggests that multiple case designs oblige the research to invest a considerably greater amount of resources to the research. Numerous times, the scholar adds, those requirements exceed the resources of an individual researcher. This turned out to be true in the case of this thesis research, especially in terms of gaining access to companies for research.

Styśko–Kunkowska (2014) stresses that if a limited number of methods is to be employed in the research, it is best to use interviews and secondary data. The author claims that there are considerable freedom and flexibility on data gathering and the research procedure. This research uses the qualitative method of electronic interviews (e–interviews).

Styśko–Kunkowska (2014) describes qualitative interviews as having a somewhat loose structure and mostly open questions as the primary focus is on understanding aspects of a given phenomenon. Yin (2014) suggests that most of the questions in qualitative interviews are ‘how’ and ‘why’ type of questions. Styśko–Kunkowska (2014) adds that the method of selection for the research is mostly non–probability opportunistic sampling.

According to Stokes & Bergin (2006), interviews which are composed of open–ended questions have proved to reveal the actual preferences of the subjects under study. Styśko–Kunkowska (2014) claims that it might be because when using interviews with open questions, the interviewee uses his/her words to explain and expand on the topic. This freedom increases the chances of theory–building and new discoveries in the research as it allows the interviewee to describe opinions and attitudes too complex to be explained by a close–ended question. Additionally, George & Bennett (2005) as per Starman (2013), claim it is possible to identify some omitted variables in the research when using open–ended questions. In this research, an e–interview with eight questions was used. Seven out of those eight questions are open–ended.

According to Bowden & Galindo–Gonzalez (2015), with the more common use of the Internet, a relatively new method for interviewing emerged – e–interviewing. Meho (2006) also sees e–interviews as valuable alternatives to traditional ones. Bowden & Galindo–Gonzalez (2015) state that e–interviews are to be used under certain conditions, for instance when the research sample is computer–literate and willing to take part in an e–interview. The authors also claim that e–interviews as a method tend to be marginalized and face–to–face interviews seem privileged. However, Bowden & Galindo–Gonzalez (2015) point to Mejo (2006) who claims that data obtained through the means of e–interviews and traditional face–to–face interviews does not vary in quality. Moreover, as claimed by numerous authors mentioned by Bowden & Galindo–

Gonzalez (2015, p. 80), data coming from e-interviews tends to be more concise and provide specific examples and ideas in comparison to transcripts from face-to-face interviews.

Salmons (2012) recognizes there are asynchronous and synchronous methods of online communication and interview conducting. Synchronous is when both – the interviewer and the interviewee are communicating online at the same moment in real time. Asynchronous method is when the respondent does not answer the questions in real time. According to May (2005; as per Bowden & Galindo-Gonzalez (2015)), asynchronous research is helpful when interviewing individuals who lead busy professional lives and would not have the time to meet face-to-face. Additionally, Bowden & Galindo-Gonzalez (2015) suggest that e-interviewing allows much flexibility. Due to that flexibility, the interviewees can easier incorporate the interview in their busy schedule. According to Styśko-Kunkowska (2014), electronic interviewing may be necessary when time-related, physical, or research-subject-related constraints occur. For this reason, among others, the asynchronous method is applied in this research.

The group of the respondents – Coca-Cola Poland HR specialists – preferred the online version of the interview instead of a face-to-face meeting. The busy professional lives of the interviewees would not allow for the researcher to conduct individual face-to-face interviews. The e-interviews have taken the respondents significantly less time to fill out. As per Mejo (2006), the data quality in face-to-face and online interviews does not vary. The time restrictions were the main reason for conducting e-interviews in this case study research. Using the means of the Internet allowed the document to be distributed to numerous employees at once. The time-saving factor and limited access to research participants played a significant role for the researched company.

Salmons (2012) suggests that asynchronous method provides the interviewee ample time to think through the answers before writing them down. This can, in turn, lead to greater research results as more insightful content might come up as a result of interviewee's focus and no time pressure. Asynchronous e-interviews eliminate the barrier of time and can provide more detailed answers, according to Bowden & Galindo-Gonzalez (2015).

The drawback of asynchronous method, according to Meho (2006), might be that the waiting time for the answers to arrive is long. Sometimes, the answers might not appear at all. However, according to Galindo–Gonzalez (2015), the asynchronous method gives priority to interviewee’s comfort. The authors suggest that more sensitive content might be revealed by the interviewee in favorable conditions.

The e–interviews used in this research are individual interviews. Their main goal, as per Styśko–Kunkowska (2014), is to identify the pattern of thought and analyze the attitude of an individual participant in the research. This leads to a closer understanding of the individual decision–making process. Mejo (2006) concludes that e–interviews allow access to the participant’s opinions and ideas expressed in their words. This is most probably the most valuable primary data to work on.

In the case of this research, the e–interviews were sent out to the representative of the HR Department at Coca–Cola Poland in April 2017. The representative then distributed the e-interviews – via internal e-mail – among other HR Department employees. The interviewees were given about 12 days to answer. Altogether, nine in–depth e–interviews were undertaken with employees of the Human Resources Department at Coca–Cola Poland. Altogether, thirty–five employees work in the Human Resources Department at Coca–Cola Poland. The study was voluntary. Nine employees of the HR Department staff decided to take part. The research sample was about 25,7% of the HR team.

The e–interviews for Coca – Cola Poland employees included eight (8) questions. Seven (7) questions were open–ended, and the remaining one asked the interviewee to rank four different given aspects of wellness at work, starting with the most important one for the interviewee. The research questions – in Polish and English –can be found in Appendices 1 and 2.

The e-interview questions were developed on the basis of the literature review presented in the first part of this thesis. The first question in the e–interview asks about the positive and negative factors at work influencing the health of the interviewee. This questions aims at discovering the perception of the connection between health and workplace by the interviewees. The second question asks the interviewee to rank the

wellness benefits at Coca-Cola Poland starting with the most important one. Those benefits are: cards to fitness centers, gyms, swimming pools, and active leisure centers, fresh fruit available for free at work, private healthcare, and a share of Coca-Cola products for each employee. The third question asks about what the interviewee would like to add to the above list. The second question looks for the priority that he interviewees give to a particular work-related benefit. There is a medical benefit (private healthcare), a nutritional benefit (fresh fruit in the office), a benefit related to physical activity (gym card subsidy), and the benefit connected to the company product – a share of Coca Cola beverages. The question aims at establishing which of the benefit types (medical, nutritional etc.) is perceived as most important. The third question is aimed at coming up with ideas on how to expand the list of the work-related benefits. The fourth questions asks how Coca-Cola Poland influences interviewees personally to introduce healthy changes. It was inspired by the Quality of Working Life notion and aims at looking for the positive spill effect that work can have on private life. The fifth question deals with the topic of motherhood and family-oriented policies in place – inspired by the literature on the connection of work and family affairs - while the sixth touches upon the notion of work-life balance – one of the most widely discussed topics in worksite wellness nowadays. The seventh question asks about personal job satisfaction and derives from the previously mentioned notion of happiness, loneliness, and happiness at work. Finally, the last question relates to any changes the interviewee would like to introduce in Coca-Cola Poland to better support the health and wellness of its employees. This question was created in order to seek information about the needs and desires of the researched employees with regards to health-oriented changes at work.

The aim of this research is to gain deeper insight and understanding of the wellness at work phenomenon. It is then of primary urgency that as much interviewee input is welcome and the communication should be maximally facilitated. Since Coca-Cola Poland employees speak Polish and may not have sufficient skills in English to adequately express their opinions, the questions in the e-interview were designed and agreed upon with the thesis supervisor in English and translated into Polish by the researcher. The answers given by the interviewees will be translated from Polish into English for the purpose of this thesis. This might be an obstacle in the research process

as often wording and expressions in one language are just extremely difficult to carry through to another. However, it appears that using an e-interview document constructed to meet the communication capability of the interviewees is of ultimate urgency.

Mejo (2006) states that emphasizing the measures of confidentiality taken in the research is essential. Salmons (2012) stresses the need to address ethical issues during the study. In the case of this research, the participants were informed that the research is anonymous and voluntary. The interviewees can withdraw from the research and change their answers at any given time. The decision about anonymity has numerous benefits to the study. It allows for a faster and easier trust-creation. Therefore, it is more probable that the interviewee would give honest and full answers, according to Styśko-Kunkowska (2014), who also states that respecting the anonymity of the respondents is intact with the psychological standards of conducting research. Finally, no question about age or gender of the interviewee was asked as the research sample is too small to make statistical generalizations. The questions about personal data were purposefully omitted.

2.2 SOLICITING COMPANIES FOR THE RESEARCH, COCA – COLA COMPANY OVERVIEW, AND MARS POLAND CASE COMPARISON METHOD

The choice of the company for the research turned out to be the most demanding. Before any company was contacted, a thorough research on companies' worksite wellness programs and attractive health benefits was carried out. One of the obstacles of that research was the scarcity of information about worksite wellness programs implemented in companies based in Poland. The research was carried out online. The researched web pages included global rankings of best companies to work for and some websites of domestic enterprises.

As apparent from the literature review, the worksite wellness notion originated in the United States and had experienced much development there. Therefore, a considerable number of the worksite wellness programs are in place among global corporations with a subsidiary based in Poland. Based on the rankings of best employers from

organizations like Great Place to Work (<http://www.greatplacetowork.net/>) and Fortune's ranking of 100 Best Companies to Work For (<http://beta.fortune.com/best-companies#methodology>), numerous companies were chosen and contacted about the possibility of conducting research. The list included KMPG, Deloitte, Google, Mars Inc., Ernst & Young, or Studio Sante.

Mejo (2006) writes about the process of finding research subjects, which sometimes proves frustrating. The author described the obstacles and frustration of finding appropriate research subjects. The author writes about the common practice of not answering e-mail messages and research inquiries. According to Mejo (2006), a reason for that could be information overload and a lot of responsibilities at work. However, the author suggests that a representative sample is not the goal of qualitative research.

Mejo (2016) suggests that while soliciting research participants, they should be contacted and addressed individually. This was done in the case of this research. The vast majority of attempts at contacting the company and soliciting for research started with a phone call. On numerous occasions, it was the only interaction between the company and the researcher. Unfortunately, the vast majority of the answers were negative from the very beginning. The reasons for a rejection of the research inquiry were mostly based on the work culture which does not allow and welcome employee research.

However, in case the initial phone call met with some interest, the contact details of the managers of the Human Resources department of the companies was given out. Usually, that happened in the form of an e-mail address. Thus, e-mail and phone contact started. On several occasions, the HR department specialists and managers admitted they were not approached with such a research inquiry before. Therefore, the problem arose of whose responsibility at the company it would be to make the decision about the research. All of the situations as mentioned earlier resulted in a negative answer to the research inquiry.

The green light for research was given by Ernst & Young Poland provided the research takes place in May. This, however, was beyond the timeframe of this research. Finding a research subject turned out to be a learning process for the researcher. Finally, a

possibility of conducting research on a convenience sample in Coca-Cola Poland came up.

The research sample from Coca-Cola Poland consists mostly of employees of the Human Resources Department. This presents an excellent opportunity to gain a deeper insight regarding employee wellness from those who can be considered specialists. Not only do the HR Department employees deal with employees and employee health and wellbeing on a regular basis at work, but they also are employees. They possess vast knowledge about human resources. Additionally, they will be researched on the basis of their personal feelings and attitudes. Therefore, this particular convenience sample might provide more in-depth input to the research than other samples would. The company under research in this case study is Coca-Cola Poland. Coca-Cola is the leader in the non-alcoholic beverage industry worldwide (Coca-Cola on the..., 2016). The company was founded in 1892 in Atlanta, Georgia, in the United States. At this point, the Coca-Cola Company employs more than 120 thousand workers and is one of the most recognizable companies in the World (Coca-Cola on the..., 2016).

The company's portfolio includes 21 billion-dollar brands, like Coca-Cola, Coca-Cola Zero, DASANI, Diet Coke, Fanta, Glaceau Vitaminwater, Minute Maid, Odwalla, POWERADE, or Sprite, to name but a few (Brands: The Coca-Cola Company, 2017). The Coca-Cola drinks are distributed in over 200 countries in the World.

In 2011, the company was included in the list of "Great Places to Work" by the Great Place to Work international organization. Most attention was paid to the development programs in place and program that support the work-life balance of the employees (International Survey..., 2011). In 2014, The Coca-Cola Company was listed in the Fortune ranking of 25 Best Global Companies to Work For (Hackett, 2014).

To address employee health, Coca Cola's employees are provided with opportunities for medical check-ups or private health care, gym memberships, and company-based health programs (Health & Wellness, n.d.). Some other benefits offered to the employees include free on-site massages, fresh fruit in the office, or confidential counselling (U.S. Employee Benefits, n.d.). The benefits, however, vary depending on the location.

Additionally, Coca-Cola introduced its health and wellness policy for the consumer, which includes a broad choice of beverages, a detailed user information, responsible sales, lifestyle programs, and promoting physical activity.

Currently, The Coca-Cola Company promotes a healthy way of life. The company claims: “Our products can be part of an active, healthy lifestyle that includes a balanced diet and regular physical activity” (Health & Wellness, n.d.). Interestingly, numerous studies have connected the worldwide health problem of obesity to the intake of sweetened, carbonated drinks (e.g. see Harvard, 2015). In 2013, the company announced its commitment to help fight obesity. Coca-Cola Company altered its portfolio to meet the needs of customers who do not wish to have sugar in their drink before. Hence, the development of Diet Coke and Coca-Cola Zero (calories).

The primary commitments taken up by Coca-Cola Company in 2013 were formulated as follows:

- Offer low- or no- calorie beverage options in every market;
- Provide transparent nutrition information, featuring calories on the front of all of our packages;
- Help get people moving by supporting physical activity programs in every country where we do business;
- Market responsibly, including no advertising to children under 12 anywhere in the world.

(Coca-Cola Announces..., 2013)

In a 2016 announcement about the goals as mentioned above, The Coca-Cola Company displayed support for the governmental and scientific actions taken to counter the problem of obesity in the United States and worldwide (Continuing Transparency..., 2016). The Coca-Cola Company Poland states wellbeing and a healthy lifestyle for the younger generations as one of its priorities (Fundacja Coca-Cola, n.d.). To honor this commitment, The Coca-Cola Company organizes annually youngsters’ national football championships called Coca-Cola Cup in Poland (Pasja, radość, świeżość..., 2016). The Coca-Cola Cup is one of the most awaited events among young Polish

footballers, and it has significantly increased the promotion of football championships for the younger generations in the country.

All of the factors as mentioned earlier contribute to Coca-Cola Poland being an exceptionally interesting case to study.

The e-interviews in this research are an excellent source of subjective information on the perspectives of individual participants of the research about worksite wellness. The subjective perspectives can be influenced by numerous factors, however, according to Styśko-Kunkowska (2014), and should not be understood as the only basis for establishing facts in the research. To increase the credibility of the research, triangulation is a tool that uses other sources and information from previously conducted research. Malterud (2001) claims that triangulation is a useful research method to allow for the critical assessment of the research results.

One of the research ideas was to conduct the same investigation in Mars Poland and in Coca-Cola Poland. However, this was impossible due to the rejection of the research proposal by Mars Poland. The triangulation method used, therefore, in this research – due to the limitations of the access and resources is a secondary data item – is a comparison with another case study. It will consider Mars Inc. Poland and its Mars Wellness employee program. Other sources, mostly website content like an interview with Coca Cola's CEO, will also be used, but to a much lesser extent.

According to Yin (2004), a case study later compared with another case study becomes a sequential case study. Firstly, the results of this research will be presented and shortly analyzed. Additionally, information from other sources will be used to analyze the results further and gain a deeper meaning of the results. The case study used for the process of comparison in the case of this research is one regarding Mars Inc. Wellness Program. During the results analysis, however, other sources will also be used.

The process by which the Mars Wellness Program was chosen as the basis for comparison started with an online research on wellness programs implemented in companies operating in Poland. The case study was found online on the web page of the European Agency for Health and Safety at Work (EU-OSHA). The reasons to focus on

Mars Wellness Program are plentiful. Mars Inc. is a global company operating in the FMCG (Fast-Moving Consumer Goods) market, originated in the U.S more than a century ago, just as Coca-Cola Company. Moreover, the case study used for comparison deals with Mars Wellness Program, which originated in Poland – it was created by a Polish MD Przemysław Duchniewicz (Obserwatorium, 2013). Additionally, this wellness program was acknowledged and awarded by the EU-OSHA (European Agency for Health and Safety at Work). Nowadays, as it became a great success in Poland, this program is implemented in numerous Mars companies in Europe. Data presentation and discussion will follow.

3. RESULTS AND ANALYSIS

As mentioned previously, no identifying questions were used in the e-interview. It is the aim of this research to gain insight into the attitude towards wellness at work and deliver research results and recommendations applicable to Coca – Cola Poland. Therefore, identifying questions would not serve their purpose – the results will not be generalized statistically.

The first question in the e-interview asked about what influences in a positive and negative way health at work. The answers included statements such as:

- “negative – 8 hours daily in front of the screen.”
- “negative – 8 hours sitting by the desk.”
- “The quality of air conditioning, working while sitting, bad light at work.”
- “Working in the same position (sitting).”
- “The light at work.”
- “Stress.”
- “Mood.”

In general, most of the answers about the negative influence regarded physical aspects of the work environment. Below are the answers about the positive impact:

- “positive – everyday group stretching”
- “positive – fresh fruit in the office, although it would be nice to have it more often than just once a week”
- “Having enough time for a proper, healthy home-cooked meal during lunch.”
- “Working hours that suit me.”
- “Not a lot of stress, fun people.”
- “Surroundings.”

Most of the answers about the positive influence regarded diet and physical activity as well as the atmosphere at work and colleagues.

The perception shared by many of the interviewees is that the workplace affects their health negatively by the physical environment in which the work is done. Not enough natural light and long hours spent sitting in front of the screen all affect health negatively. Mars Poland and its wellness program introduced numerous changes in the workplace physical environment to best suit the needs of the employees. In Mars Poland's office, there are trees and flower hanging from the ceiling. Additionally, some concrete walls have been lined with moss to improve air quality and benefit the employees (Molga, 2014). The employees are being trained in techniques that allow relaxing the neck and back after hours of hard work. Moreover, Mars Poland has invested heavily in creating a health-building workplace. The desks in the office allow the employee to work while sitting or standing, for instance. There are also special telephone booths, which open-space employees use while phoning in order not to disturb the other employees. Moreover, Mars Poland allows teleworking (working while away from the workplace) and flexible working hours. The employee is expected to be in the office five hours during working days, from 10 a.m. to 3 p.m. As long as the requirement of regulated 40 hours of work weekly is met, the employee can do telework. All of the above significantly influenced health conditions at work in Mars Poland (EU-OSHA, 2009).

The second and third questions concern interviewee's preferences regarding health-enhancing work benefits. The second question asked the respondent to order the four following benefits, starting with the most attractive one: cards to fitness centers, gyms, swimming pools, and active leisure centers, fresh fruit available for free at work, private healthcare, and a share of Coca-Cola products for each employee. The third question asked what could be added to that list.

The priorities given to the benefits as mentioned above are presented in Table 1 below. The numbers in the table indicate the number of interviewees who gave the particular benefit a priority from 1 (most important) to 4 (least important). Looking at the row indicating the most important benefit (top row), then, one can notice that three

interviewees gave the highest priority to the gym card subsidy and six – to private healthcare.

Table 1 The priorities given to particular employee benefits at Coca-Cola Poland

Benefit Priority	GYM CARD SUBSIDY	FRESH FRUIT	PRIVATE HEALTHCARE	A SHARE OF PRODUCTS
1 – MOST IMPORTANT	3		6	
2	5	1	3	
3	1	7		1
4 – LEAST IMPORTANT		1		8

Source: author's elaboration

Presented in the table above are numbers of interviewees giving priority to each of the benefits. As indicated in the table, the most significant health benefit turned out to be private healthcare. Six respondents gave it the top priority, while for the remaining three interviewees private health care was the second most important benefit. The gym card subsidy was the second overall most important benefit and the fresh fruit delivery – third. The gym card subsidy was second most important to five interviewees, to three it was the most important one, and one respondent placed it as the third most important. Fresh fruit was third most important to seven interviewees, to one it was second and to another one – fourth. According to the vast majority (eight out of nine respondents), the share of Coca-Cola products is the least significant work benefit. Only to one interviewee, it was the third most important.

The third question asked what the interviewee would like to add to the list of benefits from the previous question. The answers were:

- “possibility to join the company’s group of runners and weekly training.”
- “Support for a pension plan.”

- “Organized events for group running”
- „A ticket for the family to go to the ZOO.”
- „Nothing.”
- „Virgin Pulse Application.”
- “Team–building.”

The ideas about adding work benefits varied, although group running appears to be particularly interesting. Group running can also be understood as a team building activity. Other ideas concern the introduction of smartphone applications dealing with health and fitness and leisure time support (tickets for a family to visit a ZOO).

The benefits listed by the interviewees might suggest that action could be taken in Coca–Cola Poland to better support the physical activity among employees, introduce physical activity monitoring (applications, devices), and support family life by subsidizing leisure time activities.

During the analysis of the research results, it turned out that answers to the fourth and sixth question are connected and deal with the issue of work–life balance. Therefore, they will be analyzed together.

The fourth question asks about if and how Coca–Cola Poland influences healthy changes in the life of the interviewee. The answers to this question read as follows:

- “Yes, it allows me to use the Multisport gym card.”
- “No.”
- “Running together is a great motivation.”
- “My work helps me to plan my day, gives it structure so that I can eat and exercise regularly.”
- “Regular lunchtime is good for me. Additionally, I don’t smoke during working hours.”
- “Because of the Multisport gym card, I go to the gym more often.”
- “Coca–Cola doesn’t change the habits in my private life.”
- “I separate work and private life.”
- “(it makes me do) More physical activity.”

The answers to this question suggest that the influence that the work has on one's personal life is perceived individually and can vary significantly. According to some of the interviewees, their work influences their life positively by enhancing physical activity and regular eating times. However, some others claim to separate work from private life and therefore not welcome the connection.

The sixth question asks about the perceived Work–Life Balance. The answers were:

- “It is great! I leave work at 5 p.m. and worry about nothing.”
- “It would be nice to worry less about work while at home.”
- “I try to keep my Work–Life Balance. In our team; we make sure not to stay at work too long unless the situation is extraordinary.”
- “My balance is disturbed and tilted towards work.”
- “It's good.”
- “It's OK.”
- „I go back to normal life when I leave work.”
- “It's perfect.”
- “Everything looks good.”

Here, as well as in the fourth question, the answers regarding the perceived work–life balance vary significantly. Some of the interviewees appreciate that they can leave work on time and have no worries. Some others, on the other hand, suggest that their balance is disturbed and their life focuses too much on work. Finally, there is also an interviewee who claims to ‘go back to normal life’ after work, which might suggest that the person is unhappy with their work–life balance.

As presented in the literature review, there appear numerous stands with regards to work–life balance. Some scholars connect work–life balance to job satisfaction, some doubt in the notion of happiness at work and deem it unmeasurable. Finally, some others suggest that it is the individually and internally perceived balance and the effect the workplace can have on it is limited. Finally, Mazerolle & Goodman (2013) find it in their research that it is the individual coping strategies that mostly allow the creation and upkeeping of personal work–life balance. However, the employer should keep in

mind that aiding work–life balance is an excellent way to demonstrate employer’s care for the employees.

The fifth question related to the worksite positively affecting family issues (like having children, family–friendly policies, etc.). The answers to this question were given as follows:

- “The company’s policy is the same as the labor law regulations in Poland.”
- “(I am thinking about having kids while in Coca–Cola,) but in the next few years.”
- “I like what the company does in this sphere very much.”
- “Thanks to work I spend less time with my family, which considerably improves our relations.”
- “It is hard to evaluate.”
- “Yes, we do not have any problems getting days off, and women on their maternity leave are not discriminated against.”
- “We get holidays subsidies.”
- “Holidays subsidies.”
- “(would like to add) support in extraordinary situations.”

The answers to this question suggest that the family orientation and ‘homey’ atmosphere have been successfully implemented in the company. There are no negative comments about the firm’s policies. Most importantly, the feasibility of taking days off and holiday subsidies seem to be noticed. However, Coca–Cola Poland does not seem to exceed the expectations projected upon a company by the labor law regulations. There are numerous examples of companies who decided to put extra effort and budget into supporting the family lives of the employees. For instance, McKinsey focuses on eliminating gender bias at work. Additionally, the company offers special training and events for women. Mars Poland introduced a family–oriented policy. Some of the training regarding healthy lifestyle and diet can be attended by employee spouses and family members. That way, the knowledge is spread widely in the society, which can contribute to its overall health. Additionally, women employees of Mars Poland, when pregnant, are offered that the company pays for the childbirth in a private clinic. Moreover, numerous massages and spa visits are significantly subsidized. There are also

training and events about motherhood, the rights of the employee with children, and training for fathers-to-be to be more involved in the process (EU-OSHA, 2009). Those policies clearly show that Mars values family and actively supports it. Family-oriented policies in place might be one of the greatest reasons for talented women to stay at work or change work. It is a factor worth investing in.

The seventh question regards job satisfaction. The interviewees were asked if their work made them happy. Below are the answers:

- “My work makes me happy mainly by the payroll ☺”
- “The people who work here make me happy.”
- “I like my work very much; I enjoy the team and the boss. The atmosphere in the company is very ‘home-y,’ yet I face a lot of challenges daily and can develop. A big YES!”
- “I don’t think my work makes me happy.”
- “I do what I like, and a good position also allows me to realize my private plans.”
- “I like my job very much.”
- “My job pays, and that makes me happy.”
- „A job is a job – it does not influence me.”
- “Yes, it gives me energy and allows to look positively into the future.”

It is a complicated and difficult question to ask a stranger interviewee. Moreover, it often is a personal question, too. The collected answers suggest that there might be a few sources of job happiness. According to some answers, job satisfaction is mostly the result of a good payroll. Others claim that the atmosphere and colleagues make them happy. There are two answers which suggest that the person is or might be unhappy at work. According to Cederström & Beard (2015), the notion of job satisfaction is unmeasurable and highly subjective. However, based on the answers above, a few potential sources contributing to job satisfaction can be identified.

In an interview, the Coca-Cola CEO, Muhtar Kent, stated: “Coca-Cola is much more than just the product. It’s about universal refreshment, about moments of happiness. (...) It’s a unique representation of optimism.” (Ignatius, 2014) It is interesting that

none of the answers deal with the product of Coca Cola or with the company's values. It does not necessarily appear that employees of Coca-Cola are happy because their employer is the 'representation of optimism.' It could be understood that in Coca-Cola Poland, this approach has not been very successfully implemented. It could also mean that for the interviewees, the brand image and company values do not contribute to job satisfaction. Kunerth & Mosley (2011) suggest that there is a connection between employer brand management and employee engagement and talent acquisition. Interestingly, Kunerth is the HR Manager at Coca-Cola Hellenic in Greece. The research conducted by the authors among Coca-Cola companies in Europe revealed inconsistency and imbalance between the focus on commercial gains and the 'social feel' many young talented employees are looking for at work. The research by Kunerth & Mosley (2011) allowed to reveal the weak points of Coca-Cola companies in Europe. The primary objectives for future development turned out to be creating an environment where the employees can realize their full potential and fostering an enjoyable atmosphere at work.

Some of the answers from the interview in this research suggest that the atmosphere at Coca-Cola Poland is enjoyable. It is impossible, however, to decide whether this comes as a result of the changes introduced in European Coca-Colas after the research of Kunerth & Mosley. One of the answers touches upon the notion of professional development. One interviewee claims that the tasks at work are interesting and challenging and that the workplace provides a good environment for development. More detailed research could be conducted to determine the factors influencing the atmosphere at work and the perception of workplace atmosphere.

One of the answers suggested that having a good position in Coca-Cola Poland allows for the realization of plans and hobbies in private life. In Mars Poland, as a part of the Mars Wellness Program, there is a project called Mars Enjoy. It focuses on contributing to employee's hobbies and free time. Some of the employees are being paid their free time to develop passions and support interests (EU-OSHA, 2009). It is a unique approach, and it shows clearly that Mars Poland realizes employees are diverse and have own hobbies and interests, apart from the job they do. The company subsidizes some of the leisure activities and therefore enhances the private part of life for an

employee. Although it is an investment of money, it appears that Mars Poland has taken the approach of caring for the employee very seriously. This could be one of the main reasons why so few employees leave Mars – globally, and in Poland, the turnover rate is about 5% (Molga, 2014; Kaplan & Adamo, 2013).

The last question in the e-interview asks about the changes the interviewee would like to introduce at work for it to better support employee health and happiness. In many answers, the interviewee did not have ideas for change. Below are some of the answers:

- “More support and information about our job so that every absence from work connected to holidays or sickness does not create stress.”
- „Less stress, more money.”
- „A way to straighten the spinal core during work time, for instance, 15-minute walks during the day.”
- „Limit the number of hours in front of the computer screen.”
- “I don’t know; I like it the way it is.”
- “More plants in the workplace.”

The answers to this question suggest a few ways in which the worksite could be enhanced. The most important seem to be reducing the stress factor and improving the physical environment at work, so it improves health (healthy sitting, limiting the time spent in front of a screen, adding plants and flowers). As mentioned previously, Mars Poland office is filled with plants and even moss on the walls. This significantly increases the air condition in the office, creates a more ‘home-y’ and natural atmosphere and can greatly uplift the spirit of employees. Adding, therefore, flowers and plants in the office area seems to be a worthy investment.

One of the answers suggests that taking time off work or going on sick leave might be a source of additional stress. This is an area to be enhanced in the future. The work-related stress is an issue addressed by Mars Poland. The courses offered to the employees regard issues of avoiding stress, relaxation techniques, managing complex tasks, and communication (EU-OSHA, 2009). Moreover, the company culture has been influenced by wellness practices, too. The managers, for instance, cannot put stress on the employees. It is an official rule in Mars Poland (Molga, 2014). Additionally, some

rules were implemented to minimize stress at work. For example, Molga (2014) suggests that if there is an office meeting, but the topic does not significantly regard the employee, the employee does not need to show up and can take a nap. If an employee does not feel well, then he/she is obliged to communicate that to the manager, and the daily workload is temporarily lowered for this reason. What is more, if an employee succeeds at a task, the style of work is evaluated. At Mars Poland, the approach of meeting objectives by any means possible is strongly criticized (EU-OSHA, 2009). The company relies on healthy, balanced and satisfied workers to do their utmost and therefore develop the business.

There are numerous ways which can influence job satisfaction. It is another important factor in creating a happy and healthy workplace. There is room for improvement regarding job satisfaction in Coca-Cola Poland.

To sum up, the results of this research suggest that one of the most important factors influencing health at work in Coca-Cola Poland is the physical environment in which the daily work is done. Comments about the lighting and spending numerous hours in front of the computer screen suggest that there is a need for improvement. As indicated in the Mars Poland case study, special office furniture facilitating work while sitting or standing can aid the problem. Additionally, it is worth mentioning that the work environment should be designed in a way to maximally improve employee health. Numerous innovations regarding the office furniture and interior design are available and can be seen as an inspiration for Coca-Cola Poland.

Employee benefits are proven to be a source of job satisfaction and decreased turnover at work. Coca-Cola Poland may consider expanding the portfolio of its employee benefits by subsidies for leisure time activities and organizing team runs to enhance group-bonding and relationships in the workplace further. Group play should be seen as a critical factor in creating the positive work atmosphere. As indicated in the review of extraordinary employee benefits, the opportunities are almost boundless. On numerous occasions, outstanding job benefits and original perks add to the perception by the employee that their workplace is unique.

As demonstrated by the results of the research, work–life balance appears to be individual and subjective. Matters taken on account of improving the work–life balance of the employees should focus on the employer and the individual coping strategies of the employee. In this instance, it appears advisable that individualized aid should be offered to Coca–Cola Poland employees to allow better balancing of private and professional life. Training provided by Mars Poland can serve as a good practice model.

The private life of the employee should be understood as encompassing all sorts of family–related issues. A pro–family approach in the workplace has been shown to enhance the employee’s perception of work. The example of McKinsey and the special focus on women in the business or Mars’ approach to educating future mothers and fathers–to–be can serve as inspiration. Additionally, perks connected to the time of pregnancy allow women to feel appreciated and not discriminated against at work. Those policies will most probably turn out to be a critical factor in attracting and retaining women talent at work.

It became apparent, through analyzing the results of this study, that job satisfaction is highly subjective and individual. Therefore, it might be difficult to influence. However, research surveys regarding job satisfaction conducted by the employee present a great opportunity to stay informed about employees’ perceptions. Some of the actions to influence job satisfaction might be tailored to the individual employee, and some might be administered by the top management. Ideas that appear recommendable is the management’s support and success celebration as well as employee recognition. The management should always bear in mind, however, that employees can feel unwell occasionally and therefore underperform. Those circumstances should be taken into consideration and understood, like in Mars Poland. Internal annual research surveys and individualized as well as management action is therefore recommended.

The issue of stress related to work and other matters should be addressed. Training on stress management and relaxation techniques are advisable. Moreover, relax rooms in the company can serve as a place for employees to rest for a moment or socialize. It is recommended to allow employee rest even during work time.

Finally, constant innovation and the will to improve employee wellness should be at the core of every business operation. There are abundant opportunities to increase employee wellness and therefore enhance the company. Numerous examples given in this work demonstrate that creativity and wellness go hand in hand. The innovative approach and changes in the company should be tailored to the company itself as well as to the individual employee.

CONCLUSION

To meet the goal of this thesis – exploring attitudes towards worksite wellness amongst employees, delivering results and applicable recommendations for future development – a case study at Coca – Cola Poland was conducted. Due to the existing research gap in literature on global companies based in Poland and the challenging process of soliciting companies for research, the qualitative method of a single holistic exploratory case study was implemented. Due to limited access to the interviewees of Coca – Cola Poland, an asynchronous on-line method of e-interviews was applied. The interviewees were treated as specialists in the field of human resources and work-related health affairs.

The questions used in e-interviews were developed on the basis of the literature review. The questions regarded such notions as: the relation of health and the workplace, work and family affairs, thriving at work, work-life balance, job satisfaction, work and private life, and wellness benefits. In total, nine e-interviews were filled out by the employees of the Human Resources Department at Coca-Cola Poland in April 2017.

The approach taken up in this research assumed that the common reality could be understood on the basis of individual understandings. The data obtained in this research was compared with a case study on Mars Poland and the Mars Wellness Program and other sources. Best practices could be identified and compared with the practices implemented at Coca-Cola Poland. The process of comparison aided the recommendation building process and can be seen as a source of possible inspirations for Coca-Cola Poland.

It turned out in the course of this research that some of the most important health-influencing factors at work related to the physical environment, like lighting, air conditioning, and office equipment like desks, chairs, and computers. In this case, the

change of office interior design and furniture like done in Mars Poland to better meet the employees' needs was recommended.

Employee benefits were graded regarding their importance, and it occurred that private health care was deemed most important for Coca-Cola Poland employees. The gym card subsidy and fresh fruit delivery to the office followed. Seen as least valuable by the employees was a share of Coca-Cola products. In this case, expanding the portfolio of employee benefits offered was recommended. Some of the ideas brought up by the interviewees about potential additional employee benefits regarded leisure time activity subsidies, the introduction of health-monitoring smartphone applications, and organizing team running events within the company group. The short review of exceptional employee benefits proves that the opportunities to expand the employee benefits portfolio and therefore create an exceptional employer value are possible and recommendable.

The researched notions of work-life balance and job satisfaction brought up data to suggest that those are highly individualized notions and employee perceptions vary significantly. Stress appeared to be one of the major factors influencing work-life balance. The advised measures on improving the perception of work-life balance included individual counselling and coaching and tailored training on stress management and relaxation techniques. Job satisfaction perception was also highly individualized. To enhance this aspect of wellbeing at work, regular employee surveys and tailored solutions are recommended.

There were also differences in the employee perception of employer family-friendly measures. In the case of this question, the ability to take time off and holiday subsidies were mostly appreciated by the interviewees. The examples of companies successfully implementing family-friendly measures, like Mars Poland, or McKinsey Poland demonstrate that there is room for developing a more family-friendly environment at Coca-Cola Poland. Steps taken to benefit the fathers, mothers, and fathers- and mothers-to-be can be especially appreciated and increase the talent acquisition in the company while enhancing turnover and decreasing the potential perception of gender bias at work.

The importance of management engagement and employee recognition should not be omitted. The atmosphere at work turned out to be an important factor of work wellbeing perception. Therefore, it is advisable that management in Coca-Cola Poland tries to create an environment that allows the employee to feel appreciated and welcomed. The stress should not be exerted on the employees if not necessary. The inspiration of the work culture in Mars Poland can serve as an inspiration.

Finally, the need to innovate and develop a business should not only concern the business' commercial activities but should be aimed internally as well to address the changing needs and requirements for a healthy and happy team of employees.

On the basis of this research, ideas regarding future research can be generated. One of them is to conduct deeper research on the values of the company and employer brand management and its connection to the perception of the company internally and externally. This can significantly influence the job satisfaction and employee engagement levels and future talent acquisition. Moreover, additional research on companies operating in the FMCG market appears interesting. It would be advisable to explore employee attitude towards the product manufactured by the employer in case of Mars and Coca-Cola. The perceived health impact of the products offered could be examined in correlation with the companies' health-approach.

Altogether, while evaluating the research process, one might find the drawbacks of only one researched company and the research sample rather small in number. Also, perhaps the research would be more insightful if face-to-face interviews rather than e-interviews were implemented as those would allow for asking additional questions and further clarifications. However, global companies operating on the Polish market turned out to be a relatively difficult research target and access to them was often denied and limited. Due to the busy schedules of the research sample interviewees, an asynchronous on-line method was preferred. Participation in the e-interviews was voluntary. Therefore, the number of the research sample interviewees was somewhat beyond the control of the interviewer. Nonetheless, the lessons learned during the process of conducting this research include the experience of inquiring global companies for research and communicating the research aims and theoretical background. This initial stage of the research was the most time – and energy – consuming one. In future research, the stage

of soliciting companies will be planned to last longer. This should increase the probability of finding adequate and willing research company and research sample.

Finally, this work couldn't have come to life without the kind support and mentoring of the supervisor – Mrs Melanie Kay Smith, and the reviewer – Mrs Heli Tooman; as well as the friendly motivation to work from Ms Marit Piirman and Mrs Heli Müristaja.

This thesis is dedicated to my inspiring Mother – Mrs Barbara Mazur, and my beloved husband – Tomasz Małek, who never stopped encouraging me to chase my dreams and believing in what is yet to be achieved.

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APPENDICES

APPENDIX 1 E–interview questions in Polish

1. Co najbardziej wpływa na Twoje zdrowie w pracy w sposób pozytywny i negatywny?
2. Uporządkuj proszę poniższe benefity zaczynając od najatrakcyjniejszego (1–4):
 - wsparcie aktywności fizycznej dzięki kartom typu Multisport, OK system, Benefit etc.
 - dostawa świeżych owoców do biur
 - prywatna opieka medyczna
 - deputat napojów
3. Co chciałbyś/–ałabyś dodać do powyższej listy?
4. Czy Twoja praca wpływa na zdrowe zmiany w Twoim życiu prywatnym? Jeśli tak, opisz proszę jak.
5. Czy Twoje miejsce pracy aktywnie wspiera Twoje życie rodzinne (urlopy, wyjątkowe wsparcie dla kobiet w ciąży etc.)? Co chciałbyś/–ałabyś pod tym względem rozwinąć w pracy?
6. Co sądzisz o Twoim Work–Life Balance (równowadze pomiędzy życiem zawodowym a prywatnym). Czy jest on zachwiany? Czy chciałbyś/–ałabyś coś zmienić?
7. Czy Twoja praca Cię uszczęśliwia? W jaki sposób odbija się to na Twoim życiu?
8. Gdybyś mógł/mogła, co byś zmienił/–a w pracy by bardziej wspierała ona Twoje zdrowie i szczęście?

APPENDIX 2 E–interview questions in English

1. What influences your health at work in a negative and positive way?
2. Please rank the employee benefits from one to four starting with the most important benefit for you:
 - cards to fitness centres, gyms, swimming pools, and active leisure centres;
 - fresh fruit available for free at work;
 - private healthcare;
 - a share of Coca Cola products for each employee.
3. What element would you like to add to the above list of benefits?
4. How did Coca Cola Poland influence you personally to introduce healthy changes in your life (if any)?
5. Do you feel that Coca Cola Poland would support you in having children? Are the maternity leave and childcare benefits sufficient in your opinion? Is there anything Coca Cola Poland could do to help you balance work and motherhood (or fatherhood)?
6. How do you perceive your work–life balance? Does working at Coca Cola Poland help you achieve it? If not, how can it be changed?
7. Do you feel your job is satisfying and positively influences your life? How does it translate into happiness in life in general for you?
8. If you could, what and how would you change at work in order for your workplace to support your health and happiness better?

RESÜMEE

TÖÖTAJATE HEAOLU TÖÖKOHAL: JUHTUMIUURING POOLA COCA – COLA NÄITEL

Marta Mazur-Mańek

Tervis ja heaolu töökohal on suhteliselt uus teema nii uurimustöodes kui ka globaalses arutelus. Selle muudab eriti huvitavaks asjaolu, et see hõlmab erinevaid elu valdkondi nagu näiteks - tervis, töö-vaba-aja tasakaal, isiklik heaolu, juhtimine, majandus, jne.

Vähe liikuv (istuv) eluviis ja ebatervislikud elukombed muudavad suuresti ülemaailmselt populatsiooni ebatervislikuks ja haigeks (Malleret, 2016 a). OECD (2016) andmete põhjal näeme tõusvaid tervisehoiu kulusid nii mõningateski maades. Kolm (2016) on analüüsinud valitsuste tegevusi ja on leidnud et Euroopa ja Ameerika valitsused ei soosi või tegele piisavalt sellega, et leida uusi ja innovaatilisi lahendusi tervisehoiu valdkonnas. Bens'i (2016) sõnul haiguste ennetamine ja ärahoidmine oleks märgatavalt vähem kulukas kui ravi, eriti veel vananevas elanikkonnas. Samuti toob Mallert (2017 b & 2017 d) välja tehnoloogia, läbipõlemise/ üle töötamise ning depressiooni negatiivsed mõjud globaalselt inimkonna tervisele.

Purcell (2016) on leidnud et töökoht on eriti soodne koht, kust alustada inimeste tervise probleemide ja eluviiside parandamist. Töökoht ühendab ja toob kokku igapäevaselt väga palju inimesi. See annab võimaluse ja jõu mõjutada nii tööandjaid, töötajaid kui ka partnereid ja muid ümbritsevaid inimesi ning nende eluviise ja valikuid.

Antud teemat pole siiani Poolas veel põhjalikumalt uuritud ega käsitletud. Käesolev uurimustöö üritabki täita seda tühimikku.

Selle uurimustöö peamiseks eesmärgiks on uurida lähemalt töötajate suhtumist ja arvamusi töökoha ja töötajate heaolu kohta. Selleks on läbi viidud juhtumi uuring ning

võrreldud seda teise sarnase juhtumiga. Juhtumi uuringu meetod annab uurijale võimaluse paremaks ülevaateks ja sügavama arusaamise uuringu teemast. Uurimustöö eesmärgiks on ka anda edasi sügavamat arusaama töötajate heaolu kohta töökohal ning seda kasutades ja uurides just Poola firmasid.

Käesolev uurimustöö sisaldab üldist infot ja ülevaadet firmast (Coca- Cola), e- intervjuu küsimusi ja ka kogutud vastuseid ja analüüse. Antud juhtumi uuring sisaldab e-intervjuusid Coca- Cola Poola filiaali töötajatega.

E-intervjuu küsimused on disainitud laiendamaks ja süvendamaks töötajate arusaama järgnevatel teemadel: Töö mõju tervisele, töö hüvede atraktiivsus, töö ja vaba-aja tasakaal, peresõbralik töökoht ja töö rahulolu.

Antud uurimustöö tulemuste põhjal on tehtud Poola Coca- Colale edendavaid ja parandavaid ettepanekuid töötajate heaolu teemal. Kõige tähtsaim ja suurim ettepanek seisneb tervisliku füüsilise töökeskkonna loomises (valgustus, õhu ringlus ja kontori varustus). Samuti on ka tutvustatud individuaalset lähenemist töötaja stressi taluvuse parandamiseks ja puhkamiseks ning tehtud ettepanekuid peresõbraliku tegutsemisviisi arendamiseks, töötajate heaolu regulaarseks uurimiseks ja töötaja hüvede laiendamiseks.

Tulevaste uurimustööde teemad võiksid sisaldada firma ja töötajate väärtuste võrdlemist ja uurimist nende suhet töötajate rahuloluga. Soovituslik oleks ka saada parem ülevaade töötajate suhtumisest ja arvamusel valmistatavast tootest ja selle mõjust tervisele.

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