

EMPLOYEES' HEALTH & WELL-BEING DURING COVID-19 PANDEMIC:
THE ROLE OF LEADERSHIP

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THE ROLE OF LEADERSHIP

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A project report submitted in partial fulfilment of the requirements for the award of
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DEDICATION

To my dearest parents for their endless love whose sacrifices seeded my success.
To my siblings for their continuous moral support and encouragement.
To my supervisor another influential person in my life just behind my family.
To my friends for their understanding and encouragement in many ways.
To everyone who was a light in this journey.

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Thank you, God, for always being there for me and making the best plans for me.

ABSTRACT

COVID-19 brought many challenges for employers, among the challenges include - a critical disruption in the supply and demand chain which has significantly affected the employees' job engagement and organizational performance. The world in year 2020 up until the end of this research study in January 2022 had been dominated by the impact of the novel coronavirus known as COVID-19. This study sought to examine employees' health, well-being and its impact from COVID-19 pandemic. Main research objectives of this study included: i) to study employees' health and well-being in the organization, ii) to explore the impact of COVID-19 on employees' health and well-being, iii) to propose intervention and measure its improvement on employees' health and well-being; and, iv) to provide recommendations to company to improve employees' health and well-being. For this explanatory research, the data was collected from 20 employees through a cross sectional quantitative survey research supported by a qualitative interview. In terms of data analysis, SPSS software was used to analyze the quantitative data which were collected from the 20 participants, while NVivo software was utilized to analyze the text data collected from interview. The data collected were then analyzed and evaluated its findings. From the data collected, it was found that the COVID-19 pandemic has indeed hit the organization whereby employees' health and well-being were affected and there were numerous challenges that impacted the organization while adapting the necessary external and internal environmental changes. The intervention in action research cycle one by implementing supportive leadership and intervention in action research cycle two were both proven effective in this research.

Keywords: health, well-being, employees, impact, new normal, COVID-19, intervention

ABSTRAK

COVID-19 membawa banyak cabaran bagi para majikan, antaranya - gangguan kritikal dalam rangkaian perbekalan dan permintaan yang mempengaruhi secara ketara dalam penglibatan pekerjaan dan prestasi organisasi pekerja. Dunia dari tahun 2020 sehingga tamatnya kajian ini dalam Januari 2022 telah dipengaruhi oleh kesan novel coronavirus yang dikenali sebagai COVID-19. Kajian ini bertujuan untuk mengkaji kesihatan, kesejahteraan pekerja dan kesannya dari pandemik COVID-19. Objektif penyelidikan utama merangkumi i) mengkaji kesihatan dan kesejahteraan pekerja dalam organisasi, ii) mengkaji kesan COVID-19 terhadap kesihatan dan kesejahteraan pekerja, iii) mencadangkan intervensi dan mengukur peningkatannya terhadap kesihatan dan kesejahteraan perkerja dan iv) memberikan cadangan kepada syarikat untuk meningkatkan kesihatan dan kesejahteraan pekerja. Bagi penyelidikan penjelasan ini, data akan dikumpulkan daripada 20 orang pekerja melalui pendekatan soal selidik kuantitatif kemudiannya disokong dengan temu bual kualitatif. Perisian SPSS akan digunakan untuk menganalisis data kuantitatif yang dikumpulkan dari 20 peserta soal selidik kajian manakala perisian NVivo akan digunakan untuk menganalisis data yang diperolehi dari temu bual. Data yang diperolehi seterusnya akan dianalisis dan dinilai untuk penemuannya. Daripada data yang dikumpulkan, didapati bahawa pandemik COVID-19 membawa perubahan kepada organisasi dalam kajian di mana kesihatan dan kesejahteraan pekerja terjejas dan terdapat banyak cabaran yang dihadapi oleh organisasi semasa menyesuaikan diri dengan perubahan dari persekitaran luaran dan dalaman. Intervensi kitaran satu secara kepimpinan sokongan dan intervensi kitaran dua secara webinar terbukti berkesan dalam penyelidikan ini.

Kata kunci: kesihatan, kesejahteraan, penglibatan kerja, impak, normal baru, COVID-19, intervensi

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LIST OF SYMBOLS

(=	Open parenthesis
)	=	Close parenthesis
'	=	Apostrophe
“	=	Quote
,	=	Comma
.	=	Full stop
N	=	Number
n	=	Number
%	=	Percentage
-	=	Hyphen
→	=	Arrow
<	=	Less Than
>	=	More Than
:	=	Colon
_	=	Underscore

LIST OF ABBREVIATIONS

CATS	= Changing as Three Steps
EAP	= Employee Assistance Program
EOA	= Expert Opinion Analysis
FIMM	= Federation of Investment Managers of Malaysia
FPAM	= Financial Planning Association of Malaysia
MCO	= Movement Control Order
PESTLE	= External Environmental Analysis
Q & A	= Question and Answers
SARS-CoV-2	= Severe Acute Respiratory Syndrome-Coronavirus-2
SDGs	= Sustainable Development Goals
SDT	= Self-Determinant Theory
SOP	= Standard Operating Procedures
SWOT	= Internal Environmental Analysis
TIM	= Transformational Innovative Maverick PLT
VCDE	= Virtual Computer-Based Examinations
Wealth360	= Wealth 3Sixty Sdn. Bhd.
Wealth360TIM	= Wealth 3Sixty Transformational Innovative Maverick Enterprise
WHF	= Workplace Health Friendliness
WHO	= World Health Organization

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In recent times, health and well-being had become a topic that a lot of people have been giving much attention and thought than ever. Improving health and well-being significantly brought changes in the workplace as well as society. Employers had been increasingly noticing the greater importance of benefits of employees' health and well-being as well as the improvement strategies. The main objective of this study was to examine the health and well-being of employees and the impact from COVID-19 pandemic. As an enthusiastic believer in the health and well-being of employees, the author of this project was interested to understand more on the health and well-being especially among employees that could represent the general workforce in Malaysia. This study had used a set of health and well-being measurements developed by past researchers in a broad context that incorporated various themes in general. This chapter discussed the problem statement leading up to research questions with research objectives. The study scope, limitation, significance of study and definition of key terms would also be discussed.

1.2 Case Company Introduction

Wealth 3Sixty Transformational Innovative Maverick (TIM) Enterprise (Wealth360TIM) is a financial advisory and insurance agency with over 80 employees in what they called as partners nationwide since 2009. Joined and comprised of Wealth 3Sixty Sdn. Bhd. and Transformational Innovative Maverick PLT, their history goes way back to year 2009. Founded in 2009 by Steven Phong, Wealth 3Sixty Sdn. Bhd. (Wealth360) was a low scale insurance agency providing basic consultation. Today,

Wealth360 is a multimillion corporation and amongst the fastest growing corporate agency in the central region. Their vision is to invite and assist more business owners to expand their performance by providing them the proven franchise system model with Wealth360.

Transformational Innovative Maverick PLT meanwhile, is a partner company of Wealth 3Sixty Sdn Bhd. Transformational Innovative Maverick PLT was founded by Dr. Timothy Law, with his personal motto being “impact lives through coaching & training”, fuelled by a passion to inspire others. Dr. Timothy Law has over 25 years of management services experience and through Transformational Innovative Maverick PLT, they are currently offering consultancy services to various branded organisations, where they provided operations improvement services and business advisory for clients in Malaysia as well as global platforms. Transformational Innovative Maverick PLT has vast knowledge from different industries such as services, utilities, telecommunications and automotive whereby having a completion in consulting and software with analytics for client delivery such as AACE, HSBC, GlaxoSmith, Johnson & Johnson, BMW, Khazanah National and Malaysian Airlines System.

Today, Wealth360TIM offers various services namely financial advisory, budgeting, healthcare consulting, finance consulting, business consulting, wealth management, financial planning, health insurance, life insurance, retirement planning, business advisory & connectivity, strategic business investments consultancy & coaching, development and transformation of talents & human capital development one important advantage that makes Wealth360TIM different from other financial advisory companies is they are recognized under Agency Leadership Corporation, registered under Federation of Investment Managers of Malaysia (FIMM) and a member of Financial Planning Association of Malaysia (FPAM).

1.2.1 External Environmental Analysis (PESTLE)

PESTLE analysis is a tool for identifying external factors in a macro environment influencing an organization. It is extremely critical to perform situation analysis prior to the implementation of any strategy or tactical plan. When a company is able to monitor and respond to changes in the macro-environment, it can carve out a unique position in the market. PESTLE is an acronym for the following aspects of a business's environment: political, economic, social, technological, legal, and environmental. The results of the PESTLE analysis of Wealth360TIM based on Malaysian context are listed in Table 1.1.

Table 1.1 PESTLE Analysis

PESTLE	Summary
Political factors	<ul style="list-style-type: none">• Political instability in Malaysia.
Economic factors	<ul style="list-style-type: none">• Malaysian government introduced stimulus packages to assist B40 group to get free medical support and takaful scheme (Pang, 2019).• General insurance forecast projected to grow at compound annual growth rate of 2.4% (GlobalData, 2020).• Malaysian GDP declined by 0.5% and rate of 4.8% of unemployment in first quarter of 2021 (DOSM, 2021).
Social factors	<ul style="list-style-type: none">• 36.5% of Malaysian citizen own life insurance or family takaful policy in 2017 (Chiew, 2017).• Survey from Institute for Health Systems Research showed only 22% of population insured with personal health insurance (NHMS, 2019).• Movement Control Order (MCO) had restricted social and physical activities causing stress and health deterioration in many Malaysians.

Technological factors	<ul style="list-style-type: none"> • Advances in emerging technologies - fintech • Customer can purchase or make payment of insurance online (Tan, 2019). • Interested insurance agents were introduced to Virtual Computer-Based Examinations (VCBE) to take examination virtually (MII, 2020).
Legal factors	<ul style="list-style-type: none"> • Bank Negara Malaysia issued guidelines for the takaful certificate/investment-linked insurance policy in Policy Document (LIAM, 2021).
Environment factors	<ul style="list-style-type: none"> • A guidance document titled “Climate Change and Principle-based Taxonomy” was issued by Bank Negara Malaysia for use by financial institutions to help assess and classify activities that help mitigate and adapt to climate change (BNM, 2021).

Source: Author

1.2.2 Internal Environmental Analysis (SWOT)

SWOT is a tool used by organizations for strategic management and strategic planning. SWOT analysis is effective to build an organizational or competitive strategy. According to the System Approach, organizations are whole entities that interact with their environments and include numerous sub-systems. In this context, an organization exists in two environments: one being internal and the other being external. In an organization, strategic management practices must be assessed in all environments to be truly effective. Table 1.2 showed the strengths, weaknesses, opportunities and weaknesses of Wealth360TIM Enterprise.

Table 1.2 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Visionary management• Excellence in leadership and goal setting – management committed to grow and develop individual potential & talent• Strong leadership in top management who are knowledgeable and have vast experiences in the industry• Innovative marketing strategization: a lot of high motivation in getting sales targets to be achieved (leaders and members)• Hiring based on Agency Leadership Corporation – concept of recruitment processes – company will drive effort to recruit passionate team players rather than only sales-driven – recruiting the right person for the agency	<ul style="list-style-type: none">• Low level of preparedness for COVID-19• Health and well-being of employees could be seen declined• High attrition rate – whereby the people that newly joined cannot sustain long as an insurance advisor (30% of the total newly joined)• Salary scheme is commission-based – not salary based: no definite salary pay scheme

Opportunities	Threats
<ul style="list-style-type: none"> • In view of Covid-19, financial planning and insurance have been a crucial need in terms of medical and hospitalization coverage • More people looking for side income as financial planning & insurance advisor • Unique insurance product by the principal company that remains competitive for the market to consider • Emerging advances in technology – more ways to connect with prospects 	<ul style="list-style-type: none"> • Implementation of movement control order • Clients are reserving cash, will not easily invest on additional insurance products • Industry is highly regulated by Bank Negara Malaysia – a lot of compliance set by Bank Negara Malaysia to meet especially since COVID-19 happened – companies cannot simply come up with new products that do not meet regulations set by BNM

Source: Author

1.3 Problem Statement

1.3.1 Problem Situation

COVID-19 brought many challenges for employers – a disruption in the supply and demand chain which affected the employees’ job and organizational performance. Shah et al. (2020) mentioned the world in year 2020 has been dominated by the impact of the novel coronavirus known as COVID-19. To slow down and prevent the transmission of the virus, government has implemented Movement Control Order and policies to slow down community spread. Policies included travel restrictions, closure of businesses and schools, cancellation of community events as well as social distancing regulations. While these policies may limit loss of lives, there were economic and social consequences. As the situation remained unprecedented, it drove

much attention and thoughts on employees' health and well-being, whether emotional, social, mental or physical – affected company's performance and productivity directly (World Health Organization, 2020). An imbalance in working hours, lack of physical communication, working environment due to work from home order among many other new norms have caused instability in work performance and employees' health and well-being. There have been great concerns on the effects of living through a pandemic on the employees' health and well-being. This was due to major disruptions caused by the COVID-19 outbreak to life in the workplace and at home to which everyone was necessarily required to adapt.

Before the COVID-19 health crisis happened, there was already increasing awareness on employees' health and well-being, given there was rising number of organizations participating in a workplace health survey conducted by a private insurance company in Malaysia (AIA Vitality Survey, 2020; The Edge Markets, 2020). The growth in participation indicated Malaysian companies were giving more attention on their employees' health and well-being and initiatives to improve employees' health and well-being. According to Department of Statistics Malaysia (2021), Malaysia had a 15.96 million-strong labour force as at November 2020 and they were certainly not ignoring the fact of existing health problems among workforces. The rising number of health problems about labour force is due to habits of poor lifestyle. For example, the National Health and Morbidity Survey in year 2019 found that 25.1% of adults were physically inactive, a statistic lower than previous years which captured above 30%. Out of five adults in Malaysia, one had diabetes which was equal to 3.9 million people above 18 years old and four in ten people equalling 8 million Malaysian adults had high cholesterol level (NHMS, 2019). This had caused Malaysian employers to lose an average 73 working days per employee annually due to the unhealthy labour force. Due to health-related presenteeism and absenteeism of employees, Malaysian companies had lost an average of RM1.46 million on respective company monthly. Presenteeism happens when the employee presents his or herself at work but have no ability to perform his or her tasks due to health issues. From the survey conducted, 15% employers were aware of the necessity of interventions on employees' health and well-being (AIA Vitality Survey, 2020; The Edge Markets, 2020).

1.3.2 Problem Formulation

Fishbone Diagram was created by Ishikawa (1990) in the management research field and is also known as cause-and-effect diagram or Ishikawa diagram. It is commonly used to identify complex interplay of causes for specific phenomenon or event (Coccia, 2020). This study adopted the Fishbone Diagram to analyse the possible causes of employees’ health and well-being based on the problem identified in Wealth360TIM Enterprise as discussed in earlier section. Figure 1.1 showed the Fishbone Diagram and Table 1.3 showed the cause-and-effect analysis of the Fishbone Diagram of Wealth360TIM Enterprise.

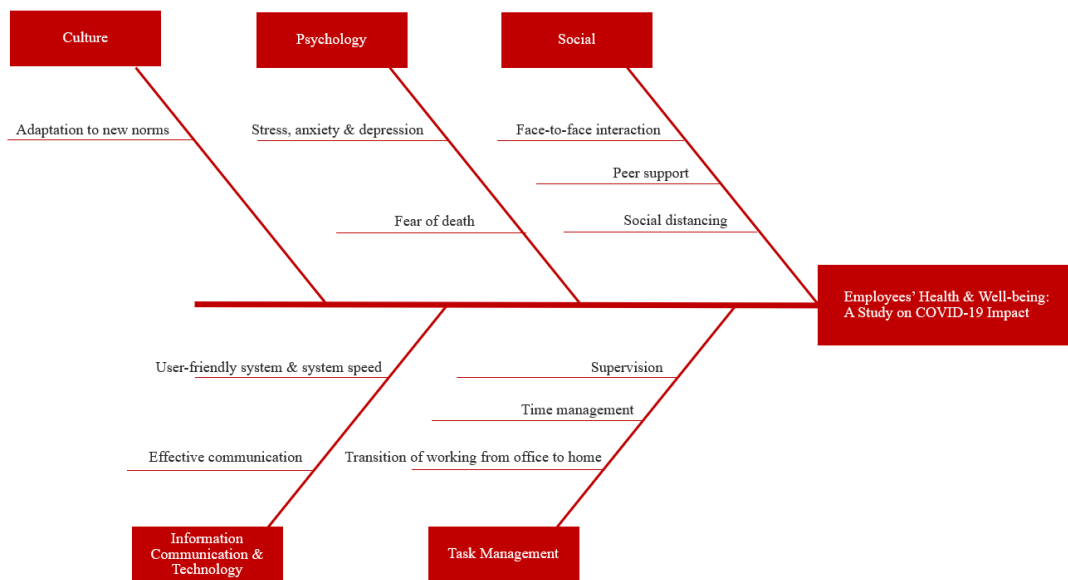


Figure 1.1 Fish Bone Diagram

Source: Author

Table 1.3 Cause and Effect Analysis of Fish Bone Diagram

Possible Root Cause	Discussion	Root Cause (Yes/No)
Culture		
Adaptation to new norms	<ul style="list-style-type: none"> New norms needed to be strictly adhered 	Y

	<ul style="list-style-type: none"> • Employees were concerned with reduced cross-functional collaboration and the work culture change • Temperature screening, physical distancing, work teams on rotation, wearing face masks, virtual meetings, and remote work 	
Psychology		
Stress, anxiety and depression	<ul style="list-style-type: none"> • Fear of isolation, income reduction and job loss due to COVID-19 • Stay within confined space during work from home • Suicidal thoughts • Argument with family • Difficulty in concentrating 	Y
Fear	<ul style="list-style-type: none"> • Unverified rumours circulating around regarding effects of COVID-19 • A lot of frightening aspects of the virus disease • Worried about own health • Worried about loved ones 	N
Social		
Face-to-face interaction	<ul style="list-style-type: none"> • Unable to talk face-to-face and see the other party's face expressions and body languages • No clarity in messages relayed • Delayed in response • Disconnection 	Y
Peer support	<ul style="list-style-type: none"> • Unable to express thoughts fully 	N

	<ul style="list-style-type: none"> • Hardly providing support and sharing problems with each other • Felt like a failure and nothing can be done to help 	
Social distancing	<ul style="list-style-type: none"> • Felt a sense of social rejection • Growing individualism and impersonality • Lost sense of community belonging 	Y
Task Management		
Supervision	<ul style="list-style-type: none"> • No proper direction and people guiding • Virtual supervisory work • Hard to reach out to superiors and get face-to-face guidance 	Y
Time management	<ul style="list-style-type: none"> • Own self to manage and schedule tasks • Divided attention on family and house chores 	Y
Transition of working from office to home	<ul style="list-style-type: none"> • No proper workstation or facilities • Other family members such as children at home might interrupt work focus 	Y
Information Communication and Technology		
User friendly system and system speed	<ul style="list-style-type: none"> • Office had everything set up but now employees have to log in from home and navigate themselves • Slow system speed because all agents nationwide were uploading reports at the same period of time due to deadline 	Y

	<ul style="list-style-type: none"> • Before COVID-19 pandemic, they could submit reports by hard copy 	
Effective communication	<ul style="list-style-type: none"> • All communications were done virtually, via Zoom software • May miss out details when internet connection slowed down 	Y

Source: Author

1.3.3 Problem Diagnosis

At Wealth 3Sixty Transformational Innovative Maverick (TIM) Enterprise, since the COVID-19 pandemic happened and implementation of Movement Control Order national-wide, they had to quickly adapt themselves to new norms and implement new working cultures, particularly remote practices. Due to the new norms, employees now have less face-to-face interactions with co-workers and even when they were allowed to meet up, they had to obey the social distancing rules accordingly. Their tasks management had significantly changed too, upon transition from office to working from home. This had caused less direct supervision and encouraging them to manage their time wisely working from home. Since working remotely, the situation had caused the employees to utilize their proper information communication and virtual technologies. All employees from being used to monthly physical report submissions, now have to adapt themselves to monthly online report submissions through virtual system as well as attending virtual meetings. These had caused less direct interactions and face-to-face engagements among employees. Nonetheless, due to the use of virtual system for submissions, the virtual system was also shared by not only Wealth360TIM Enterprise itself but other agencies nationwide too. This had sometimes caused the system down and employees could not make it on time to do their submissions before deadlines. It was said that this had likely caused stress, anxiety and depression among employees. Employees' health and well-being in companies may have been affected by various new policies or Standard Operating Procedures (SOP) to curb the spread of the virus. It was important for companies to

understand and take measures such as providing welfare, adjusting working arrangements and meeting individual employees needs to minimize the impact of the virus on employees' health and well-being.

With such situation, although the health and well-being of employees have been explored in various research internationally before, the studies were studied in different contexts. A quick online search on reliable research sources showed that there was close to none studies of employees' health and well-being in the context of Malaysian employees and in times of COVID-19. Therefore, an extensive research was conducted to study a local organization's current employees' health and well-being as well as the impact of COVID-19 therefore integrating a suitable intervention programme for improvement.

1.4 Research Questions

This research intended to answer the statements related to the problem. The main questions for this research are:

1. How is employees' health and well-being in the organization?
2. What is the impact of COVID-19 on employees' health and well-being?
3. What is the intervention to improve employees' health and well-being?
4. What are further recommendations to improve employees' health and well-being?

1.5 Research Objectives

Based on the problem statement that had been discussed, the research objectives were:

1. To examine employees' health and well-being in the organization.
2. To explore the impact of COVID-19 on employees' health and well-being.

3. To propose intervention and measure its improvement on employees' health and well-being.
4. To provide further recommendations to improve employees' health and well-being.

1.6 Researcher's Role

A researcher is responsible to maintain credibility and rigor of many aspects of the research. Amongst the roles played by a researcher are monitoring and lessening bias, ensuring competence in the quantitative and qualitative methods used, collecting and analysing data and finally delivering the results and findings. The researcher's role in this study is to identify the core issues, serve as an instrument of data collection with analysis by observing and participating in the study and implementing intervention to improve the issue. In a research study, a researcher plays a role in assessing thoughts, opinions and feelings of research participants and safeguarding their identities. Most importantly, the researcher has to maintain ethical conduct along the research period (Guilhem et al., 2010). Although there may be presence of some form of bias along the research, the data collection and understanding of the topic under study were facilitated by researcher by frequently communicating with the study participants.

1.7 Researcher's Ethics

Ethical considerations are one of the most central fields of research (Jarden et al., 2019). This research took ethics seriously because the subjects used in the study involves humans. Firstly, researcher ensured that the research is done with informed consent such as describing distributed forms and questionnaires with the nature and purpose of this study beforehand. Any participants who were unwilling to participate will be allowed to withdraw. Secondly, personal autonomy was considered. None of the research participants were forced to perform an act against their will. Lastly,

researcher also ensured anonymity and all data was handled with utmost confidentiality.

1.8 Scope of Study

This research was focused on Malaysian employees. The scope of study will pay focus on employees' health and well-being. Therefore, respondents are comprised of employees in Wealth3Sixty Transformational Innovative Maverick (TIM) Enterprise, Selangor, Malaysia. Employees from Wealth360TIM Enterprise are selected because they came from different backgrounds and there were sufficient employees in Wealth360TIM Enterprise for study. The scope of study was to study employees' health and well-being and impact of COVID-19 on them.

1.9 Limitation of Study

This research was focusing on employees in Wealth360TIM Enterprise, Malaysia based on few threats such as limited time and consideration of financial that would be important on this research. This research was conducted by using questionnaires and interview as research instruments. Besides that, the measurements in this research were based on the items that were adapted from previous researchers. Although the trustworthiness value was high, participant's lack of honesty, conscientious responses and digressed understanding during questionnaire answering could still be out of control.

1.10 Significance of the Research

1.10.1 Significance to Theory

Hopefully, this research would improve the understanding of researcher and employers on employees' health and well-being. From the study and accumulated results, researcher could achieve the right intervention that could give impact on the health and well-being of employees further to gaining the knowledge particularly in the workforce management. Besides that, the research also tried to identify the impact of COVID-19 pandemic crisis on the health and well-being of employees, specifically in the context of Malaysia itself. If the improvement on employees' health and well-being could be determined, indirectly the employees' health and well-being could be proven in Malaysian context as these people are the current and future leaders of the country.

1.10.2 Significance to Practice

Findings from this research could be applied to create more awareness and used by organizational management to maximize the aspects that need to be highlighted as well as for creating or moving towards an ideal environment and helpful intervention programs for employees. Besides that, this research was one of the efforts to determine the conditions of health and well-being based on demographics such as age and gender. Employees may feel more accepting towards the new norms and cultures implemented to protect themselves from the risks of COVID-19 when employers adapt the right initiatives to their evaluations. Furthermore, it could support the various authorities as reference towards building high-performance and energized workforce in Malaysia in line with the government's initiatives in organizational transformation to develop a distinctive world-class and resilient workforce. All in all, this research was conducted on employees so that the data gathered could be referred by other companies to implement intervention programs that better suit and more acceptable for their organization.

1.11 Definition of Key Terms

1.11.1 Health

The definition of World Health Organisation (WHO) of health was “a state of complete social, physical and mental well-being and not only the absence of infirmity or disease” (World Health Organization, 1948). This was in accordance with the biopsychosocial model of health, which took social, physiological and psychological factors in health and illness, and relationship between these factors in consideration. Differently, compared to conventional medical model which had a definition for health as absenteeism of disease or illness and stressed the importance of diagnosing and intervening clinically.

WHO clearly expressed its definition of health was related to well-being and forms a concept of health as rights for human where the social and physical resources were necessary to be maintained and achieved. Additionally, health positively aspired well-being. Health was also described as everyday life’s resource and not merely an object of living. From this angle of perspective, the means to living well was having good health, clearly spotlighting the link between health and well-being. Following the definition of well-being was discussed.

1.11.2 Well-being

Well-being was defined as the state of living healthy, happy and comfortable. In regard to this, well-being implies the happiness, comfort, emotional, psychological and physical health (World Health Organization, 1948). Orem (1985) highlighted that the term of well-being was used as description for individual viewpoint of their respective condition. The assimilation of mental, emotional, spiritual, physical and social characteristics was being referred by well-being. Orem (1985) further added that the experiences of feeling contented, pleasure, happy and spiritual experiences was a state of well-being state.

In this study, health and well-being was applied to organizational settings and generally encompassed the symptomology of psychological or physiological symptomology. Employee well-being was relevant to organizations because it determined the health characteristics of business and could have impacts on employees' job performance and productivity (Pawaru , 2016). Well-being was used appropriately to include free of context measures and within the research scope including job-related experiences in general (e.g.: job challenges, job engagement) and more particular dimensions (e.g.: satisfaction with colleagues and health initiatives at work).

1.11.3 COVID-19

Formerly known as Coronavirus Disease-2019 or 2019-nCoV, COVID-19 is respiratory disease with high infectious rate caused by a new coronavirus known as Severe Acute Respiratory Syndrome-Coronavirus-2 (SARS-CoV-2). Infections of the virus could occur person to person through contact or droplet transmission. Patients who are feverish and have symptoms consistent with the flu may appear sick, and some may appear to be healthy despite the presence of positive serological and radiological findings of pneumonia. Currently, COVID-19 is widely spreading across the world infecting millions of people and no definite treatment for the disease yet (Baloch et al., 2020; Wu et al., 2020).

1.12 Chapter Summary

This chapter explained the background of the study, introduction of case company, problem statement, research questions and objectives, scope of the study, limitation of the study, significance of the study and the definition of the terminologies used in this study. The next chapter will discuss on case description, theory and concepts, literature review of past researchers on this topic and also the proposed intervention.

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