

## **The Relation between Affirmative Action Behavior and Employee Wellness**

**Zeinab Amin Khayal\***  
[Zeinab.khayal@miuegypt.edu.eg](mailto:Zeinab.khayal@miuegypt.edu.eg)

### **Abstract:**

*The aim of this study is to investigate the relation between Affirmative action behavior and employee wellness, which refers to policies and programs that are designed to actively promote equal opportunity in the workplace regardless their race, gender, national origin, sexual orientation, and other factors and how this effect employee's mental health. We will prove this relation thought out some variables, which are the discrimination between the two genders and the stress in work place. Even through many researches and our questionnaire results people proved that there is a positive relationship between the two variable as they see that affirmative action is a good policy and they prefer to work in an organization that apply affirmative action as a policy which means that it improve and increase the employee's wellness in organization.*

**Keywords:** Affirmative Action Behavior - Employee Wellness – Fairness - Managing Diversity- Equal opportunity policies.

---

\* Assistant Professor, Faculty of Business Administration and International Trade, Misr International University

### **Introduction:**

Affirmative action define as set of procedures designed to eliminate unlawful discrimination among applicants, remedy the results of such prior discrimination, and prevent such discrimination in the future, the proactive process of using resources to ensure that people are not discriminated against based on their group membership, such as gender or ethnicity. Affirmative action has become an inevitable aspect of the employment hiring process. It has been put into place to assist in eradicating the institutionalized discrimination that inherently exists in such practices. (Kennedy, 2015).

Employee Wellness is the act of practicing healthy habits on a daily basis to attain better physical and mental health outcomes, so that instead of just surviving, you're thriving. To understand the significance of wellness, it's important to understand how it's linked to health. Wellness programs are important interventions to protect and promote employee health. They help reduce direct and indirect health care costs, absenteeism, and presenters; avoid illness or injury; and improve the quality of work life and morale. (Rishika Bhojwani, 2016).

Employee wellness is a huge topic which is falls under it health care, mental care, increase productivity, inequality between two genders. To increase employee wellness, we need to improve their knowledge, skills, and attitudes in order to remain productive and retain their attractiveness in the job market. On the other hand, skillful employees are a company's most important competitive assets, so it is worth to up (Kata & Prasad, 2020) looking at the problems with employee wellness programs and why they're not achieving the results many hoped they would. In addition to looking at why employee wellness programs do not succeed, it attempts to give solutions and tips for better health care outcomes. (Schneck, 2016)

### **Literature Review**

The following section of this paper will introduce the literature review for the research variables that were identified through the qualitative study and used for developing the research hypotheses.

### **Affirmative action behavior:**

Governments worldwide aim to protect, improve and equalize the living conditions

of their citizens. Governments faced with serious issues like discrimination, have found that the law has limitations when used as a means of resolving social disputes (Rulof Burger & Rachel Jafta, 2010). Therefore, affirmative action has been introduced to address such issues. The concept of affirmative action is generally considered to have originated in the USA. It dates to 1961, when the term 'affirmative action' was introduced under an executive order by President John F. Kennedy, as a method of redressing and eliminating profound and rooted discriminatory social practices believed to be affecting the progress of equality in a society. This subsequently led to its adoption by many other countries for similar reasons. A study concluded that institutional leadership has a positive and significant relationship with performance of National Government Affirmative Action Funds in Kenya. Where board takes the responsibility of making the right decisions takes the right course of action and is provided with adequate information on the agenda items of board meeting which assist in decision making, then the performance increases. Additionally, an institution which has well-defined training needs assessment approach for staff and which provides leadership mentorship, coaching and training is seen to have a better performance. Goal setting by leaders is also a prerequisite for better performance (Wilfred Muhongo Buyema et al., 2019). Affirmative action is an effective policy that can redress prior discrimination and prevent future discrimination from Happening. Unfortunately, attitudes toward affirmative action are often negative. These attitudes are influenced by characteristics of people and by their worldviews, which are hard or even impossible to change, and by features of affirmative action policies, which usually are not intended to be changed. Based on construal-level theory and the idea that thinking abstractly about affirmative action can enhance people's focus on the desired end-state of such policies (Fleischmann & Burgmer, 2020). The findings indicate that the public formulates policy preferences on the basis of perceived deservingness of target groups (Sönmez & Yenmez, 2019). These policies aim to reach a wide range of intended objectives. The first, and most straightforward, is that through force, previously underrepresented groups will now see greater representation across these fields (Kaletski & Prakash, 2016). Voting results by treatment are shown in Figure, first pooled across all group members and then broken down by advantaged (either women or pink group members) and disadvantaged (men or green group members) members. In Gender, voting behavior is generally consistent with subjects maximizing the probability of winning the tournament in Stage when voting is costless. Men vote against affirmative action (henceforth also AA) 80.9% of the time, while women vote in favor of it 92.9% of the time. However, while approximately 80% of green members oppose the intervention in treatment Color, the behavior of the advantaged

group in this treatment is markedly different. In particular, pink group members in Color vote for AA significantly less often than women in Gender. Furthermore, there are no difference in voting behavior between men and women who are pink group members in Color. Hence, voting behavior in Color is less consistent with maximizing the probability of winning, in the sense that a substantial proportion of advantaged subjects do not support the intervention. When voting is costless, 37.8% of pink group members actually vote against the intervention and 4.44% abstain. (Balafoutas et al., 2016). Here we experimentally test whether such policies in form of gender quotas have negative spillover effects on subsequent performance within teams, as well as on the willingness to work in teams. Comparing three different types of team environment, we find no detrimental effects of the quota, neither on team performance nor on selection into teams. While this is good news for advocates of such policies, more research is needed to evaluate the overall efficacy of affirmative action programs (Felix Koelle, 2016). Affirmative action has become an inevitable aspect of the employment hiring process. Affirmative action can be a worthwhile endeavor if it is established properly. Affirmative action has its strengths and its weaknesses: it may lead to the advancement of minorities but it is ultimately dependent on employers to foster such a chain reaction. A key to affirmative action in business is qualification. Affirmative action is designed to assist members of minority groups. If affirmative action is going to be implemented, a given institution ought to ensure that its measures to achieve this goal are legitimate (Kennedy, 2015). The GCC region continues to face substantial issues related to increasing rates of unemployment among nationals, especially in Saudi Arabia, and in particular among women. In addition, the growing reliance on foreign labor is still threatening local economies. It is anticipated that this research will ultimately help to shape future policies, resulting not only in increased employment opportunities for women, but creating a more stable economy through the creation of more jobs for GCC nationals (Alothman & Mishra, n.d.). I urge all AQ readers to place Mismatch at the top of their must-read list. Everything has changed in late 2004 and early 2005 by virtue of a large article. There is a huge effect of mismatch especially blacks the mismatch theory was viewed as discredited. This was despite.

In this article, we have tried to lay out some concrete strategies for doing so. We believe that goods and resources should be targeted to exclude people. We agree with an expansive notion of diversity, but advocate that distributive justice underpin diversity efforts that will serve to assist 'dis-privileged' groups and shift goods and resources away from privileged groups. We also believe that diversity and affirmative action should be reconnected to offset historical and ongoing racial and gender discrimination, segregation and bias. By extension, the public should be

reminded that diversity is consistent with legal compliance. Finally, we believe that the institutional benefits of diversity are demonstrable to organizational members (Herring & Henderson, 2012). Found that reactions towards AAMs are related to the variables “unfairness perception” and “threat perceived to men”, and especially to the former. Also, reactions towards the generic concept of affirmative action are more positive than towards specific AA measures. Implications of these results for research and practice are discussed (Silvia et al., 2010). Were obtained in an experimental study asking university students to report emotions indicating a focus on promotion or prevention. Results further indicate that emphasizing in-group benefits enhances support for affirmative action, and that these effects are mediated by the regulatory focus adopted (Ellemers et al., 2010).

### **Employee wellness**

Wellness as a human and societal ideal is deeply rooted in historical notions of mental and physical harmony. It has been defined as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (“World Health Organization Constitution,” 2014.). Yet, in reality, societies are increasingly being characterized by a wellness deficit that can be attributed to a lifestyle that includes high levels of stress, low levels of physical activity and psychological isolation.

Employee wellness programs, also called worksite wellness programs or corporate wellness programs, are programs developed by companies to promote and support the health, safety, and well-being of their staff. The programs are designed to encourage healthier lifestyle behavior among their employees and reduce company healthcare spending in the long term. Traditional wellness programs usually include health-promotion activities, health-risk assessments, biometric screenings, worksite clinical care, wellness interventions, and occupational health services. The wellness perks usually include health conferences and classes, walking competitions, and healthy snacks for meetings and breaks. The rewards to motivate employees can include healthy food or drinks, pedometers, and stress balls. According to the Gallup-Sharecare (Topp et al., 2015) employee programs should focus on these five aspects: purpose, social, financial, community, and physical.

This paper has only scratched the surface of the ways that employees and service organization interact with wellness and may raise more questions than answers. It has been our aim to stimulate discussion on this important issue in context of growing societal un-wellness and hope that the paper leads to further important conversations and debate about frontline service workers, contemporary challenges and societal pressures organizational needs and employee wellness (Solnet et al., 2020). There are many EWP initiatives taken by large scale industries of Aurangabad region. It can be concluded that employee wellness programs are

helpful for overall motivation, health and safety of employees thereby helping managers to retain them. The best worksite wellness programs keep the focus on the need to help employees adopt and maintain healthy behaviors. Thus EWP leads to improving employees' quality of life (Jyoti Munde et al., 2020). Results that sickness absenteeism has a significant negative impact on a firm's productivity. This impact is large. In general, an increase of 1 percentage point in the rate of sickness absenteeism is estimated to decrease productivity by as much as 0.66 percent. Passing from a zero level of short-term sickness absenteeism to the observed average level is estimated to cause productivity losses of 1.31 percent. Our results also revealed that sickness absenteeism does not impact all firm sin the same manner. We found that the impact varies substantially according to several workforce- and firm-level dimensions. First, we found that the negative impact is particularly significant when high-tenure workers are those absent. This highlights that finding adequate substitute for absent workers with high levels of firm-/task-specific (tacit) knowledge is difficult (Elena Grinza & Francois Rycx, 2020). The study affirms that there is a need to balance the interactions between the Human, Machine and Environment which plays a very prominent role for smooth and prosperous running of the organization. The study also divulged that Ergonomics has broader Perceptive as it is an amalgamation of various scientific disciplines. However, the study attempted to create awareness on the types of ergonomics and its application to workplace. This would definitely helpful for the enrichment of individual awareness on workplace ergonomics as well as organization performance by promoting the employees comfort, health, safety and well-ness (Elena Grinza & Francois Rycx, 2020). Our finding of increased percentages in the action of maintenance stages in this QI project using the social network Facebook was consistent with the literature that helping relationships are important in preparation stages and for low-SES mothers. Our use of theory-based Facebook groups and messaging to improve readiness to participate in an employee wellness program although participation and retention are different (Miller et al., 2019). Employees in this sample reported higher levels of work-related stress and poorer mental health compared to available norms, while their levels of physical health were within the normal range. Regression analyses showed that work-related stressors were important predictors of employee mental health, but mindfulness was the stronger predictor. There was a slightly stronger relationship between employee physical health and work-related stress compared to mindfulness. Furthermore, being younger and employed in a non-nursing role were associated with better physical health (Helen et al., 2019). At baseline, there were 134 patients in the cholesterol monitoring group, 129 in the weight monitoring group, 117 in the blood pressure monitoring group, 46 in the blood glucose monitoring group, and 26 in the

healthy participant monitoring group. For patients in the blood pressure monitoring group, compared with baseline, there was a significant decrease in DBP at months 12, 24, 36, and 48, and a significant increase in the proportion of patients achieving blood pressure goals at 48 months. For patients in the blood glucose monitoring group, compared with baseline, there was a significant decrease in FBG at months 12, 24, 36, and 48, and a significant increase in the proportion of patients achieving blood glucose goals at 48 months. Employees reporting higher levels of leadership support for health promotion also reported higher levels of wellness activity participation, lower job stress, and greater levels of health behavior ( $P = .001$ ). To ascertain the amount of variance in health behaviors accounted for by the other variables in the study, a hierarchical regression analysis revealed a statistically significant model (Jennifer et al., 2018). The combination of traditional perks with technology and networking can lead to higher job satisfaction. wellness programs are an umbrella term for a wide variety of initiatives – from paying for smoking cessation, to smart phone apps to track how much you walk or how well you comply with your plan of care, and everything in between. Hospitality company owners should think about offering immediate rewards when their staff participate in health initiatives such as weight loss or walking steps competition. Jawbone UP and Nike Fuel Band are very popular among managers to motivate their staff. According to a study, people with pedometers take 2,491 more steps every day (Zhang, 2018). This study sought to amplify the place of geography in the provision and implementation of EWPs in large cities in the United States. This is an important angle from which personnel specialists may be able to design programs within more nuanced cultural and geographic contexts. Our research discusses unique factors, such as the existence of longer sunshine days, city investments in specific health-enhancing infrastructures, the uniqueness of city administrations tapping into available homegrown healthier foods and the sensitivity of personnel to regional incidences of selected diseases. The study also highlights and accounts for the relationships between obesity, demography, and poverty. While not a new idea, scholars of urban administration have always recognized that race and poverty make a difference in terms of the allocation of recreation services, which are an important variable in promoting and enhancing cultures of wellness and healthy-living lifestyles. In addition, we discussed the positive externalities brought about through municipal collaborations with large institutions such as corporations and universities. We make the assumption that those who manage EWPs invariably include robust information and outreach programs to encourage employee participation (Otenyo & Smith, 2017). The sample consisted of 292 employees who participated in the program. Their mean age was 38 years (SD 11), 83% were female, and 38% were obese. Over the 24 intervention weeks, participants engaged

in a mean of 90 min/week (SD 74) of physical activity and missed a mean of 14 hours of work (SD 38) due to illness. Unplanned absenteeism due to illness was associated with physical activity. As compared to the group meeting CDC guidelines, in multivariable analyses those in the medium physical activity group had a 2.4 (95%) fold higher rate of illness-related absenteeism and those in the lowest physical activity group had a 3.5 (95%) fold higher rate of illness-related absenteeism (Losina et al., 2017). The aggregation and analysis of health risk assessment (HRA), biometric, medical insurance claims, absence, disability, workers' compensation, and productivity data. The aggregation and analysis of health risk assessment (HRA), biometric, medical insurance claims, absence, disability, workers' compensation, and productivity data (Rishika Bhojwani, 2016). Voting results by treatment are shown in Figure 1, first pooled across all group members and then broken down by advantaged (either women or pink group members) and disadvantaged (men or green group members) members. In Gender, voting behavior is generally consistent with subjects maximizing the probability of winning the tournament in Stage 3 when voting is costless. Men vote against affirmative action (henceforth also AA) 80.9% of the time, while women vote in favor of it 92.9% of the time. However, while approximately 80% of green members oppose the intervention in treatment Color, the behavior of the advantaged group in this treatment is markedly different. In particular, pink group members in Color vote for AA significantly less often than women in Gender. Furthermore, there are no difference in voting behavior between men and women who are pink group members in Color. Hence, voting behavior in Color is less consistent with maximizing the probability of winning, in the sense that a substantial proportion of advantaged subjects do not support the intervention. When voting is costless, 37.8% of pink group members actually vote against the intervention and 4.44% abstain. (Balafoutas et al., 2016). The main responsibility for employee wellness programming depends on the human resources department (63.6%) comprehensive reform plan including legislation was put forth to correct the issues with health care of employees and US. Implementing small reform measures within organizations for decades including health and wellness programs at organizations across America (Ken Zula et al., 2013). The findings revealed that higher job satisfaction were found in the respondents who have attended wellness program than the respondents who have not attended wellness program. The findings also showed that lower employees perceived stress was found among the respondents who have attended wellness program than those who have not attended wellness program; and lower employee's absenteeism was found in the respondents who have attended wellness program than the respondents who have not attended wellness program (Abdullah & Lee, 2012).



### **Research Questions and Hypotheses**

The general structure of our research is to show up the relation between affirmative action behavior and employee wellness though out two main problems which is stress in work place environment and differentiation between the two genders in work place , This two problems can affect employee mental health , satisfaction and increase the rate of retention , the aim of this study is to determine the impact of affirmative action behavior on all the employee in the organization and how to implement positive relation between the employee as it has a very good impact on the organization .

### **The research questions**

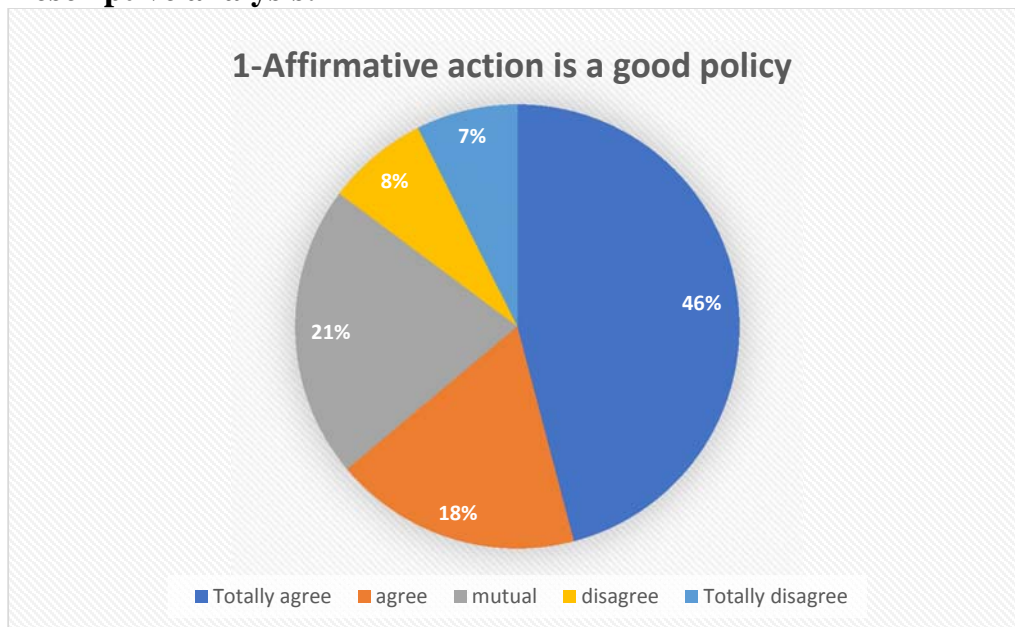
- How can affirmative action behavior have positive affect on employee wellness?
- Does stress in work place could affect employee wellness?
- How can work stress affect employee wellness?
- How can differentiation between men and women affect employee wellness?

**H1:** There is a positive relation between affirmative action behavior and employee wellness

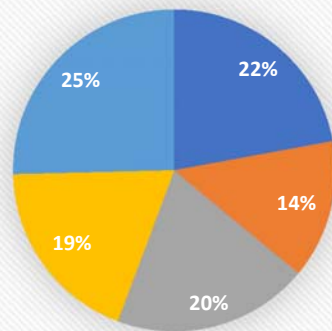
**H2:** Stress in work environment has a significant effect on employee wellness

**H3:** Inequality between men and women has a significant effect on employee wellness

### **Descriptive analysis:**

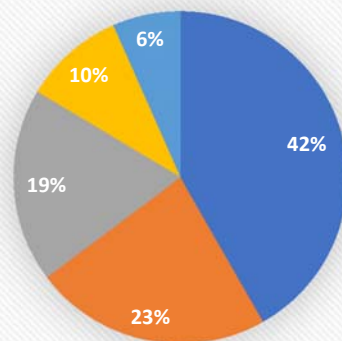


**2-I would not like to work at an organization with an affirmative action behavior plan**



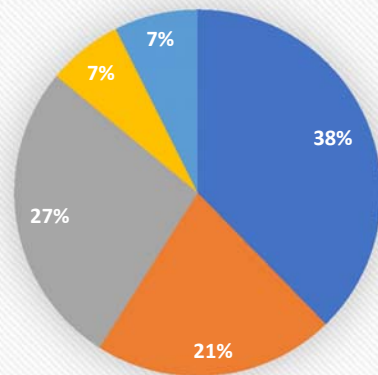
■ Totally agree ■ agree ■ mutually ■ disagree ■ Totally disagree

**3- The goal of affirmative action is good**



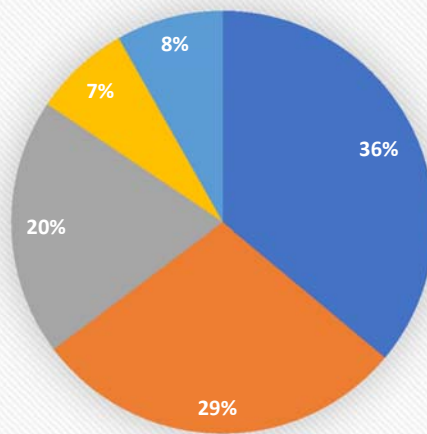
■ Totally agree ■ agree ■ mutually ■ disagree ■ Totally disagree

**4- Employee should be actively involved in attempt to improve the affirmative action conditions at their place of employee**



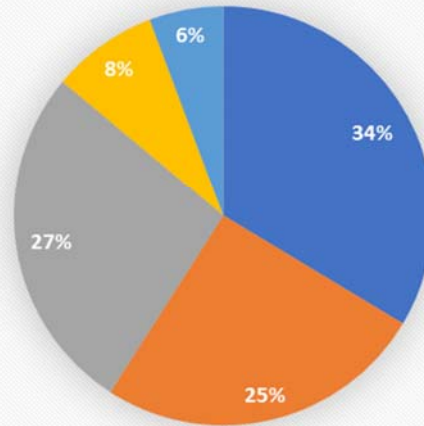
■ Totally agree ■ agree ■ mutually ■ disagree ■ Totally disagree

**5- I would be willing to work at an organization with an affirmative action plan**



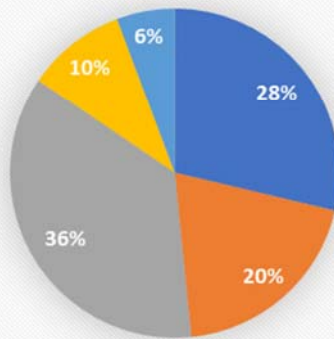
■ Totally agree ■ agree ■ mutually ■ disagree ■ Totally disagree

### 6- Development and implementation of creative approach to affirmative action



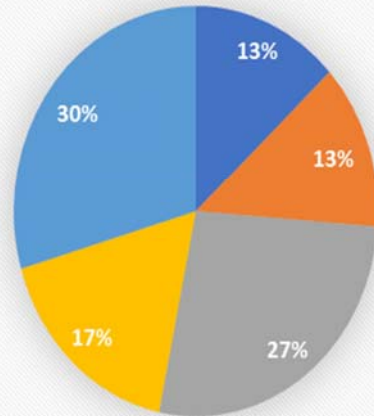
■ Totally agree ■ Agree ■ Mutually ■ disagree ■ Totally disagree

### 7-Affirmative action plan would require that the proportion of MEN and WOMEN hired be equal to proportion of application that is qualified for the position proportion



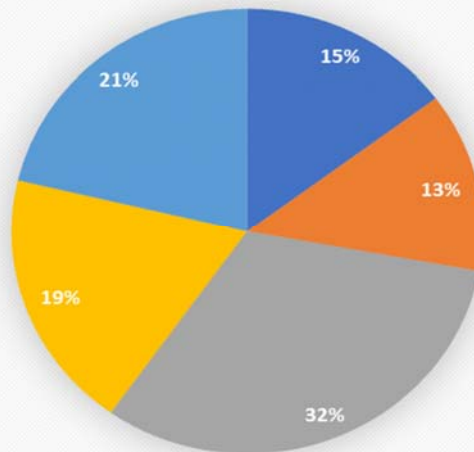
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**8- Women require more training and supervision to become good workers**



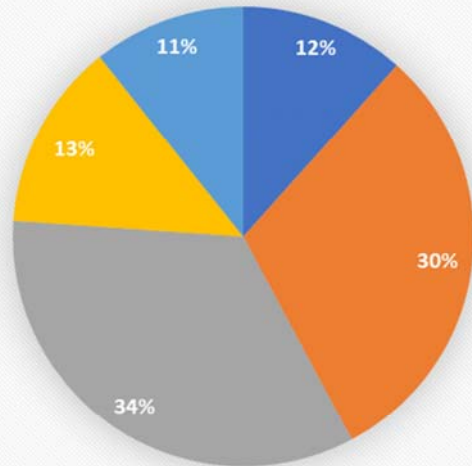
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**9-It is difficult to fire employees when they are women**



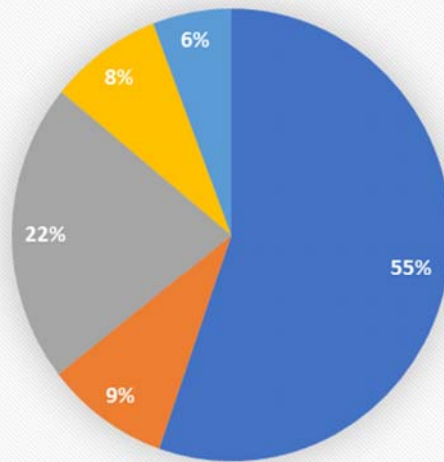
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**10-An affirmative action plan would require business to hire and promote a certain number of MEN/WOMEN**



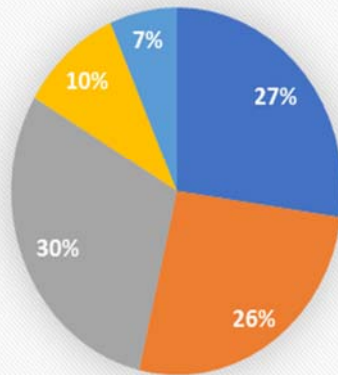
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**11- Employers should always hire the most qualified candidate, regardless of sex or race**



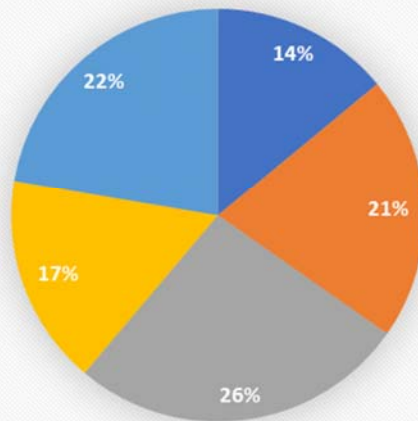
■ Totally agree ■ agree ■ Mutually ■ Disagree ■ Totally disagree

**12-More women should be hired to work in jobs similar to men**



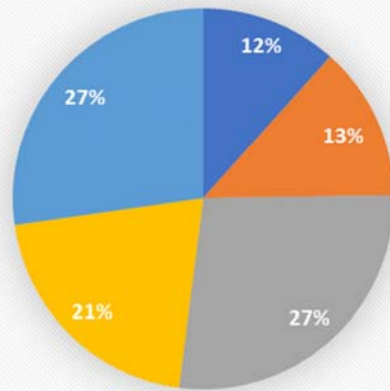
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**13- An employer should have the right to know if a female employee intends to have children**



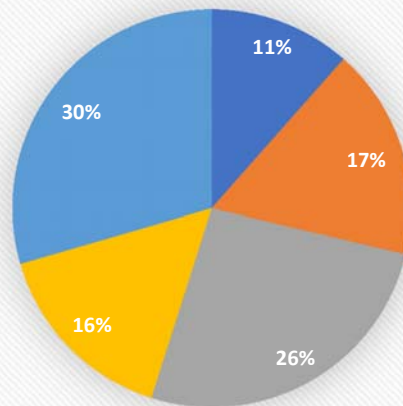
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**14-An employer should be allowed to decide how much to pay each employee, even if this means women are paid less than men**



■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

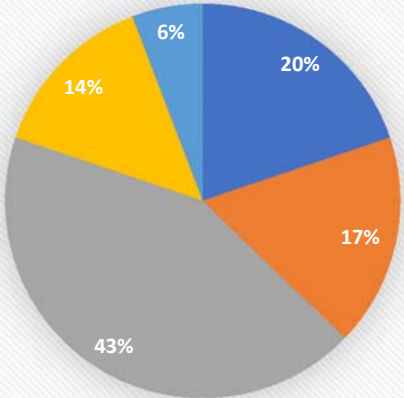
**15. At work, I feel that others exclude me from their activities because of my gender**



■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

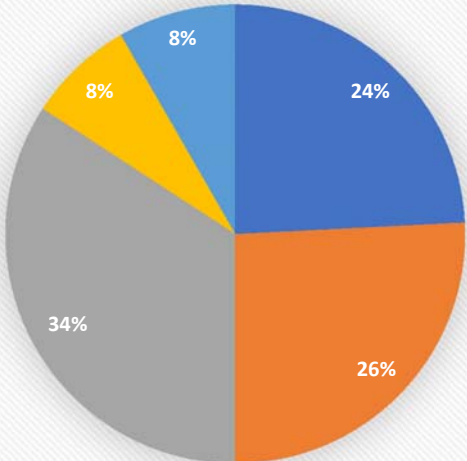


**16-Most days I am enthusiastic about my job**



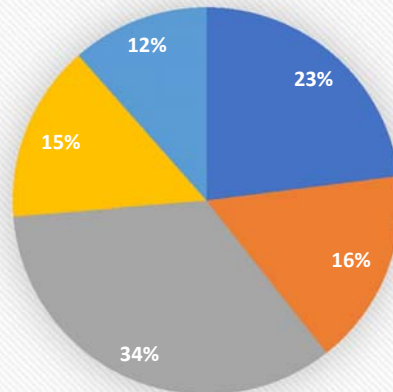
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**17- Overall speaking, I feel well satisfied with my job**



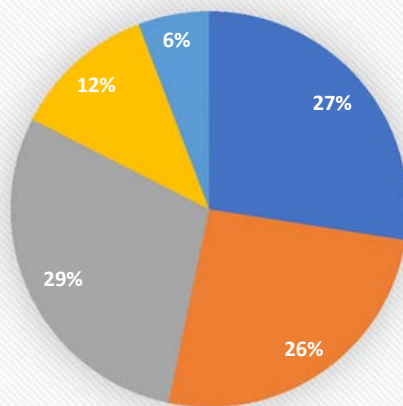
■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**18- I would be very happy to spend the rest of my career with this company**

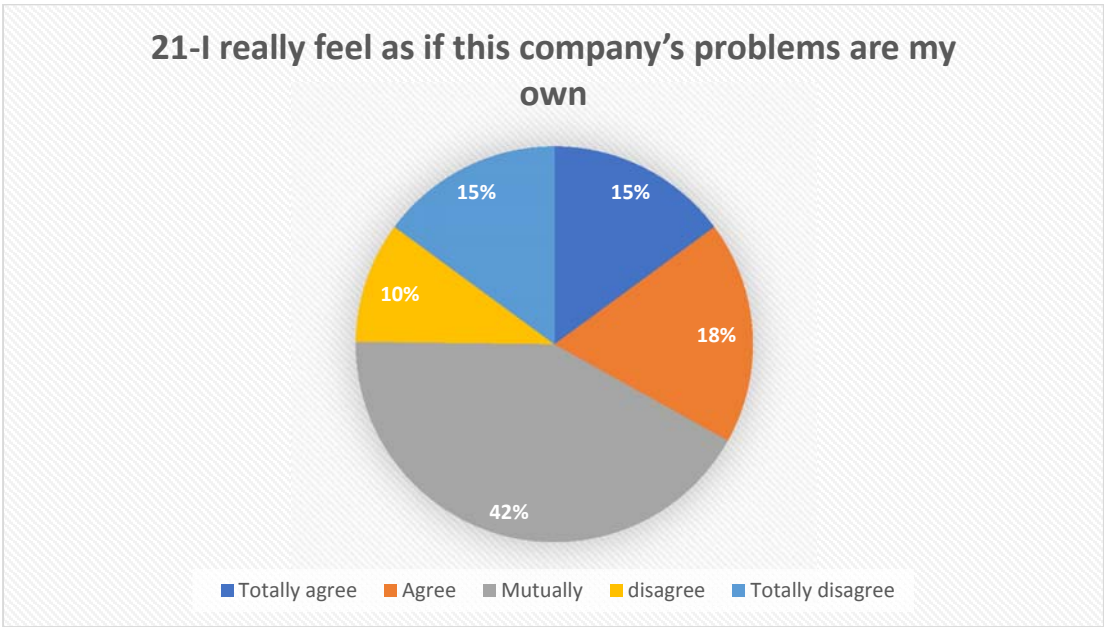
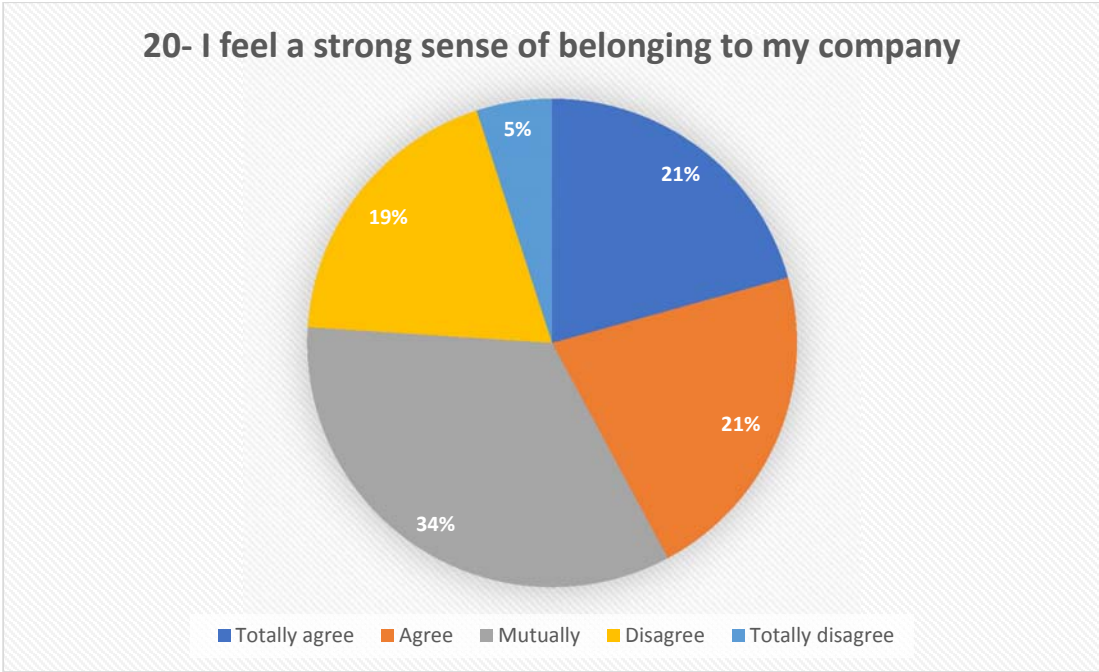


■ totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

**19- Workers are involved in making decisions that are related to their work**

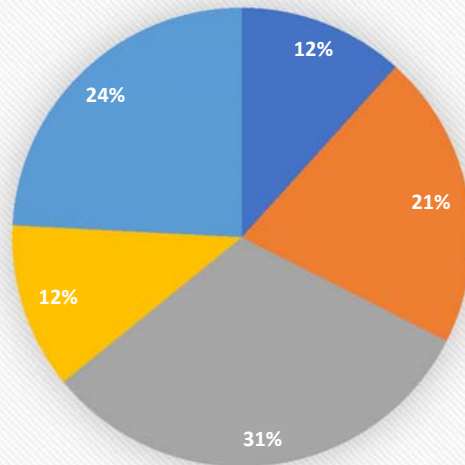


■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree



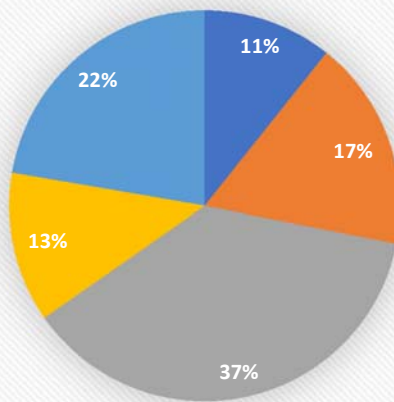


### 22- I think a lot about quitting my job

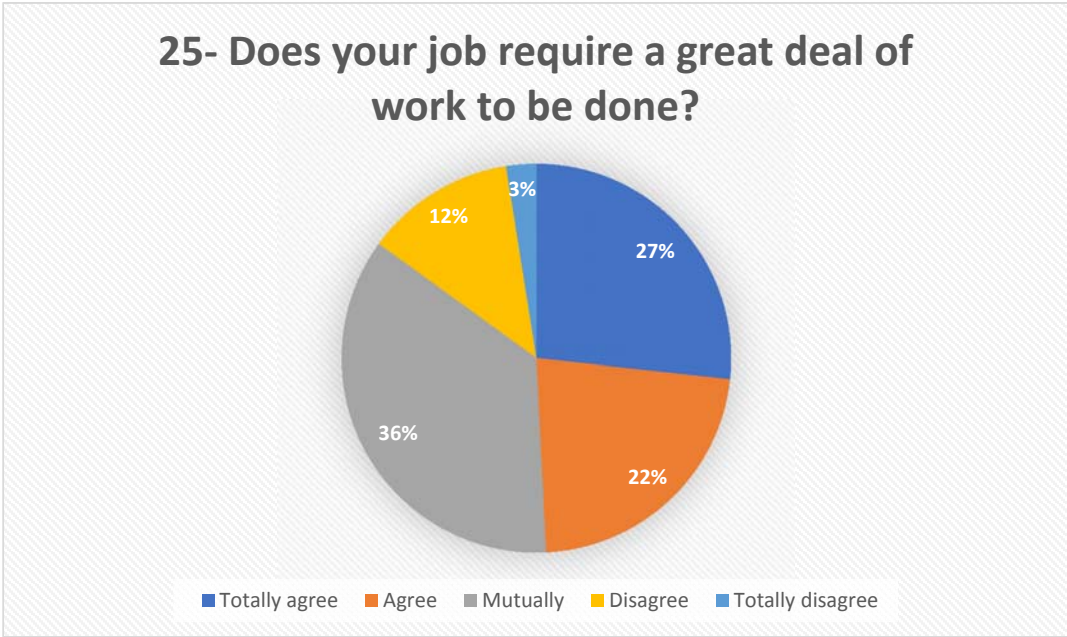
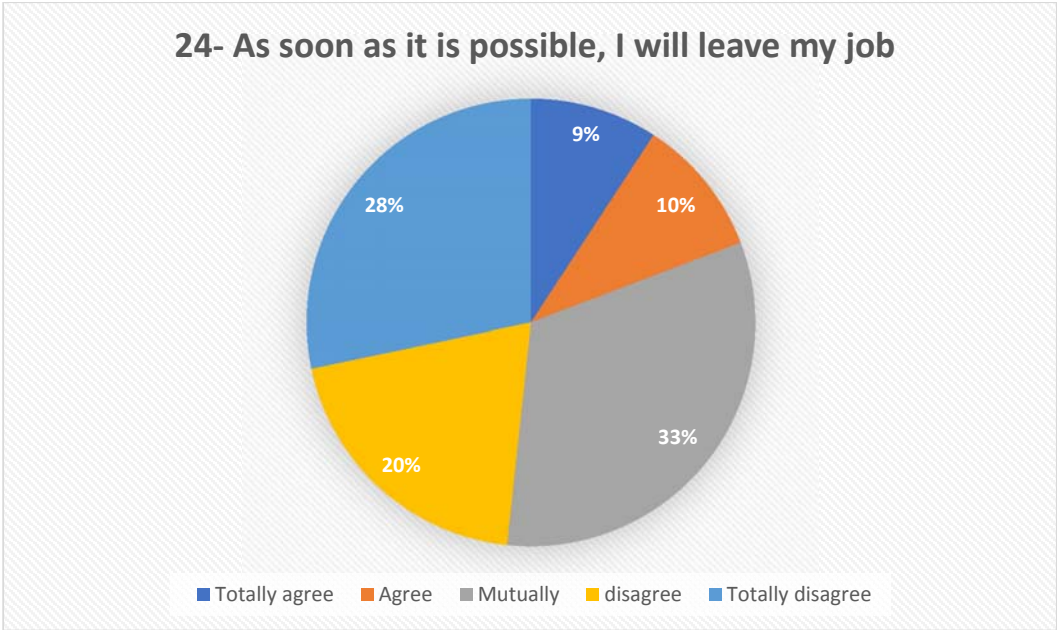


■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

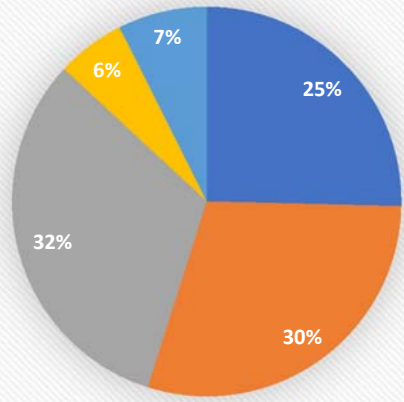
### 23- I am actively searching for an alternative to my present job



■ Totally agree ■ Agree ■ Mutually ■ disagree ■ Totally disagree

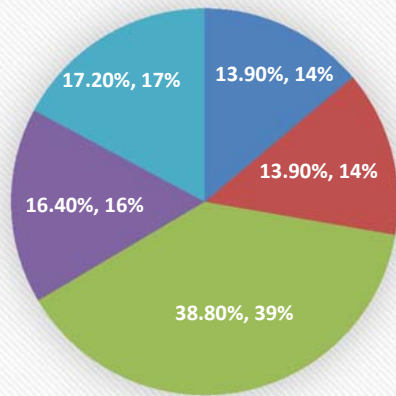


### 26- My Gender has a negative influence on my career advancement

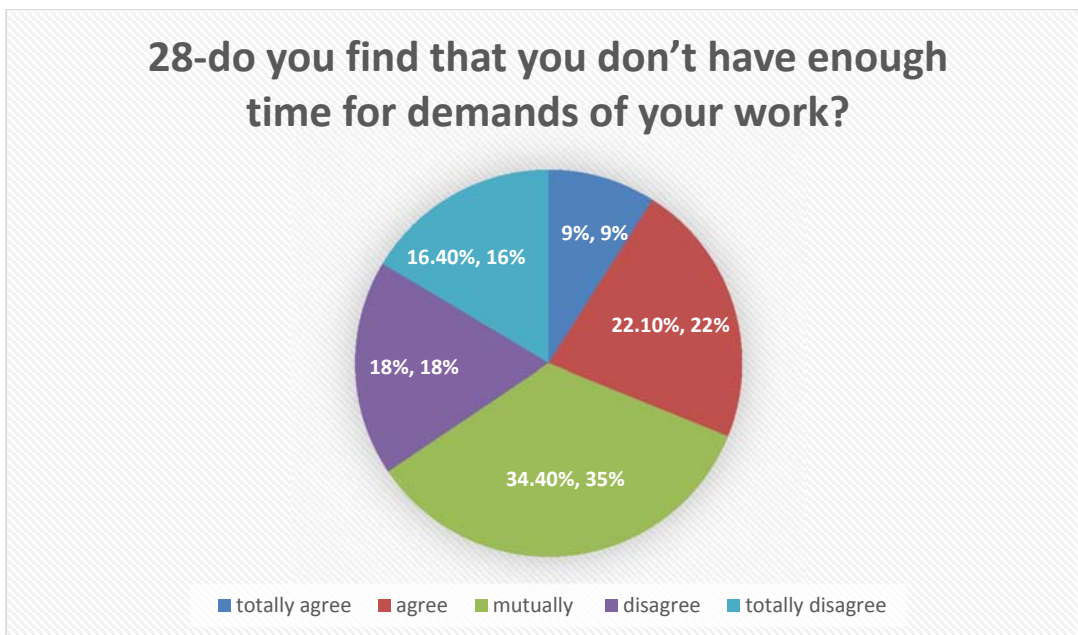


■ Totally agree ■ Agree ■ Mutually ■ Disagree ■ Totally disagree

### 27-do you find that there is no time to finish tasks



■ totally agree ■ agree ■ mutually ■ disagree ■ totally disagree



**Conclusion:**

This review concludes our purpose to improve the relation between affirmative action behavior and employee wellness in the workplace. Gender discrimination and stressful work both may lead to high turnover of employees and cause dissatisfaction. regarding the data analysis, we got from the survey, we found that most of people are self-aware of what affirmative action policy that some organization apply and while they are searching for job they put into consideration the affirmative action condition to avoid being discriminated regard their gender or having equal opportunity as candidate to get hired. On the positive side most employees can control their tasks and responsibilities related to job description they got at the beginning of the hiring, employees care about organization problems because it may affect their work.

**Recommendation:**

- According to our voting we found that we can apply Affirmative Action training that include training programs, outreach efforts, and other positive steps to improve equal education and employment opportunities to achieve the full and fair participation of two genders.
- Every company should provide training specially for managers to know well how to apply affirmative action policy fairly between employees
- Employers must be aware of how they can use Affirmative action policy and similar rules which every company aim to achieve equal opportunity and fairness.
- Wellness can be expressed in exercise can protect individuals by enhancing the state of resistance to any stimulus, so that the individual is less susceptible to the effects of stress
- Create a stress-free climate of mutual trust and respect. Encourage open communication with employees in the design of their work and provide them with support and recognition.
- Provide a suitable and healthy environment for the employee this will be comfortable and maintain their wellness
- Avoid and control discrimination at work though rules and consequences to enhance employee wellness.



## References

- Abdullah, Dayang Nailul Munna Abg., & Lee, O. Y. (2012). Effects of Wellness Programs on Job Satisfaction, Stress and Absenteeism between Two Groups of Employees (Attended and Not Attended). *Procedia - Social and Behavioral Sciences*, 65, 479–484. <https://doi.org/10.1016/J.SBSPRO.2012.11.152>
- Alothman, A., & Mishra, A. (n.d.). The Impact of Affirmative Action Policy on the Employment of Women in the Private Sector: The Case of Saudi Arabia. Retrieved October 24, 2021, from <https://knowledgecenter.ubt-uni.net/conference/2014/all-events/48>
- Balafoutas, L., Davis, B. J., & Sutter, M. (2016). Affirmative Action or Just Discrimination? A Study on the Endogenous Emergence of Quotas. *Journal of Economic Behavior and Organization*, 127, 87–98. <https://doi.org/10.1016/J.JEBO.2016.04.015>
- Elena Grinza, & Francois Rycx. (2020). The Impact of Sickness Absenteeism on Firm Productivity : New Evidence from Belgian Matched Employer – Employee Panel Data . *Industrial Relations: A Journal of Economy and Society*, 59(1), 150–194.
- Ellemers, N., Scheepers, D., & Popa, A. M. (2010). Something to Gain or Something to lose? Affirmative Action and Regulatory Focus Emotions. *Group Processes & Intergroup Relations*, 13(2), 201–213. <https://doi.org/10.1177/1368430209343296>
- Felix Koelle. (2016). Affirmative Action and Team Performance. The Centre for Decision Research and Experimental Economics, School of Economics, University of Nottingham, 7.
- Fleischmann, A., & Burgmer, P. (2020). Abstract Thinking Increases Support for Affirmative Action. *Sex Roles*, 82(7–8), 493–511. <https://doi.org/10.1007/S11199-019-01068-2>
- Helen, D. C., Tracey, S., Brian, C., & Brian, O. (2019). Effects of Work-Related Stressors and Mindfulness on Mental and Physical Health Among Australian Nurses and Healthcare Workers. *Journal of Nursing Scholarship : An Official Publication of Sigma Theta Tau International Honor Society of Nursing*, 51(5), 580–589. <https://doi.org/10.1111/JNU.12502>
- Herring, C., & Henderson, L. (2012). From Affirmative Action to Diversity: Toward a Critical Diversity Perspective. *Critical Sociology*, 38(5), 629–643. <https://doi.org/10.1177/0896920511402701>
- Jennifer, H., AM, H., & Marion, H. (2018). The Role of Leadership Support for Health Promotion in Employee Wellness Program Participation, Perceived Job Stress, and Health Behaviors. *American Journal of Health Promotion: AJHP*, 32(4), 1054–1061. <https://doi.org/10.1177/0890117116677798>
- Jyoti Munde, Rushina Khan, Sanghamitra Samal, & Amita Mali. (2020). A Study on Employee Wellness Programs and Initiates by Selected Large Scale Manufacturing

- industries in Aurangabad, Maharashtra. *Mukt Shabd Journal*.
- Kaletski, E., & Prakash, N. (2016). Affirmative Action Policy in Developing Countries: Lessons Learned and a Way forward. WIDER Working Paper Series. <https://ideas.repec.org/p/unu/wpaper/wp-2016-52.html>
- Kata, A., & Prasad, Dr. V. S. (2020). A Study on Erconomics for Employee Wellness. *International Journal of Innovative Research in Computer Science & Technology*, 8(4). <https://doi.org/10.21276/IJIRCST.2020.8.4.12>
- Ken Zula, Karen K. Yarrish, & Sonji Lee. (2013). An Evaluation of Workplace Wellness Programs: A Perspective From Rural Organizations. *The Journal of Applied Business Research*, 29(3).
- Kennedy, J. A. (2015). An Assessment of Affirmative Action in Business. [https://opencommons.uconn.edu/srhonors\\_theseshttps://opencommons.uconn.edu/srhonors\\_theses/432](https://opencommons.uconn.edu/srhonors_theseshttps://opencommons.uconn.edu/srhonors_theses/432)
- Losina, E., Yang, H. Y., Deshpande, B. R., Katz, J. N., & Collins, J. E. (2017). Physical Activity and Unplanned Illness-Related Work Absenteeism: Data from an Employee Wellness Program. *PLOS ONE*, 12(5), e0176872. <https://doi.org/10.1371/JOURNAL.PONE.0176872>
- Miller, A. S., Ailey, S. H., Buchholz, S. W., Fogg, L., & Ingram, D. (2019). Improving Stage of Change in an Employee Wellness Program: *Workplace Health & Safety*, 67(8), 381–390. <https://doi.org/10.1177/2165079919838291>
- Otenyo, E. E., & Smith, E. A. (2017). An Overview of Employee Wellness Programs (EWPs) in Large U.S. Cities: Does Geography Matter? *Public Personnel Management*, 46(1), 3–24. <https://doi.org/10.1177/0091026016689668>
- Rishika Bhojwani. (2016). Employee Wellness Programs. *International Journal of Applied and Universal Research*, 3(6).
- Rulof Burger, & Rachel Jafta. (2010). Affirmative action in South Africa: an Empirical Assessment of the Impact on Labour Market Outcomes. *CRISE (Centre for Research on Inequality, Human Security and Ethnicity) Working Paper*, 76, 09–36.
- Schneck, R. (2016). Making an Employee Wellness Program Work for You. *BU Well*, 1(1). <https://digitalcommons.butler.edu/buwell/vol1/iss1/12>
- Silvia, M., Antonio L., G.-I., & María, B. (2010). Reactions Toward Affirmative Action Measures for Women. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 26(3), 211–221. <https://doi.org/10.5093/TR2010V26N3A5>
- Solnet, D., Subramony, M., Golubovskaya, M., Snyder, H., Gray, W., Liberman, O., & Verma, R. (2020). Employee Wellness on the Frontline: an Interactional Psychology Perspective. *Journal of Service Management*, 31(5), 939–952. <https://doi.org/10.1108/JOSM-12-2019-0377>
- Sönmez, T., & Yenmez, M. B. (2019). Affirmative Action in India via Vertical and Horizontal reservations. Chestnut Hill, MA, USA : Boston College.

- Topp, C. W., Østergaard, S. D., Søndergaard, S., & Bech, P. (2015). The WHO-5 Well-Being Index: A Systematic Review of the Literature. *Psychotherapy and Psychosomatics*, 84(3), 167–176. <https://doi.org/10.1159/000376585>
- Wilfred Muhongo Buyema, Gladys Chepkirui Rotich, & Kepha Ombui. (2019). Effect of Institutional Leadership on Performance of National Government Affirmative Action Funds in Kenya. *Journal of Human Resource and Leadership*, 4(2), 90–107. <https://doi.org/10.1142/S2010139216500142>
- World Health Organization Constitution. (n.d.). 2014.
- Zhang, T. (2018). Employee Wellness Innovations in Hospitality Workplaces: Learning from High-Tech Corporations. *Journal of Global Business Insights*, 3(2), 52–66. <https://doi.org/10.5038/2640-6489.3.2.1003>