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Faculty of European Studies

Organizational Culture within Globalized Companies

Using the Wellness Kickoff Tool

Long abstract

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Abstract

In the current research I have created and explored a new model: the “Wellness Kick-Off Tool”. This tool is mainly aimed to explore the specific contribution of three values, namely, trust, spirituality (at the organization) and innovation. The main research question was: What is the impact of the Wellness Kick-Off Tool model on the organizational climate in terms of the employees’ adjustment to the three new values, namely, trust, innovation and spirituality, within globalized business companies?

A mixed methods research was employed, in which 67 employees in globalized business companies participated in the study. 17 of them were interviewed (5 from Company A, 4 from Company B, and 8 from Company C). During the study, questionnaires and personal interviews were utilized in two different time points – before the implementation of the model and after 6 months. In addition, the Delphi Group Research Method was utilized in order to obtain external validation for the model.

The findings show that a good organizational culture would be motivated by innovation and spirituality. It would form positive trust relations between the managers and employees as well as among the employees, and would make the connections among the colleagues stronger. All of these processes establish feedback which motivates innovation within the organization so that there is a high-quality organizational culture moving the organizational dynamics ahead for an extended period of time.

From this aspect, the research goals in Company B and Company C have been achieved. Company A seems to be standing in one spot and even sinking. The managers' unwillingness to have the employees take part in the action and let them develop beyond just plain talk, hurts the employees. They have lost any interest in the Company except for their salaries, and the Company will eventually be the one to pay the price.

Ultimately, the research proposed the Wellness Kick-Off Tool model. The practical aspect of the model enables companies to utilize the tool in order to promote the values of trust, spirituality and innovation, improve the well-being of their employees and improve their commitment to involvement in the workplace. The aspects of organizational culture that are shared, making them all “the same”, contrasted by unique aspects that determine the overall success of the wellness tool which needs to be monitored before more direct conclusions are drawn. The practical applications of the Wellness Kick-Off Tool have been established as plausible, and will be better developed once a theoretical infrastructure is in place to support optimal deployment of the tool in appropriate organizational cultures.

Key words: Wellness Kick-Off Tool, trust, innovation and spirituality, globalized business companies.

INTRODUCTION

The research involves several major issues in today's business arena: the growing demand by companies for excellence as a way of survival in the world of trade which is newly defined by an increase in market competitiveness, greater demand for employee cooperation, and the efforts required to meet these demands (Cooper & Dewe, 2004). There is a contrast between the few resources that a firm can allocate as incentives given to its employees in order to motivate them and the need to keep them motivated so that they would contribute to the firm and assist in its being competitive.

The Wellness Kick Off Tool Model that has been developed in this research, is intended for organizational cultural development. It is designed to provide both companies and managers with a way of confronting these challenges, as well as establishing a positive atmosphere in the workplace. This could contribute to the overall motivation of the employees. The main goal of this research is to validate this tool for the benefit of the firm's managers, as well as the scholars in the business management field.

Research Aims

Main research goal:

1. To examine the impact of the Wellness Kick Off Tool Model on the organizational climate in terms of the employees' adjustment to the three new values, namely; trust, innovation and spirituality, within globalized business companies.

Subsidiary research aims :

1. To examine the employees' attitude towards the implementation of the Wellness Kick Off Tool Model, i.e., trust, innovation and spirituality, within globalized business companies.
2. To examine the employees' well-being before and after the implementation of the Wellness Kick Off Tool Model, i.e., trust, innovation and spirituality, within globalized business companies.

Research Questions

Main research question:

What is the impact of the Wellness Kick Off Tool Model on the organizational climate in terms of the employees' adjustment to the three new values, namely, trust, innovation and spirituality, within globalized business companies?

Subsidiary research questions:

1. What is the employees' attitude towards the implementation of the Wellness Kick Off Tool Model, i.e., trust, innovation and spirituality, within globalized business companies?
2. How can the implementation of the Wellness Kick Off Tool Model, i.e., trust, innovation and spirituality, impact the employees' well-being after its implementation?

Research Hypothesis

- Employees' well-being will be measurably higher after the implementation of the three values, i.e., trust, innovation, spirituality.
- Dependent variable: well-being.
- Independent variables: trust, innovation, spirituality.

Significance of the Research

Today's very competitive market environment challenges businesses to focus more than ever before on the reduction and control of their costs, compete globally and improve the quality and customer services (Akkirman & Harris, 2005). Dramatic changes occur today in the world economy, when we move away from a world in which national economics were isolated from one another, into a global economic system. These changes challenge and threaten firms and their managers in a way that had not been seen in the past (Starrou-Costea, 2005). Therefore, mergers and acquisitions are yet another way of attaining growth, diversification or profitability, as a very popular strategic maneuver for

global business. They have increased in number during the past two decades (Bellou, 2007).

However, the challenges firms are facing today are not only due to the globalization process, but also due to communications and technological developments, deregulation, diversity, and other trends in the workplace (Starrou-Costea, 2005).

It is important to state that nowadays the world, and especially the business world, have changed dramatically. The competition in the market turned more aggressive. At least part of that can be attributed to globalization processes that lead to capital and work mobility. Therefore, this puts the emphasis on the firms for gaining as many advantages as possible. I believe that the model, which will be elaborated in this research, could significantly contribute to that.

I. LITERATURE REVIEW

I.1. Neoliberal Approach, Globalism and the Multinational Corporations (MNCs)

The neoliberals are engaged in the study of globalization and its effects on the international game between states and non-states actors, such as the Multinational Corporations (MNCs) (George, 1999). The Neoliberals attempt to challenge the realist school of thought. While the realist maintains that the main international actors are states, the Neoliberals maintain the new Non-Governmental Organization are becoming more dominant and powerful. The Neoliberals are involved in the research of free trade of goods and services, they are studying the flow of money and capital from one country to another and the free circulation of capital, and freedom of investments. Thus, for the Neoliberal, globalization means the exchanges across national borders and the development of international organizations, as well as a transnational civil society (Bandelj, Shorette & Sowers, 2011). For the Neoliberals, reducing governmental regulation is essential for the development of a free market economy (Martinez & García, 2000).

Board (1999) maintains that globalization will lead to the North-South gap and inequality between the rich countries and the poor countries. With globalization this trend is to increase in the years to come. If this trend will indeed increase, an economic crisis will be inevitable and catastrophic. In the 20th century and the beginning of the 21st century, globalization has an impact on the economy, society, culture and even our customs. Fischer (2003) writes that the process of globalization can be characterized by openness and removing the barriers of political borders, and allows products, capital, people, information and ideas, move quickly from country to country. This creates a global society, in which companies and countries became more integrated in one another. Many scholars refer to the process of globalization as a Global Village.

According to Mann (2013), globalization has become more common during the second half of the 20th century; however, the process begun during the beginning of the 20th century. The accelerating and strengthening of global processes became due to the rapid developments in transportation and the telecommunication technologies.

Aron (2011) maintains that the disintegration of the Soviet Union and the communist towards the end of the 20th century accelerated this process of globalization as well. The end of the “Iron Curtain” enabled to create a faster way of communication between the West and the East. Changes in economic policy also contributed to the development of the global market. The implementation of a free market economy has reduced the involvement of the state in the economy. The integration of countries in the global economy forced them to economic reforms that included removing the tariffs and imports. This process exposed the local economy to imports competing from all over the world. In addition, the removing of the restrictions on trade in foreign currencies, enabled flow of capital from country to country. Berman and Machin (2004) maintain that the developments of technologies during the second half of the 20th century was the main contribution to the rapid speed of the processes of globalization. Without these developments, a huge number of the population could not benefit from the advantages of globalization. Dosi and Nelson (2013) refer in their article to the revolution in the technology of transportation. This kind of technology made the distances between countries “much shorter.” As a result, the cost of goods became cheaper. Air transportation allowed people to arrive from place to place much quicker. They also refer

to the technology of communication and posit that a low price, more than in the past, has developed the communication systems (phones, mobile phones, satellite phones), computers, and the Internet. All these allowed the creation of transmission of information in a short time (sometimes also in real time) to anywhere in the world, and cheaply. Sonnenschein and Yokopenic (1996) described how the telecommunication in Latin America has contributed to MNCs in their host countries. Dunning and Fontanier (2007) add the Multinational Corporation paradigm dimension. According to their paradigm, the economic activity during the age of globalism is controlled by MNCs (Multinational Corporations), rather than by the governments. Today, during the global era, MNCs are leading the globalization process.

All MNCs have factories in several countries, and work in parallel on developing, manufacturing and marketing their products. The production can be located in the country, which is most appropriate for the MNC. The MNCs usually choose the location according to financial profitability - where the economic profit will be the highest. The MNCs are able to change the location of the factory, to maximize the profit. The criteria for the location are where the labor force and other expenses are cheaper. Dunning (2008) adds that most of the MNCs hold their headquarters in the home countries, while production is being outsourced to the developing countries. According to Bonaglia, Goldstein, and Mathews (2007), selecting the location of the factories is not dependent only upon human power. The MNCs are taking advantage of the fact that regulations, monitoring the environment in the developing countries are still not so rigorous. This situation enables the MNCs to reduce costs.

The MNCs stem from the competitive advantages that they have. They have up-to-date information on the products, markets, workforce and more, through their subsidiaries. They have also a large pool of capital, technology, and human skills. The economic strength of the MNCs creates a situation where many countries are looking for them. The MNCs contribute to the economy of the hosting country. They invest funds, encourage development, accelerate trade, pay taxes and provide jobs. To encourage the entry of the MNCs, they are offered grants, tax discounts and other incentives by the hosting countries.

According to Petrazzini (1996), due to the spectacular development of telecommunications, many corporations decide to move their production line to the developing countries. These companies, in their hosting countries provide different services, such as telemarketing Services, customer service, development of software products, services and software testing.

Sinha (2004) asks why India has become so attractive to the MNCs? According to Sinha (2004), India has opened its doors to the MNCs. Today India offers them developed communications infrastructure and cheap labor force. An important advantage of human power in India is the use of the English language. Also, the costs of the use of the communication channels and international calling, rental costs of the buildings made India still cheaper than most western countries. With these advantages India has become an important center for outsourcing services, General Electric, HP, Microsoft and others huge outsourcing companies provide their telemarketing and customer services from India. A client from England can call the technical service center and receive service from India. India's outsourcing industry was growing during the first decade of the 21st century at a fast rate, India is an example of how globalization processes mitigate development of professional education and employment centers.

This professional development contributed to the advancement of the weaker sections of the population and economic growth in India. Yet, many of the problems of outsourcing services in India are related to cultural variations and use of the English language between customer service representatives. Kahanec and Zimmermann (2008) refer to globalization as a process of immigration. Millions of people, immigrate from place to place in order to improve their living conditions. The increase in immigration is due to the shortened distances of travel and reducing travel costs. Immigration is from poor to rich countries, and the internal immigration is from the rural areas to the cities. A large part of the people who immigrated did so in order to find employment. Sometimes immigration is permanent, and sometimes it is for a short term (a season or a few years). The new immigrants are a cheap labor force compared to local residents. The Global Era contributed for the development of the mega-cities of the world. Today the global trade is based on the imports and exports of goods and services from one country to another.

The growth of world trade was generated by means of transportation and reducing transport costs and storage. This change was reflected in the economic reforms that led to the removal of tariff barriers imposed in the past on the import of goods, and in order to protect the local manufacture of goods. The free trade around the world has brought an increase in the standard of living in many countries.

Goldberg and Pavcnik (2007) wrote that globalization has positive and negative effects on many countries, although it is still difficult to predict what will be the consequences of globalization. As for now, there is a fairly wide agreement that the opening of the local markets around the world had a number of benefits on the one hand, and created a number of difficulties on the other hand. The effects of globalization on development have a great influence on standards of living in many countries. These effects are reflected in many different forms.

Positive aspects of globalization can be seen in GDP of many countries. The opening of many markets led to increase of exports of the developing countries. The integration of many countries into the global trade demanded investments in the infrastructure, including in transportation and in the communication. In general, it can be said that the rate of growth of the developing countries on average was higher than the rate of growth in the average of developed countries. The rate of integration into the global economy is different from country to country.

Abdul-Gafaru (2006) wrote about the negative aspects of globalization. According to Abdul-Gafaru, first, globalization has increased the gap between the rich countries and the poor countries. The majority of the population of the developing countries do not get to enjoy this economic growth. The distribution of wealth among the citizens in many countries is not equal. The gap between the rich and the poor was also due to the development of new industries on the expense of old industries. The working conditions of millions of workers have been worsening. The global competitive market has forced many MNCs to lower their expenses and they did so by employing children in the developing countries.

In countries like Indonesia, the MNCs used children at the age of 10 years as their workforce and paid them a dollar or two a day. Instead of getting an education, youths

and children had to work and their salaries are incredibly low. The MNCs in the host countries copied "the industrial revolution" in Europe as it was in the 19th century. These children in the developing countries do not receive even the minimal social conditions, such as pension, days of rest, vacation days, limiting the working hours and insurance against accidents. Some scholars call this phenomenon: "the modern slavery". The developed countries, on the other hand, have benefited during the age of globalization. The Positive aspects of globalization were in North America (US and Canada), Europe (particularly in Germany, France, Britain, and the Netherlands), and Japan. In these core countries, the banks gained from the huge flow of foreign investments. The globalization has perpetuated the control of the western countries over the developing countries. This phenomenon, according to Young (2001), is called "neo-colonialism". He added that, although the countries that were previously colonies of the western countries became free from occupation and became a nation state, those countries are being strongly influenced by the MNCs. Western countries still affect the developing countries in the sphere of politics, economy and even ideology. The occupier still controls the previous colony, though without the use of direct military force.

Vincent (2008) wrote about the link between globalization and the "theory of dependence". The Western countries control the developing countries during the current "era globalization" according to the "theory of dependence". This theory was developed in the second half of the 20th century and the main idea of this theory is that resources flow from a "periphery" of poor and developing states to a "core" of wealthy states, enriching the latter at the expense of the former.

Johnson, Mayrand and Paquin (2006) emphasize the impact of globalization on the environment. Globalization accelerated the damage to the natural resources and increased air pollution. According to the authors, the globalization processes have contributed to the high-speed industrial development in various countries in the world, the establishment of new factories and significance of infrastructure: transportation systems, water, electricity, and communications. These have increased the consumption of natural resources (water, land, wood, gas, oil, coal, etc.).

The MNCs are active in the developing countries where there is no legislation and compliance with standards related to the quality of the environment. During the age of globalization, several developed countries used to send their radioactive waste after it was used in their nuclear power to the developing countries. So, they did with the transport of hazardous materials to the developing states. The developed country's established factories in the developing countries and exploited their natural resources.

As a result of globalization and MNCs policy, working for a MNCs has a number of advantages and disadvantages as can be found in the literature. Employee satisfaction and well-being are considered to be the most important variables for the success of any organization. Locke (1976) found that the subject of well-being has been studied even approximately 53 years before he started to analyze this subject. He also revealed that these kind of studies can be sorted into two groups: studies that examined the effects of satisfaction at work in a global organization, and studies that examined the mediators between employees' satisfaction and the customer's satisfaction and other possible consequences.

A number of studies that examined the relationship between satisfaction and performance at an individual level found only a low relationship between satisfaction and performance. Among these studies is the work of Iaffaldano and Muchinsky (1985), who investigated employees' conditions in eight US corporations. Schmidt and Hunter (2004) carried out a similar study. Ostrof (1992) examined the relationship between satisfaction and well-being in the workplace and performance of the corporation. She even tried to measure the performance and the improvement of the corporation as a result of the improvement of the conditions at work. She found that where the level of satisfaction became higher, the performance of the corporation improved. However, her findings were that the connection between these two variables was weak.

The interesting finding in her study was the comparison between different organizations. In high schools in the US, for example, the link between these two variables was significant. It was significant in terms of the satisfaction of the parents and the students from the level of education whenever the well-being of the teachers was

higher. Paulin et al. (2006) reviewed 61 other studies, and found a negative connection between overall satisfaction of employees and the performance of the corporations.

Several studies present the satisfaction and well-being of employees in the MNCs. Collings, Scullion and Morley (2007) maintain that the MNCs usually underestimate the necessities of stationing in the right position the right employee. Therefore, a rigorous academic research should be done in this field. The context for the management and handling of the international assignment has been changed dramatically during the last decades. In international business it is essential to develop a standardized approach in regard to how to do the international assignments. Cooke (2003) added another dimension in the regard to the stationing abroad of employees in the MNCs and he maintains that there it influences foreign direct investment to a large extent.

I.2. Description of The Wellness Kick-Off Tool

Figure 1 displays the full model, in which the three values, which are part of the organizational culture, change the working environment into a workplace that emphasizes self-fulfillment and well-being of the employees, which in turn, contribute to improved organizational performance.

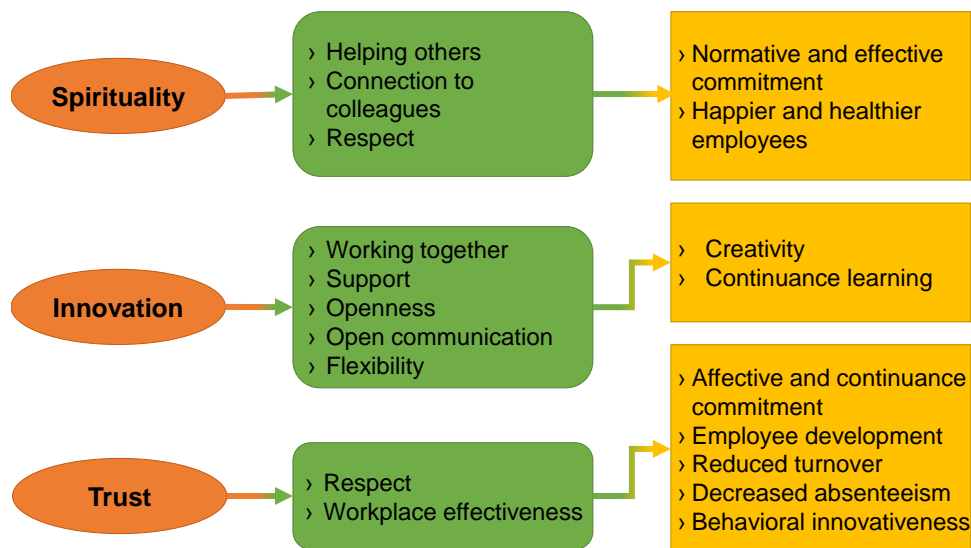


Figure 1. The Wellness Kick-Off Tool

Through the study of the three values that were chosen for the new tool, their contribution to the workplace climate, and the expected outcomes based on the research discussed earlier, these values, as one tool, can have the power to give a Wellness Kick-Off to every organization. This is what this research sought to examine.

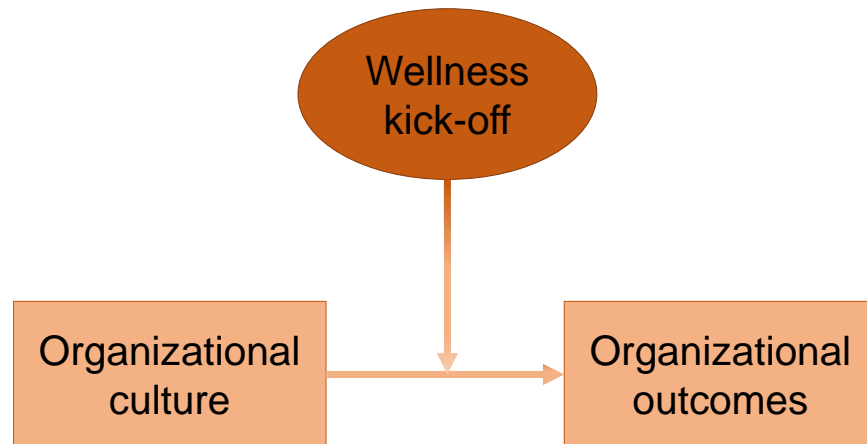


Figure 2. The Wellness Kick-Off Tool and its possible influence on the organization's values

Figure 2 details the influence that the Wellness Kick-Off Tool is expected to have on the organization. The tool utilizes organizational culture in order to induce organizational outcomes, such as improved performance, gains, and profits. This study aims to examine the impact of this tool on the organization in terms of the employees' well-being.

II. RESEARCH METHODOLOGY

II.1. Mixed Methods Research Approach

The current research employs a mixed methods approach with sequential data collection with several alternations between quantitative and qualitative methods (Johnson & Onwuegbuzie, 2004; Tashakkori & Creswell, 2007). I believe that using mixed methods research is the most suitable approach in order to conduct this research. I will evaluate the chosen approach in the following section.

Niglas (2000), and Hammersley (1992) argue that the strategy can be either qualitative method or quantitative method, or a combination of the two. In addition, within each strategy there is a possibility either to use data acquisition methods usually associated within the same approach, or to combine techniques of both types. The debate appears to have moved away from emphasizing the distinctions between the paradigms and toward the potential of complementing one another within the post- modern society.

By mixing the data sets, the researcher provides a better understanding of the problem than if either data set had been used alone. Now it is required to choose, which way is better for the use of mixed methods, and to find the added value of mixed methods research, since qualitative or quantitative approaches do not provide separately, strengths that offset the weaknesses of both quantitative and qualitative research (Jick, 1979). The argument notes that quantitative research is weak in understanding the context or setting. It also points out that the participants are not directly heard. However, qualitative research is viewed as a deficient approach, due to the personal interpretations made by the researcher. The combination of both approaches can offset the weaknesses of either approach. Researchers are permitted to use all the available tools of data acquisition, rather than being restricted to the types of data acquisition typically associated with either qualitative or quantitative research (Creswell, 2003).

The qualitative interviews aim to broaden the understanding of the employee integration in the organization and their feelings about the atmosphere in the workplace. The purpose of the qualitative data is to obtain information about the meaning employees attribute to the process they go through during this research, beyond the quantitative aspect, which mainly examines cognition. When few methods are used, they are introduced and then analyzed as to how they can be utilized as an integrated system to reduce the complexity of the phenomenon under study. I came to the conclusion that the most appropriate research paradigm is the integrated research (mixed methods) approach. In this approach, a number of research tools have been used, including personal questionnaires and interviews, which were used in each company, prior to the intervention process with a view to the implementation of the new model, as well as immediately at the end of the process with the intention of identifying the effects of the process.

In addition, the Delphi method was used to obtain the validation of experts for the model itself, obtaining the support of various experts in the research field. In addition, a research journal was kept during the entire research.

II.2. Research Design

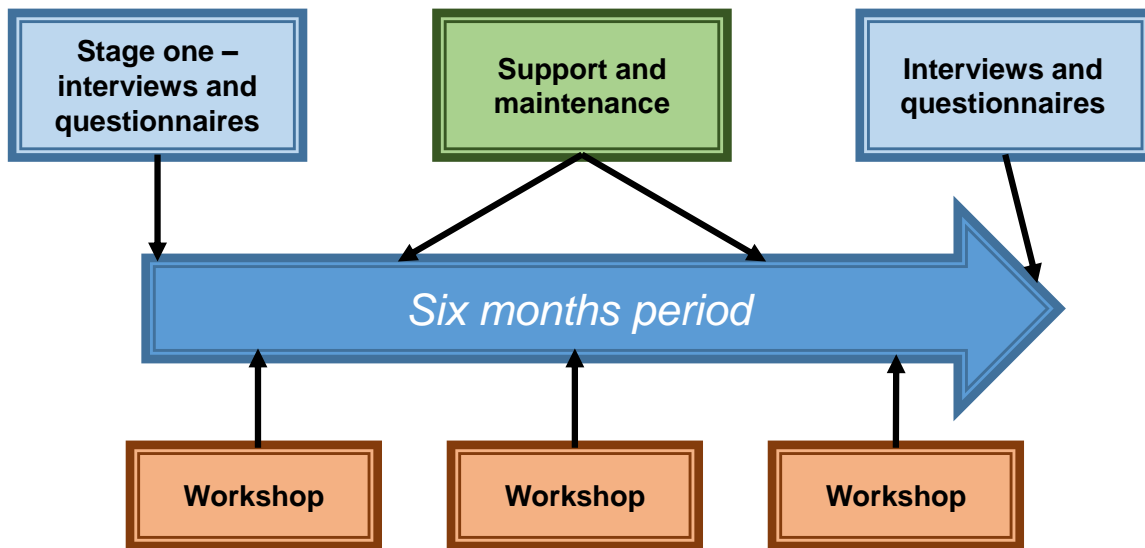


Figure 3. Research design

II.3. Research Population

Table 1. Research population participating in the semi-structured interviews

	Before the model process	After the model process
Company A	5 interviews (3 men and 2 women)	4 interviews (2 men and 2 women)
Company B	4 interviews (3 men and one woman)	4 interviews (3 men and one woman).
Company C	8 interviews (5 men and 3 women)	7 interviews (4 men and 3 women)

Table 2. Research population participating in the questionnaires

	Before the model process	After the model process
Company A	14 questionnaires	13 questionnaires
Company B	21 questionnaires	19 questionnaires
Company C	8 questionnaires	8 questionnaires

II.4. Data Collection Tools

II.4.1. Semi-structured interviews

In consideration of literature on structured, semi-structured, and unstructured interviews, I deemed semi-structured interviewing (Appendix 1) to be the best method of collection. The reason for this choice is that researcher is attached to some predetermined questions, but he is allowed to change their place and add other questions according to the development of the interview. The advantage of the semi-structured interview is that it combines the flexibility of open-unstructured interview with the framing of the structured interview (Laforest, 2009). Moreover, semi-structured interviews will be adopted and will be based on questions drawn from the literature review to improve the accuracy of data and encourage activities where flexibility to develop and encourage ideas was crucial (Berg, 2007; Gillham, 2000; Denscombe, 1998). Semi-structured interviewing, as noted by Hitchcock et al (1998), and Bakia (2011) is the most favored method, since it allows achieving depth by providing the opportunity to the interviewer to probe and expand on the respondents' responses.

According to the research plan, interviewing process took place twice in both organizations: first at the beginning of the research, before I began implementing the model tool, and the second time was after six month period, at the end of my activity. The use of interviews by qualitative researchers is widely accepted regarding gaining in depth insight into the topic drawing on information provided by fewer informants here. Depth of material is crucial as opposed to breadth, where investigation of emotions, experiences, and feelings are paramount to the research, as opposed to factual matters (Silverman, 2002; Denscombe, 1998).

II.4.2. Questionnaire/ surveys - the quantitative research

As number of participants was unknown or unavailable for the interviewing process, surveys were a necessary feature of the data collection and accepted as the most frequently used method in tandem with other methods to provide validity and reliability, and also where anonymity provided a non-threatening environment (Silverman, 2002; Cohen et al, 2000).

I used the survey (Appendix 2) as a means of obtaining information about the perceptions or attitudes from a group at the beginning of the research. Then, I will examine if there are relationships between independent variables – the 3 dimensions and the dependent variable intervention of employees in the workplace in the questionnaire data. To make sure that variables have relationship, which means they are significant. It means that we need to choose the minimal degree of independence, say less than 5%. The number of 5% is called the error or mistake that may happen by chance (Teknomo, 2010). This quantitative part of the research is not a substitute for interviews, but reinforces the findings of other parts – Delphi and interviews.

The research questionnaire (Ryff, 1989; Park, 2009; Ashmos & Ducham, 2000; Miron, Erez & Naveh, 2004) was developed from four other questionnaires, which were researched before.

II.4.3. Researcher diary

Surveys and interviews were accepted practice by all participants in the research study in order for me to gather data (Delphi group process was also reported as a validation tool). The participants provided the information that was anticipated by the researcher. However, from my own point of view as researcher, I also needed a place to formulate my own thoughts and feelings about the practice. I then analyzed the daily new data input as part of the research process, to allow self-reflection and to be able to gather evidence from the situation or feelings of what was going on during the research. I decided to record my thoughts and feelings of the everyday occurrences and keep them within a log book (Coleman, 2002). Thus, the combination of these three tools – the

interviews, surveys, and diary - could each support the findings of the other respective tool(s), and also to provide the information missing from each tool.

II.5. Delphi Group

Delphi method is an approach, which is used with other measurement methods for empowering validation of variables and/or dimensions of research.

The Delphi group aimed to achieve consensus between experts in their judgment of these complex issues by using group communication. Delphi researchers employ this method primarily in cases where judgmental information is indispensable, and typically use a series of questionnaires interspersed with controlled opinion feedback (Watson, 2008; Costa et al., 2009; Kim & Kumar, 2009). The minimum target is to reach a 51% consensus (Loughlin & Moore, 1979), or 51-75% according to Watson (2008). McKenna (1994) found that most of the research on using this method recommended 70% or higher consensus.

The study established a model that aims to influence the involvement of employees in the workplace. Then I had to obtain an external validation of experts for this model and for other organizational values that were chosen - trust, innovation and spirituality. I made use of the Delphi method, which is the most appropriate for this purpose I chose experts that were not known to me or to each other, of the relevant research field, and obtained external support for my 3-dimensional study by applying the Delphi process. It is important to emphasize that the goal of the Delphi process and comprehension of external support was to validate the model prior to the beginning of the actual study in the three companies. So the study started right after obtaining an external validation.

II.6. Data Analysis Methods

Content analysis is the analysis strategy chosen in qualitative descriptive studies (Sandelowski, 2000), in order to analyze the data collected through the semi-structured

interviews. We referred to it as a dynamic form of visual and verbal analyses which is then summarized into informative material. The goal of this method is to find patterns, regularities, themes, and meaning (Leady & Ormord, 2005). In order to analyze the quantitative data that were collected through the questionnaires, Table 3 presents the statistical analysis.

Table 3. Cronbach alpha reliability coefficients of research variables

Value	Dimension	Question number	Alpha
Well-Being	Autonomy	1-4	0.690
	Environmental mastery	5-7	0.680
	Personal growth	8-11	0.575
	Positive relations with others (*)	12-15	0.729
	Purpose in life (*)	16-19	0.691
	Self-acceptance (*)	20-22	0.542
Trust	-	23-36	0.948
Spirituality in the Workplace	Condition for community	37-40	0.756
	Meaning at work	41-44	0.785
	Inner life	45	--
Innovation	-	46-52	0.763

III. FINDINGS

III.1. Sample Findings Emerging from the Quantitative Research

Table 4. Average ratings of the study variables between the three companies

	Company A (ISRAEL)		Company B (EUROPE)		Company C (USA)		F(2,92)	Post hoc
	Mean	SD	Mean	SD	Mean	SD		
Autonomy	3.4	0.9	3.2	1.0	3.0	0.7	1.8	ns
Environmental mastery	2.8	1.1	2.7	1.0	3.3	0.7	3.6**	C>B
Personal growth	2.5	0.8	2.6	0.8	3.4	0.7	10.9**	C>A,B
Positive	3.8	0.9	3.8	0.6	3.2	0.9	5.7**	A,B>C

relations with others								
Purpose in life	1.8	0.8	2.0	0.5	2.9	0.6	28.0**	C>A,B
Self-acceptance	4.2	0.7	4.0	0.7	3.3	0.7	12.8**	A,B>C
Trust	3.7	0.9	3.9	0.5	3.0	0.8	11.4**	A,B>C
Condition for community	3.6	0.8	4.0	0.5	3.2	0.8	12.5**	B>C
Meaning at work	3.7	0.8	4.0	0.7	3.0	0.9	14.0**	A,B>C
Inner life	4.3	0.7	3.8	0.8	3.3	1.0	10.1**	A>C
Innovation	3.7	0.7	4.0	0.5	3.0	0.8	19.1**	A,B>C

(**) p<.01; (*) p<.05

III.2. Sample Findings Emerging from the Qualitative Research

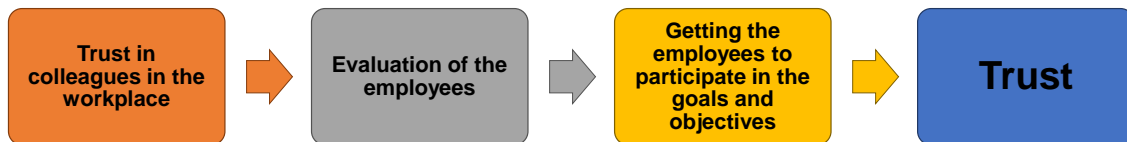


Figure 4. Trust and its sub categories

The hypotheses related to the three companies – Company A, Company B, and Company C, which were the case studies where the Wellness Kick-Off model process took place. The model process included workshops that were designed to assimilate among the employees of all three companies the perceptions regarding the various dimensions of well-being, as well as the values of trust, spirituality and innovation.

The last three are the independent variables that are meant to explain well-being and predict it. Since quantitative research examines the relationships between variables, it is expected that the intensity of the relationship and its significance could be similar in all three organizations. However, the quantitative findings indicate that the grades of the perception of variables and their dimensions are different between the three companies,

both in the phase that preceded the model as well as at the end of the model. The relationships between all of the variables are also different in their intensity and significance between the three companies. There is a major difference in the element of innovation. In Company A, the relationships between all of the variables, including innovation, were found to be strong and significant while in Company B, the relationship between innovation and the rest of the variables, the independent and dependent, was weak. No significant relationship was found between innovation and any other variable. The relationship between innovation and well-being was especially weak and very insignificant. The significant relationships at Company B such as between trust and well-being are also weak compared to the relationships among the variables in Company A.

From the observations that were documented in the researcher's diary and from the in-depth interviews that were conducted with employees of the three companies, it was possible to learn about a major difference in the organizational cultures of the three companies. Company A is characterized by seclusion, departmentalization of the employees, the blocking of information from the employees and in the creation of hostility on their part towards the management. Company B is characterized by basic openness that made it possible to have the process in a positive way, thus helping to support the hypotheses. Company C stood out as a less hierarchical, smaller company, with high initial trust levels that made the tool and model at times unnecessary but at the same time powerful in that the small increments of improvements were significantly noted.

The research questions examined the contribution of the model tool in motivating organizational processes in the areas involving the values that are recommended by the tool. The research questions were not one-way questions. They attempted to examine whether the independent variables could cause a sense of organizational optimization on the one hand, and on the other hand, whether the use of the values that are recommended by the model tool are supportive of one another. We can learn from the quantitative findings that whenever these values are absent in an organization, the employees perceive a stronger connection between the independent variables and the dependent variable, as well as among the independent variables themselves.

We can learn from the qualitative findings that when the information within the company is not two-way, the trust between the employees and the management and even among the employees is the same. It was further found that when there is departmentalization of the employees by the management, there is no trust among the employees, especially towards a small number of employees that is favored by the management, and they usually feel that there is a policy of preference for some employees over others. It can be further learned about the importance of openness on the management part since this kind of openness encourages employees to initiate and suggest innovations, some of which could be very helpful for the organization. However, when no attention is given to the employees' suggestions, the employees prefer to remain quiet and disinterested in the needs of the organization. We also learn that even with companies that promote trust and openness, issues of favoritism and stress about performance and evaluation are still noteworthy and are still in need of improvement in order to improve the overall structure of the organization, as show with Company C.

All of the hypotheses have been confirmed. A strong and significant relationship was found between the independent variables – trust, spirituality and innovation, and the dependent variable – a sense of organizational optimization. The relationship between innovation and the sense of personal optimization is weaker, and it even explains the dependent variable in a lesser way than the two other independent variables. These findings were expected, especially after the values received a double external validity in the Alpha Kronbach tests as well as in the examination of the independent variables by an external team of experts that are not familiar with one another, according to the Delphi method.

High standard deviations are more obvious in Company A. they can indicate the management's policy of non-equality towards the employees, so that the components of Well-Being could appear as high to those employees who receive a preferential attitude and as very low among the ones who feel deprived, bitter, cynical and skeptical. There are high standard deviations in Company B as well, but to a lesser extent. The reason for the higher standard deviation in Company A is probably the inequality in it which is more obvious. The reason for high standard deviations in general is probably due to the mixing of the managers and junior employees in the same study sample.

It is possible that the descent from the first phase prior to the model and following it is not due to the fact that the importance of the trust, spirituality and innovation values has gone down in the eyes of the company employees, but rather due to the workshops that made the employees aware and exposed to the increasing need for these variables. They therefore started to connect the need and the situation and they graded the variable as it actually is rather than the way that it is perceived by them. The relationships are the same. In Company A, where the well-being is low, the relationship between trust, spirituality and innovation, that are absent from the organization, and the well-being, which is absent too, is strong. There is higher openness in Company B, and therefore the need for the values of the independent variables exists, but to a lesser extent than in Company A. In Company A, there is an almost desperate need to grasp any added value that would contribute to the sense of personal well-being in an organization with a deteriorating organizational climate.

IV. CONCLUSIONS

IV.1. Re-Thinking Organizational Change within Globalized Companies While Using the WKTM

The conclusions emerging from the research allowed to present a model of organizational change within globalized companies while using the wellness kickoff tool model (WKTM).



Figure 5: The Wellness Kick-Off Tool Model

The first and most important matter that should be learned from the Wellness Kick-Off model tool is that it is impossible to use it in an organization that cannot serve as an appropriate foundation, i.e. in an organization where the management is centralized, its employees are alienated and the work relations are deficient. An organization of this type is characterized by basic distrust among the employees and the management, as well as among the employees. A management that alienates the majority of its employees while advancing others causes this minority of employees to meet with hostility by the majority of the employees. This is why there must be some basic rules that would enable the employees, as well as the managers, to believe that it is possible to improve the conditions for the sake of the employees and the organization.

The second important conclusion from this study is that there will always be a need for improvement. The reason for that is that once there is no improvement, deterioration sets in. work relations are no different from family relations. There is always a need to have new stimuli, and they have to be shared by the entire family. The stimuli at work are achieved through innovations that raise interest among the employees and encourages them to take part in the entire process. When a company has a basic organizational culture, it is possible to improve its functioning through the model tool. We can learn from the strong and significant correlation among the various research variables that each of the independent variables not only strengthens the other independent variables but it also contributes to the sense of personal well-being of the individuals. Trust contributes to innovation. Spirituality creates innovation. Spirituality is a non-competitive value that has no economic characteristics. It therefore contributes to trust among the individuals within the organization – the employees and the managers. Spirituality is a creative value, and it therefore contributes to innovation.

All of these values contribute to the value of the sense of personal well-being. These values lead to satisfaction among the people within the organization. They are not necessarily so by any kind of articles, but these are the elements that create the organizational culture. Therefore, a good organizational culture would be motivated by innovation and spirituality. It would form positive trust relations between the managers and employees, as well as among the employees, and would make the connections among the colleagues stronger. All of these processes establish feedback which motivates the innovation within the organization so that there is a high-quality organizational culture moving the organizational dynamics ahead for an extended period of time.

From this aspect, the research goals in Company B and Company C have been achieved. Company A seems to be standing in one spot and even sinking. The managers' unwillingness to have the employees take part in the action and let them develop beyond just plain talk, hurts the employees. They have lost any interest in the company except for their salaries, and the company will eventually be the one to pay the price.

IV.2. Recommendations

1. The Wellness Kick-Off failed in Company A and succeeded in some of the tasks in Company B and Company C. One of the most important tasks of the organization, in which the Wellness Kick-Off Tool could contribute, is the employee's personal development and empowerment. One should take into account that there are companies in which the management is disconnected from the employees, and it seems that Company A is one of them. Even if it would be willing to be exposed to recommendations that can be implemented, the centralized and alienating nature of the managers would prevail. Therefore, it seems that the model through the use of the Wellness Kick-Off Tool would not be of significant help, and there is no recommendation at this point as to how to assist this kind of company in changing its organizational culture. On the other hand, in organizations such as Company B and Company C, whose employees express positive feelings towards it, it is possible to achieve a high degree of synergy, effectiveness, high productivity and would create a happy team of employees who would be proud to belong to the organization and identify with its goals. All that is needed for this purpose is to provide training to the management in this area and receive its approval for the assimilation of an intensive model program in order to develop the organization as well as its employees.
2. It is recommended to encourage recommendations and suggestions for change from within the company.
3. It is recommended for the management to focus on the evaluation of employees. It is desirable that the evaluation would be objective and non-biased.
4. It is recommended to maintain a healthy infrastructure of organizational culture. Without this kind of infrastructure, it would be difficult to create an added value to an external model tool. The minimal needs of the people within the organization should be defined beyond the physical needs.
5. The employees are part of the organization. They want it to succeed just as much as the managers. It is recommended to make it possible for the employees to develop and encourage them towards personal growth. Their personal growth can come from

an increase in the organizational spiritual aspect. This way, the personal growth would improve the sense of personal well-being among the individuals within the organization. This is the only way to make them develop a feeling that their workplace is also their home. Employees are willing to do much more for their home than for their employer.

IV.3. Contribution to Knowledge

The practical and theoretical aspects of the Wellness Kick-Off Tool research are highly intertwined. The practical ability of companies to utilize the tool in order to promote the values of trust, spirituality and innovation, improve the well-being of their employees and improve their commitment to involvement in the workplace, are all necessitated by the theoretical component, that will establish the exact parameters of organizational culture and structural support the tool will need to thrive and survive. The aspects of organizational culture that are shared, making them all “the same”, contrasted by unique aspects that determine the overall success of the Wellness Kick-Off Tool needs to be monitored before more direct conclusions are drawn. The practical applications of the Wellness Kick-Off Tool have been established as plausible, and will be better developed once a theoretical infrastructure is in place to support optimal deployment of the tool in appropriate organizational cultures.

IV.3.1. Contribution of the model to Multinational Corporations (MNCs)

We are in an age where competitiveness in the business environment is increasing, while products and prices become progressively similar to identical. In such a competitive environment, the employees are the ones who can provide a competitive advantage for both local and global level companies.

In recent years, the importance of well-being has become more significant for the employees, and therefore the developed model has a great contribution to international corporate administration. By combining three key values - innovation, spirituality in the

workplace, and trust, we actually create an optimal work environment that gives employees greater meaning and freedom in their work.

Such an optimal working environment will restore the commitment and loyalty of the employees towards the workplace, and encourage them to become bigger partners in the day-to-day activities, thus leading the companies in which they are employed to better business results.

IV.4. Future Research

Future research must necessarily expand and refine the Wellness Kick-Off Tool model, both defining the necessary organizational culture principles that would best utilize the model and expand it in terms of resources and values in order to further the model's acceptance and diversify the well-being goals that may be accomplished via the model.

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APPENDIX 1 Interview Guide

Warm-up questions:

1. Tell me about your connection to the workplace?
2. Is this a good place to come to in the morning? Why?
3. When you think of the atmosphere in the organization, what are the main things that characterize it?
4. How do you feel as an employee in the organization?
5. What are the things with which you feel good in the organization? What do you feel less good about?
6. There are organizations that prefer strict rules and procedures regarding the execution of work, there are those who prefer to give employees more freedom in carrying out the work. Which description is more appropriate to your organization?
7. What in your opinion are the values of the organization where you work?
8. Are these values maintained in practice?

Wellness:

1. The principle of wellness in Business argues that the purpose of the business is to work for the integration and increasing the involvement of the employees in the workplace, to create a stress-free environment that works based on the principles of cooperation. To what degree do you feel that this value is applied in your organization? Why?
2. Do you think that the value has a contribution to the employee in the organization? Why?
3. Are there things that fit this value in the organization where you are employed? Are there things that do not apply to it?

4. To what degree would you like that the organization will work to implement this principle? Do you think it is currently working to implement it?
5. How will you feel if this principle is to be applied in the company? Will it be good or bad for you?
6. What would be the possible effect of the application of the principle on the atmosphere in the company? On the work relations? On your sense of security as an employee in the company? On your satisfaction and the organizational results?
7. How do you think this principle can be implemented in the company?
8. Do the people in the organization have the capacity to act for the implementation of this principle?
9. What are your relations with your colleagues at work?
10. To what degree are you satisfied with the way you conduct yourself at work? Would you agree to change this way?
11. Do you enjoy sharing your time with your colleagues at work?
12. Are there colleagues with you at work with whom you can share personal things?

Trust:

1. Trust is perceived as a very important value among many organizations and companies, to what degree do you feel that this value is applied in your organization? Why?
2. Do you think that trust can contribute to the organization in general? How?
3. Can you give me an example from everyday life that can demonstrate the existence of trust in the organization? Can you give me an example for the opposite?

4. If the organization decides to implement trust at work, will it help or hurt you personally?
5. Does trust have the ability to affect your satisfaction from the workplace? On the atmosphere at the company? On work relations? On your sense of security as an employee of the company? On the organizational results?
6. Do you believe that your direct managers judge you based on the basis of your performance at work? why?
7. To what degree do you believe that your direct managers provide you with relevant information? Does this have any significance in your activity in the organization?
8. Do you feel that your supervisor will stand by your side during discussions concerning improvement of your work conditions?
9. Do senior management executives tend to share with you the organization's goals and objectives?
10. To what degree do you believe that your workplace avoids favoritism?

Spirituality at work:

1. Spirituality at work is defined as the ability of the workplace to help employees reach the realization of their inherent capabilities, to give them the option to belong to the community of peers around them. To what degree do you feel that this principle is applied in the organization where you work?
2. Do you think that this principle can help the organization in general? Why?
3. Can you point out things in the organization that fit this principle? Can you point out things that are opposed to it?
4. Would you like the organization to work towards applying this principle?
5. What will you feel if spirituality will be implemented in your workplace? Could you benefit from it or not? Will there be an impact on the atmosphere in the workplace?

Work relations? On your confidence level? On your satisfaction? On the organizational results?

6. To what degree do you feel you are an active part of your work environment? why?
7. Do you believe that your manager encourages your personal development? Can you point out specific things that can demonstrate or deny this?
8. To what degree are you encouraged to take risks in the work environment? Have you experienced this situation before? What happened in that situation?
9. Can you describe your feeling in your workplace?
10. What is your feeling when you come to the workplace? Do you look forward to the morning to go back to work?
11. With the understanding that you are part of the total activity of the company where you are employed, are you aware of the importance of your work to the final product?

Innovation:

1. Innovation in business determines that companies must constantly innovate and improve work processes, those who do not do it properly will not be able to survive. To what degree do you feel that this principle is applied in your organization?
2. Do you think that this principle can contribute to the workplace or to the employee? why?
3. Would you want this principle to be implemented by the organization?
4. Will the implementation of this principle in the organization be good or bad for you?
5. What will be the effect of applying this principle on the atmosphere in the company? On work relations? On your confidence as an employee? On your satisfaction?
6. How do you think this principle can be applied in the company?

7. Can you contribute directly to the implementation of innovation? Have you sometimes found yourself searching for new ways to do the work?
8. In case an employee will be able to conceive an innovative idea, do you think they will receive support? Will the organization invest in the idea the time and budget required for this purpose?
9. Can you specify a new administrative proceeding that was recently implemented at work?
10. Can you specify an innovation that was introduced to the workplace?
11. Can you specify a technological improvement that was introduced to the workplace?

APPENDIX 2 Closed-Ended Questionnaire

I thank you for your willingness to participate in the study.

This study is conducted as part of a doctoral thesis at the University of Derby.

All information provided by you is confidential, and it will be used only for research purposes, since your privacy is important you are requested to not specify any identifying information.

The questions are phrased in the masculine, but they relate to women and men alike.

To what degree do you agree with the following statements:	Completely Disagree				Highly Agree
1. I am not afraid to speak my mind even when it is contrary to the opinion of most people	1	2	3	4	5
2. I have confidence in my opinions even if they are opposed to the general consensus.					
3. It is more important for me to be happy with myself than to win the approval of my friends.	1	2	3	4	5
4. I have difficulty to voice my opinions when discussing controversial subjects.	1	2	3	4	5
5. I manage to juggle my schedule so that I can finish all of my tasks.	1	2	3	4	5
6. I do not fit in well with the colleagues in my surrounding community.	1	2	3	4	5
7. I have difficulty organizing my life a way that is satisfactory to me.	1	2	3	4	5
8. I think there is great importance to new experiences that challenge (change) your way of thinking about the world.	1	2	3	4	5

9. I am not interested in activities that are designed to broaden my horizons.	1	2	3	4	5
10. I do not want to try new things for doing things - my life is good the way they are going now.	1	2	3	4	5
11. There is truth to the claim that you cannot teach an old dog new tricks.	1	2	3	4	5
12. Most people view me as a loving and affectionate person.	1	2	3	4	5
13. People describe me as a person capable of giving, who is interested in sharing his time with others.	1	2	3	4	5
14. I know I can trust my friends and they can trust me.	1	2	3	4	5
15. It seems to me that most people have more friends than me.	1	2	3	4	5
16. I enjoy making plans for the future and work towards achieving them.	1	2	3	4	5
17. I do not have a good sense about what I am trying to achieve in my life.	1	2	3	4	5
18. I used to set goals for myself, but now I think it was a waste of time.	1	2	3	4	5
19. Sometimes I feel I've done all you can do in life.	1	2	3	4	5
20. In the past I've had ups and downs, but overall, I would not change anything.	1	2	3	4	5
21. When I compare myself to my colleagues, it makes me feel good about who I am.	1	2	3	4	5
22. In general, I feel confidence and a positive feeling about myself.	1	2	3	4	5
23. I trust my superior to evaluate my performance and my contribution in a fair manner.	1	2	3	4	5
24. I trust my superiors to support me during discussions about promotions and salary with the senior	1	2	3	4	5

management.					
25. I trust my superiors to enact discipline in a fair and justified manner.	1	2	3	4	5
26. I trust my superiors to keep me updated.	1	2	3	4	5
27. I trust the managers above my immediate supervisor to evaluate my performance and my contribution in a fair manner.	1	2	3	4	5
28. I trust the managers above my immediate supervisor to communicate and clarify their expectations regarding the performance of the organization.	1	2	3	4	5
29. I trust the managers above my immediate supervisor to enact discipline fairly and only when necessary.	1	2	3	4	5
30. I trust the superiors above my immediate supervisor to keep the organization informed.	1	2	3	4	5
31. I trust my supervisor to listen to my concerns in a fair manner.	1	2	3	4	5
32. I trust the superiors above my immediate supervisor to listen to my complaints in a fair manner.	1	2	3	4	5
33. I trust my supervisor to clarify his expectations in a clear manner.	1	2	3	4	5
34. I trust my supervisor to act with integrity.	1	2	3	4	5
35. I trust my supervisor to not treat me in a discriminatory manner.	1	2	3	4	5
36. I feel comfortable when discussing conflicts in the workplace with my supervisor.	1	2	3	4	5
37. I feel a part of the community in my work environment.	1	2	3	4	5
38. My supervisor encourages my personal development.	1	2	3	4	5
39. At work we work together to resolve conflicts in a	1	2	3	4	5

positive way.					
40. I am appreciated at work for who I am.	1	2	3	4	5
41. I experience happiness during my work.	1	2	3	4	5
42. My spirituality is driven by my work.	1	2	3	4	5
43. I look forward to go to work in most days.	1	2	3	4	5
44. I understand what gives my work importance.	1	2	3	4	5
45. I care about the spiritual health of my colleagues.	1	2	3	4	5
46. I look for new ways for dealing with problems.	1	2	3	4	5
47. I am not afraid to take risks.	1	2	3	4	5
48. In my organization, new ideas receive the budget and time required for implementing them.	1	2	3	4	5
49. In order to realize a new idea, the employee must be able to promote and move things along.	1	2	3	4	5
50. Recently, a number of processes in the field of management have been implemented in my organization.	1	2	3	4	5
51. Recently, innovation has been implemented in the work processes in my organization.	1	2	3	4	5
52. Recently, technological innovations have been implemented in my organization.	1	2	3	4	5