

		%	24%	70%	6%	100%
	Language	Number	12	20	4	36
		%	33%	56%	11%	100%
	Rules of behavior	Number	48	44	2	94
		%	51%	47%	2%	100%
Total		Number	107	184	16	307
		%	35%	60%	5%	100%
		X ² value		Df	P-value	
	Pearson's chi-square	26.785 ^a		8	.001**	

TABLE 10 shows a chi-square value of 26.78 and a p-value of 0.001, which is less than $\alpha \leq 0.05$. Thus, we reject the null hypothesis that there is no strong statistical association between cultural factors (rules of behavior, tradition, language, and beliefs) and participation in the CWP. This result was expected, indicating that cultural factors have a significant association with participation in the CWP.

DISCUSSION, LIMITATIONS, AND FUTURE STUDIES

This study aimed to understand what factors are associated with participation in CWPs in Bahrain. The literature has frequently posited that the participation rate remains below expectations and does not reach 50% of eligible employees in its optimal situation. The results of this research revealed that among individual factors, motivation is the most important factor associated with participation in CWPs. This result is expected and is in line with the results of prior studies (Ballentine et al. 2003; Baloshi, 2018; Batorsky et al. 2016) that highlighted that the success of a CWP depends on its attached incentive-based plan, including monetary or non-monetary incentives.

The results also suggest that social environment factors (instructors and family) are associated with participation in a CWP. This result conforms to the results of (Baloshi 2018; Fugas, Meliá & Silva 2011; Yun & Silk 2011). They stated that the social environment, including the support of family, instructors, and peers, fosters participation in CWPs. The results also reveal that the physical environment factor of the atmosphere is associated with employees' participation in a CWP. This result suggests that the wellness program's context is significant for employees' participation (Chandrasekar, 2011; Person et al. 2010). In a way, this indicates that when the physical environment is attractive and appealing, it will encourage employees to participate in the wellness program. Five-star facilities are expected to attract more employees to participate than inadequate facilities. Conversely, possessing old and dirty sports machines conveys a clear message that is not welcoming.

Within organizational policy factors, the organizational procedure is the most important factor associated with employees' participation in a CWP. It has been suggested that before a company decides to initiate a wellness program, it should ensure that it has all the organizational procedures and leadership support to help achieve its purpose (Lier et al. 2019; Passey et al. 2018). If an organization aims to increase participation, it should have a clear plan to encourage employees to participate. Interestingly, among cultural factors, beliefs and rules of behavior play a critical role in the participation process, which is in line with the results of Baloshi (2018), Brenton-Peters (2015), Hamm (2017), Maletzky (2017), and Middlestadt et al. (2016). This suggests that pre-beliefs and attitudes about a wellness program determine its participation rate and success. How employees perceive health issues determines their intention to participate or not. Since their day of birth, every employee is controlled by different value systems, which partly emerge from family, school, community, and religion and affect how they perceive and interpret issues in the surrounding environment.

In Arab culture, religious values and tribal customs are the dominant rules of behavior that control an employee's thoughts about participating in a CWP. At the social level, women need to wear traditional dress and accompany a male family member when going outdoor. The social milieu that deemphasizes the importance of wellness programs, especially physical activities, was reported as a barrier to participating in wellness programs, especially in physical activity (AlQuaiz, & Tayel 2009; Al-Kaabi et al. 2011; Donnelly et al. 2011, Kahan 2011). Furthermore, the results show several barriers preventing employees from participating in the CWP. The most dominant barrier was no time before, during, or after work, which is in line with the results of prior studies (Conlon 2013; Edmunds et al. 2013; Maletzky 2017). This result indicates that companies should consider the most appropriate time for employees before launching a wellness program and dedicate the correct time slot during

working hours. Unsurprisingly, in Arab culture, employees preferred the personalized diet or exercise counseling aspect of the wellness program to physical exercise for two reasons, many individuals are overweight and obese, and the harsh weather in both summer and winter. Interestingly, an appealing physical environment was the most significant incentive for employees to participate in the wellness program, which concurs with the GCC culture that focuses on lavish facilities. Employees prefer monetary incentives to nonmonetary ones, but this seems to be the norm in a wealthy nation.

The researchers did their best to minimize limitations, but the research results are not free of them. First, the study is descriptive, and no analytical inference was possible because of the nature of the research measures. Future studies can mitigate this shortcoming by developing an appropriate pool of measures that facilitate hypotheses testing. Second, the study is cross-sectional and reflects the opinions of the respondents at a specific time. Therefore, future studies should be longitudinal to understand the changes in the factors associated with employees' participation and observe the consistency of factors' occurrence. Third, the study represents only one company, so by no means can we generalize the results. Future studies may look to the phenomenon at a sectoral level, such as manufacturing, banking, and hospitality, to produce generalizable results and compare CWP. Fourth, the variations that inCWPs make it challenging to compare the results between them. Some wellness program initiatives partially cover one or two aspects, such as physical activity or nutrition. Fifth, this study limited the factors associated with CWPs to individual factors, social environment factors, physical environment factors, organization policy factors, and cultural factors. However, other factors may also play essential roles in employees' participation, such as having a program's champion and prior physical exercise experience.

MANAGERIAL IMPLICATION

The managerial implications can be derived from the foregoing discussion: any successful CWP requires employees' participation because they are the core of any business. Therefore, many of the following considerations should be given to the workforce's perceptions to improve participation rate and improve business outcomes.

1. To create and implement a positive culture towards participation in the corporate-wellness- program
2. Motivation: one of the main objectives of a corporate-wellness-program is to remove the barriers and provide internal inspiration and external incentives for such a program
3. Should hire an instructor and a coordinator
4. Company family day: having an annual family outing to improve program participation.
5. Finding an atmosphere: employers must avoid parks and the external environment due to the culture and very-hot weather during summer to maintain participants' rate.
6. Changes or add new policies: to implement corporate-wellness-program during working hours to spend more time with their family after working hours.
7. Shorter workout classes: introduce short classes (30 minutes) through various times and days of the week to increase the participation rate in the corporate-wellness-program.
8. Offering optional nutrition classes: offering classes for employees on how to shop for the right ingredients and cook with them.
9. Customizing the corporate-wellness program: should be customized to meet the need.
10. Customized exercise programs: The exercise program must contain both individual and group programs and should include traditional exercise with modern exercise.
11. Stress management programs: stress reduction or stress management programs should be developed and implemented to help the workforce deal with stress and include prevention, recovery, and cognitive behavior therapy.

CONCLUSIONS

Identifying factors associated with employees' participation in wellness programs still needs further exploration, as wellness programs' elements vary from one program to another and from one company to another. An individual's direct contacts like family and peers influence their participation in a wellness program. Wellness programs have to be attached to clear and encouraging incentive-based plans. The attractiveness of the physical environment reflects high-quality wellness services, which enable employees' participation in a wellness program. Having the right organizational producers such as strategies, processes, and structures induces employees to participate in wellness programs. An employee's specific values and beliefs determine their perception of wellness program benefits and, in turn, their decision to participate or not. Unsurprisingly, in wealthy nations, nonmonetary incentives play a more significant role in employees' participation than monetary ones. The wellness program's

biggest challenge is an inconvenient time before, during, or after working hours. Finally, in Arab culture, physical exercise comes second in priority after diet when health issues were mentioned.

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