Wellness Sustainability via UN Sustainable Development Goal#3 Wellness, #12 Responsible Production/ Consumption, and #16 Peace

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Abstract

The purpose of this paper is to explore the key elements of wellness sustainability related to transformative servant leadership style in business and social organizations for staff engagement with literature search using the keyword, "new wellness skills" on papers published in 2020. Thirteen papers were found relevant. Review of the papers showed that some factors were associated with wellness. They included raisin diet, grapes nutrition awareness, antioxidant, happiness emotion and adaptiveness. As a proactive, innovative and transformative servant leader, it is time to re-visit the key elements for new skills on wellness sustainability with a new market and a team of capable and loyal workforce under COVID-19.

Keywords: wellness, Sustainable Development Goals (SDGs), staff engagement

1. Introduction

"The Low Touch Economy" (Board of Innovation, 2020 quoted in Baghiu, 2020) and United Sustainable Development Goals (UNSDG) #12.6 Responsible Production and Consumption with a sustainability report for disclousre have become a fad under COVID-19 for a kind of business model with responsibility and sustainability. Not only the producers, but also the consumers are concerned as our lives are affected by the issues of safety, hygiene, technology, income generation, level of happiness and harmony. The implementation of the Sustainable Development Goals (SDGs) since 2015 have been moving from a global scale into a local scale with impacts and actions, for example, the selected targets under SDG 12 which focus on:

- Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle, and

- Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

Rauschmayer & Fruhmann (2011) mentioned that "The capability approach (CA) 'is a broad normative framework for the evaluation of individual well-being and social arrangements, the design of policies and proposals about social change in society." They quoted the ideas of economist Amartya Sen and philosopher Martha Nussbaum that human well being may be evaluated based on capabilities, meaning what people do or are and what they are able to do or to be. It is time to explore the key attributes of a capable leader for change under COVID-19, for example, transformative business servant leadership.

"Capabilities are oriented towards the kind of life that people, upon reflection, find valuable. This aim, as well as the capabilities themselves, depends on the cultural context and onn the capital (human, produced, natural, financial, social) available to the individual. By realizing capabilities through the implementation of strategies (or by turning capabilities into achieved functionings, to use Sen's language), needs get met and well-being arises." (Rauschmayer & Fruhmann (2011, p.7)

2. Capabilties and Responsibilities – Sustainable Organziation and Staff Engagement

An organization always focuses on getting success day by day. And employees are the major resources of it. Manpower is now no longer just taken as resources, but the capital or asset to the company. Therefore, it is only possible to gain success if it is having its employees engaged in the company (Barik & Kochar, 2017). Employee

satisfaction has a significant impact on employee performance and keeping them in their position (Mishra et al., 2020). Therefore, employee satisfaction is important to any organization, especially in the services industry, where the whole deliverable is service performed by the employees.

The employee engagement is so important that the next logical question is to explore the drivers of employee engagement (Popli & Rizvi, 2016). Kahn (1990) proposed that leadership has the greatest potential to influence follower feelings of psychological safety by providing a supportive environment in which one feels safe to fully engage in a task. Luthans & Peterson (2002) in their study using a sample of 2,900 participants concluded that 'the most profitable work units of companies have people doing what they do best, with people they like, and with a strong sense of psychological ownership'. Findings from their research extended the theory about a manager's role in creating a supportive psychological climate (Brown & Leigh, 1996) and paralleled early theories of engagement (Kahn, 1990; Maslach et al., 2001; Schaufeli et al., 2006; Wilmar B. et al., 2002) by suggesting that employees must have a supportive environment, job resources and support necessary to complete their work. In the contrary, research also found that many employees leave their jobs because they are unhappy with their boss (Hay, 2002; Popli & Rizvi, 2016).

Leaders are the individuals in the organization who set the tone and culture. An effective leader is able to influence his or her followers to reach the goals of the organization (Batista-Taran et al., 2013). Various leadership theories have evolved to define the characteristics, traits, and styles of various leaders and leadership styles (Bass, 1987). Burns (1978) initially developed the theory of transformational leadership. Transformational leadership emphasizes satisfying basic needs and meeting higher desires though inspiring followers to provide newer solutions and create a better workplace (Chandrashekhar, 2002; Jue, 2004; Marturano & Gosling, 2007). Bass (1987) uncovered four dimensions of transformational leadership. They are idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation.

3. Sharing From Wellness Researcher, Australia

Under covid-19, most people, including working mothers with newborn, need to work from home, entertainment at home with stress coming from the reduction of social interaction and the increment of anxiety from worrying about job security, health uncertainty and emotional instability. Based on the sharing from Mr. Alan Yeung, a researcher in KMPG with academic background in Traditional Chinese Medicinal Studies, "wellness means different things, and it is a broad terminology to different people, different industries and different places," said Mr. Yeung.

There is a triangulation among well-beings (people), wellness (state of emotion), and wellness in job satisfaction (tasks). According to Mr. Yeung, job satisfaction may lead to emotional wellness. In fact, it is hard to achieve. Under covid-19, people need to work from home with less physical activities and human interaction. In order to regulate emotion, identify the mental state of oneself, and develop a mindset of self-care techniques with business opportunities, it is time to re-visit the use of acupoint press from a generic perspective and educate the community.

"For example, acupoint "Stomach 36" is good for digestion after eating too much after festive seasons or cook-at-home, acupoint of "Governing Vessel 24.5" is good for regulating stress and acupoint of "Liver 3" (happiness point - the space between the big toe and 2nd toe) is helpful to lessen anger, stress, and frustration, "said. Mr. Yeung.

We need to have a mindset of "Balancing our Emotion" for flexibility and adaptability. And, information curation (an art of screening contents with reliable sources from the internet to enhance the processing of learning) is also needed to reduce stress and anxiety for a sustainable lifestyle with wellness.

4. Transformational Servant Leadership

Transformational leaders help to realign the values and norms of their organization, and when necessary, to accommodate and promote both internal and external change (Avolio et al., 1991).

Tims (2011) stated that daily transformational leadership related positively to employee's daily engagement (Mozammel & Haan, 2016). Bass and Riggio (2006) summarized the core of transformational leadership as being about change and transformation (Shaw et al., 2018). Servant leadership is a leadership philosophy that addresses the concerns of ethics, customer experience, and employee engagement while creating a unique organizational culture where both leaders and followers unite to reach organizational goals without positional or authoritative power (Carter & Baghurst, 2014). Scholars have commented that both transformational leadership and servant leadership can find their roots in charismatic leadership (Graham, 1991; Smith et al., 2004). There is a substantial match between transformational leadership and servant leadership in terms of behavioral characteristics and consequences on both followers and organizations (Scuderi, 2010; Smith et al., 2004). These similarities demonstrate that transformational

leadership and servant leadership are not only totally inclusive of each other but also have similar impacts on organizations (Choudhary et al., 2013; Ispas & Ţebeian, 2012); therefore, they have the potential to be integrated into one concept, termed as "Transformational servant leadership". This integration is significant for modern-day businesses and organizations (Echols, 2009) because the complexity and ethical issues of modern-day businesses and organizations often challenge single-aspect focused theories (Shaw et al., 2018).

5. Methology and Findings

Communication is to send textual messages - verbal and non-verbal for co-ordinating, integrating, controlling and persuading purposes. Hence, textual messages are tools for persuading people to accept ideas. Organizational behavior is to understand, predict and control others' behavior. Management is to manage resources within an organization for achieving organizational goals. These three principles – business communication, organizational behavior and business management bear an inter-related relationship.

Textual messages are data for conducting content analysis in the process of grounded theory which helps us to induce a concept for generalization and future prediction. From the following quotation, we can realize that content analysis is a technique to enable researchers to study human behavior in an indirect way. It is the analysis of written contents drawn from a certain kind of communication paper such as textbooks, essays and articles from newspapers. Through analyzing these written work, a researcher can:

- understand the behavior of people and organizational patterns
- infer attitudes, values and cultural patterns in different countries or organizations
- gain ideas of how organizations are perceived
- can see the trend of certain practices
- differentiate practices among certain groups of people

"Content analysis as a methodology is often used in conjunction with

other methods, in particular historical and ethnographical research.

It can be used in any context in which the researcher desires a means of

systematizing and quantifying data. It is extremely valuable in analyzing

observation and interview data."

(Fraenkel & Wallen, 2003: 482)

Content analysis is a systematic and objective analysis of selected text characteristics. This includes counting the number, frequency of words, finding out the characteristics of themes, characters, building relationship among items, paragraphs, subsequently establishing meaningful concepts. It is not simply a quantitative research method but also a qualitative one as the purpose of the writing is also reflected through the analysis.

There are two levels of content analysis - describing fundamental inherent characteristics of messages and applying characteristics to related areas. The former is objective as collected data are facts while the latter is subjective as it is derived from the researcher's point of view and personal life experience. When handling content analysis of this research, the researcher bears the research objectives in mind - the impact of cyberbullying to students without making any assumptions on traditional variables, such as age, sex and rank. In fact, finding out conflicting or complementary ideas from analyzed texts can make the research more objective and convincing.

After describing the characteristics of content analysis of the above, its advantages can be summarized as follows:

- no people are involved
- no experiments are required
- the cost is minimal
- texts found within a certain period of time in the past can reflect social phenomena.

However, researchers shall also realize that content analysis may have limitations in the availability of texts. Moreover, they may be subjective when interpreting the selected texts. As a result, they cannot demonstrate the cause and effect relationship within selected texts accurately.

When interpreting or making inference of documents received, researches should follow the ideas of Babbie (2001). That is to:

- trace the person or authority composing the documents

- think about the reasons behind of having the existence of the documents

- find out the ways of acquiring the information contained in the documents

- investigate the magnitude of biases in the documents

- identify the main categories and concepts brought up by the writer

- internalize the theories that the documents have demonstrated

This study is to explore the development of new wellness skills under Covid-19. Literature search using the keyword, "new wellness skills" on papers published in 2020 was carried out.

6. New Wellness Skills for Balancing Emotion

A study was conducted by the author (2020) to explore the development of new wellness skills under Covid-19. Literature search using the keyword, "new wellness skills" on papers published in 2020 was carried out. Thirteen papers were found relevant. Review of the papers showed that some factors were associated with wellness. They included raisin diet, grapes nutrition awareness, antioxidant, happiness emotion and adaptiveness. To further examine whether the factors had impact on wellness, a text search using the above factors as keywords was done on the 13 papers with Nvivo. Findings indicated that grapes nutrition awareness and raisin diet were mentioned in 9 and 6 papers with 114 and 249 references respectively. Happiness Emotion was cited 148 times in 1 paper (Table 1).

Table 1. Findings of the keyword search on the 13 papers

Factor/Keyword	Paper	Reference
Immunity	4	6
Wellness	2	41
Raisin Diet	6	249
Grapes Nutrition Awareness	9	114
Antioxidant	3	70
Happiness Emotion	1	148
Adaptiveness	4	22

Having reviewed the papers with special focus on the influence of the most mentioned factors on wellness, relationships between them were established with the following model for Hong Kong mothers to be considered for wellness.
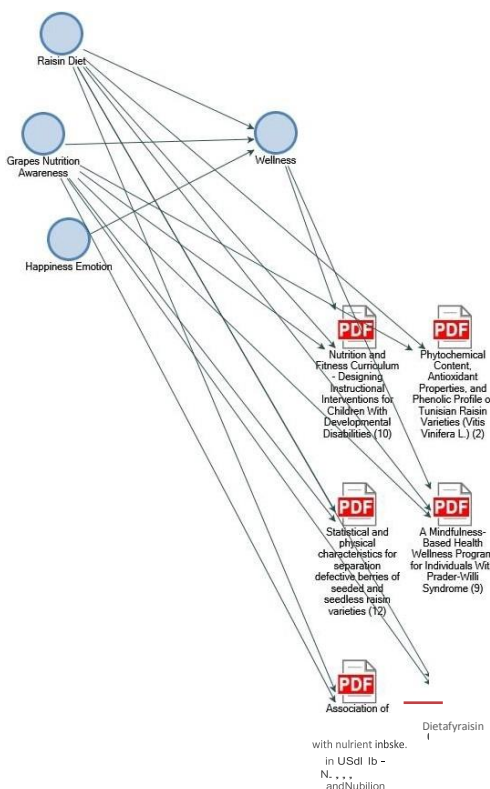
7. Conclusion and Discussion

Under COVID-19, thers is a need to re-think the ways to be a resilient and transformative servant leader to serve the community, no matter the community involved with business or social activities, in the better way. It is recommended for innovative and transformative servant leaders, researchers, business leaders, family business leaders, worldwide NGO leaders to work together to design an employee engagement programme with wellness for happiness for a sustainable organization. The innovative and transformative staff engagement programme may integrate with personal leadership trait elements for the success of a programme under low touch economy of COVID-19.

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