



Promotion Strategies for Social Marketing for Utilization in the Creation of Health Promotion Awareness Programs: Case Study of Nottinghamshire, United Kingdom

Imtiaz Taj^{1*}

Department of Marketing & Tourism
University of Lincoln,
Lincoln, United Kingdom
E-mail: imtiaztaj319@gmail.com

Abdul Saboor^{2*}

Faculty of Economics and Business
Universitas Islam Internasional Indonesia,
Indonesia
*E-mail: abdul.saboor@uiii.ac.id

Rashid Shabir Abbasi³

Faculty of Economics and Business
Universitas Islam Internasional Indonesia,
Indonesia
E-mail: rashid.abbasi@uiii.ac.id

Abdul Rehman⁴

Institute of Business Management and
Sciences
University of Agriculture, Faisalabad
Pakistan
E-mail: ar9497688@gmail.com

ABSTRACT

The worksite health promotion program addresses empirical research to bring decreased healthcare cost of the organization and improve overall flexibility of employees in following a healthy lifestyle. Thus, the interventions have to be planned and marketed in such a way that the detrimental impact generated because of an unfit labor force can be avoided. This study seeks to find out to what extent program coordinators will consider the social marketing promotional strategies in organizations in Nottinghamshire, United Kingdom. The data is collected from the 60 program controllers using the structured study. These findings thus showed that at least one of the four social media marketing techniques used (publicity, sales promotion, public relations, and advertising) was used by these program coordinators. Further, it is found that most of those coordinators of the program were not given training with social media marketing promotional strategies. However, usage of promotional strategy in the two different types of business has no noticeable gap. The result has though therefore suggested that facilitated training program to the program coordinators is necessary so that meaningful results can be achieved.

Keywords: social marketing, health initiatives, workplace health promotion, employee awareness, promotional strategies



Received: 28 October, 2024

Accepted: 28 November, 2024

Available online: 30 December, 2024

DOI: 10.61242/ijabo.24.434

JEL Classifications: C02, C53



License

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

INTRODUCTION

In the modern world, societies are increasingly facing stressful, hectic, and pressured environments, especially within workplace settings. These challenges have resulted in a heightened exposure to chronic diseases among employees. Conditions such as stroke, cancer, high cholesterol, hypertension, and cardiovascular diseases are becoming more prevalent, leading to significant health concerns within the workforce (Guy et al., 2017). As a result, organizations are burdened with rising healthcare costs, absenteeism, presenteeism, and decreased employee morale, all of which are directly linked to unhealthy lifestyle choices and workplace stress (Lowe, 2020). Lifestyle-related health risks, which are known to reduce productivity, further compound the issue by increasing medical expenses for both employees and employers (Conlin et al., 2023).

With the escalation of these health-related challenges, there has been a growing emphasis on worksite health promotion (WHP) programs aimed at improving employee health, reducing healthcare costs, and enhancing productivity. These programs are designed to mitigate the negative impacts of an unhealthy workforce by encouraging healthier behaviors, better attitudes, and increased employee knowledge on health-related matters (John et al., 2022). Worksite health promotion initiatives can vary widely in terms of content and quality, often depending on how well they are designed and promoted within organizations (Redeker et al., 2019). The success of these programs, therefore, heavily relies on the promotional strategies employed to encourage behavioral changes among employees (Demerouti et al., 2021; Efawati et al., 2021).

Social marketing plays a pivotal role in the success of these initiatives. Unlike commercial marketing, which primarily aims to increase profit, social marketing focuses on influencing behaviors for the greater good, particularly in areas such as public health (Smith et al., 2015). The concept of social marketing, which originated in the early 1950s, seeks to leverage commercial marketing techniques in non-profit sectors to address societal issues such as health and wellness (Kumanyika, 2019). Over the decades, social marketing has been successfully applied in various public health campaigns, including disease control programs, family planning initiatives, and lifestyle interventions aimed at reducing risky behaviors such as smoking, poor diet, and alcohol consumption (Lynn et al., 2020).

In countries like the UK, social marketing has been extensively adopted in the workplace to promote healthier lifestyle choices among employees. In the US, similar strategies are used to combat public health issues, including obesity and drug abuse (Rundle-Thiele et al., 2021). Social marketing offers unique advantages in health promotion efforts by focusing on behavior change, engaging individuals and organizations in long-term health improvements. Government institutions are increasingly utilizing social marketing to contribute to local and national efforts in reducing health inequalities by promoting healthier behaviors (Kumanyika, 2019). Absenteeism, a key issue addressed by health promotion programs, refers to employees being paid for time they are not present at work (Ali Shah et al., 2020). This phenomenon can be voluntary or involuntary, with involuntary absenteeism resulting from unavoidable factors such as illness or injury (Klotz et al., 2021). In contrast, avoidable absenteeism can occur when employees remain absent despite mild or exaggerated symptoms (Mearsheimer, 2021). On the other hand, presenteeism when employees attend work but are not productive due to illness also poses a challenge, often leading to a significant decline in overall work quality (Ferreira et al., 2021). Both absenteeism and presenteeism contribute to reduced organizational performance, which in turn increases the demand for effective worksite health promotion programs (Sinclair et al., 2020).

Worksite health promotion programs aim to tackle these challenges by improving employee well-being through coordinated efforts between employers, employees, and society at large (Efawati, 2020). These initiatives are essential for fostering a healthier work environment and reducing healthcare-related costs (Amaya et al., 2019). However, the effectiveness of these programs largely depends on the promotional strategies employed to create awareness and drive participation among employees. Promotional strategies such as advertising, public relations, publicity, and sales promotion play a critical role in communicating the benefits of health programs to the target audience (Fildes et al., 2022). Social marketing, particularly in the workplace, is uniquely suited to addressing non-tangible aspects of health such as lifestyle, attitudes, and behaviors. However, promoting these non-tangible benefits presents challenges, as social marketing requires innovative approaches to engage employees effectively (Pezzini et al., 2023; Efawati, 2023). Social marketing principles are designed to address these challenges by providing frameworks that leverage educational messaging and behavior management techniques to foster healthier workplace environments (Gori et al., 2020).

The primary objective of social marketing in workplace health promotion is to influence employee behavior in a way that benefits both the individual and the organization. By utilizing the core principles of marketing including the 4Ps (product, price, place, promotion) along with additional components such as partnerships and public policy organizations can effectively engage employees and encourage participation in health initiatives (Håkansson & Waluszewski, 2005).

Research Rationale

Existing research extensively demonstrates the value of social marketing in public health initiatives, including campaigns to promote healthier behaviors, reduce health risks, and enhance well-being (Kumanyika, 2019; Lynn et al., 2020). However, most studies focus on broader community or population-level interventions, leaving a gap in understanding how social marketing principles, specifically promotional strategies, can be applied within workplace settings to address health-related challenges such as absenteeism, presenteeism, and rising healthcare costs (Redeker et al., 2019; Sinclair et al., 2020). This study uniquely contributes to the literature by focusing on the application of social marketing promotional strategies advertising, public relations, sales promotion, and publicity by workplace program coordinators. Unlike previous research, which often overlooks the role of coordinators and their training, this study specifically explores the extent to which formal training in social marketing impacts the implementation and effectiveness of these strategies. Additionally, it evaluates how these strategies can be tailored to the unique organizational context of workplaces in Nottinghamshire, addressing a localized and actionable gap. By bridging this research gap, the study provides novel insights into the interplay between training, strategy implementation, and employee engagement in health promotion initiatives. These findings not only enhance the understanding of workplace health promotion through a social marketing lens but also offer practical recommendations for organizations seeking to foster healthier, more productive work environments. The study addresses the following key research questions:

- The specific guidelines of Social Marketing has the program coordinators at workplaces apply such kind of marketing for the promotion of particular health promotional programs?
- Which of them is dominates at the workplace in order to raise awareness to the employees in case those principles are by the program coordinators?
- How often does the program coordinator apply those strategies to increase awareness?

- In other words, is there enhanced probability that coordinators of the programs which underwent specific training in SM will contemplate the advertising techniques of SM?

LITERATURE REVIEW

Some of these diseases therefore include cardiovascular diseases, diabetes and high cholesterol which affect many employees within the workplace and have major effects on their health and work performance. Worksite health promotion (WHP) programs have become a crucial intervention to address these issues, focusing on promoting healthier behaviors and reducing the incidence of chronic diseases through social marketing strategies. This literature review outlines the link between chronic conditions, workplace health risks, and the potential of social marketing to improve employee well-being.

Prevailing Chronic Diseases in the Workplace

Chronic diseases, including cardiovascular disorders, respiratory diseases, diabetes, and hypertension, represent a growing concern in the workplace, particularly in countries like the UK, where nearly 33% of individuals with chronic conditions die each year (Sheiham & Watt, 2000). These conditions often result from modifiable risk factors such as poor diet, smoking, inactivity, and excessive alcohol use (Rodgers et al., 2020). The cumulative effect of these health issues leads to increased healthcare costs, absenteeism, and presenteeism, while also reducing employee productivity (Howell et al., 2021). Research has shown that workplaces are a prime setting for the prevention of these diseases. Health promotion programs targeting employees' unhealthy behaviors can significantly reduce the incidence of chronic conditions while improving organizational efficiency (Appel-Meulenbroek et al., 2021). However, successful health promotion at the workplace is contingent upon the implementation of effective promotional strategies that can engage employees and motivate long-term behavioral change.

Workplace Setting and Health Risk Factors

The workplace is a key environment where health risks such as poor nutrition and lack of physical activity can be mitigated. Employers face direct costs due to employee absenteeism and presenteeism, which together contribute to lowered productivity and higher healthcare expenses (Singh et al., 2021). Absenteeism, defined as the period when an employee is absent from work, and presenteeism, when employees are at work but unable to function at full capacity, are directly linked to chronic health conditions (Baratova et al., 2021). Both factors not only drive-up organizational costs but also degrade workplace morale and performance (Street & Lacey, 2019). In response, many organizations have adopted WHP programs to address these issues. Health promotion efforts, when implemented effectively, can help reduce the impact of these health risks. Worksite health initiatives have evolved significantly, with more than 97% of employers globally now offering some form of health promotion to their employees (Lowe, 2020).

Social Marketing and Health Promotion

Social marketing refers to the application of marketing principles to influence behaviors that benefit individuals and society as a whole, rather than for commercial gain (Smith et al., 2015). In the context of health promotion, social marketing strategies are designed to engage employees and encourage them to adopt healthier behaviors. These strategies include the 4Ps of marketing product, price, place, and promotion adapted to promote health-related behaviors in the workplace (Håkansson & Waluszewski, 2005). A

major strength of social marketing lies in its ability to create tailored interventions that address specific health risks while leveraging behavior management techniques such as emotional, fear, or humor appeals (Wang et al., 2022). These strategies are aimed at overcoming barriers to behavioral change by promoting health awareness through various communication channels, including printed materials, digital media, and community events (Vraga & Jacobsen, 2020).

The effectiveness of WHP programs using social marketing strategies depends on their ability to target employee needs. Promotional strategies such as advertising, public relations, publicity, and sales promotion play a key role in engaging employees and ensuring participation in health initiatives (Redjeki & Affandi, 2021). Research has shown that workplaces offering comprehensive health promotion programs that address both awareness and behavior modification can achieve better outcomes in reducing chronic disease risks (Lentz et al., 2019).

Health Promotion Initiatives and Corporate Wellness

Corporate wellness programs, which form the foundation of WHP efforts, aim to reduce healthcare costs and increase employee productivity by promoting long-term behavioral change (Sharma & Rawat, 2023). These programs often include lifestyle change initiatives such as exercise, smoking cessation, and nutrition counseling. A supportive workplace environment is also crucial, as it fosters the implementation of policies that encourage healthy habits (Hastuti & Timming, 2021).

The literature highlights the importance of management support in ensuring the success of health promotion initiatives. Studies suggest that employee health is a growing priority, with many organizations recognizing the role of social marketing strategies in improving employee well-being, reducing absenteeism, and enhancing overall productivity (Vearrier, 2019). Moreover, health promotion programs that involve a comprehensive approach combining awareness, lifestyle change, and a supportive environment have proven to be effective in fostering long-term health improvements (Schulenkorf & Siefken, 2019).

Social Marketing Theory

Social marketing theory provides a framework for promoting voluntary behavior change on a large scale, using marketing techniques to achieve societal benefits (Hübscher et al., 2022). In WHP programs, social marketing is used to disseminate health information and encourage participation in health initiatives. Program coordinators play a crucial role in developing and implementing these strategies, using techniques such as educational messaging, emotional appeals, and personalized interventions to foster behavior change among employees (Laroche et al., 2020). By addressing employee health risks and providing targeted interventions, social marketing promotes healthier workplace environments, benefiting both employees and employers (Lee & Madera, 2021). Furthermore, the use of digital media and interactive communication strategies has amplified the reach of these programs, making them more accessible and engaging for diverse employee populations (Samaroudi et al., 2020; Nuraini et al., 2024; Thariq & Efawati, 2024).

Promotional strategies are vital for the success of worksite health promotion programs, particularly when aiming to influence employee behavior and raise awareness about health initiatives. Social marketing, which focuses on societal benefits over commercial gains, employs various tools to engage employees and encourage healthier lifestyles (Susilo et al., 2021).

Key Promotional Tools

Effective strategies include advertising, which uses channels like emails, newsletters, and media to reach a wide audience (Spiller, 2020), and personal selling, involving direct, interactive communication through demonstrations or consultations (Bara et al., 2021). Publicity leverages media coverage and testimonials to promote health initiatives, while sales promotions offer incentives like contests and events to encourage participation (Elrod & Fortenberry, 2020).

Social marketing's strength lies in its ability to create demand for positive behavior change by tailoring messages to employees and addressing broader issues like absenteeism, presenteeism, and morale (Kravchenko et al., 2019). These strategies, when effectively implemented, lead to improved employee health, reduced healthcare costs, and enhanced organizational productivity (Buchanan & Wiklund, 2020).

RESEARCH METHOD

This study examines how program coordinators in Nottinghamshire use social marketing (SM) promotional strategies to raise awareness about workplace health initiatives. A quantitative survey method was employed, using a structured questionnaire distributed to 60 program coordinators via LinkedIn. Convenience and snowball sampling methods were used to recruit participants. Data collection occurred between February 5th and 7th, 2023, and the questionnaire, hosted on Microsoft Forms, included closed-ended questions to ensure consistency and objectivity.

Data analysis was conducted using SPSS for statistical tests. Ethical approval was obtained, and participants were fully informed of the study's purpose. Participation was voluntary, with confidentiality and anonymity strictly maintained throughout the process. This approach provided robust insights into the application of SM strategies in workplace health promotion. Ethical approval was obtained prior to data collection. Participants were informed about the purpose of the study, and consent was secured. Participation was voluntary, and confidentiality and anonymity were strictly maintained.

RESEARCH RESULTS

This research aimed to assess the extent to which program coordinators use social marketing promotional strategies for workplace health promotion initiatives and whether their training influences strategy choice. Data were gathered from 60 program coordinators using a questionnaire designed in Microsoft Forms. Participants were recruited through LinkedIn using a combination of convenience and snowball sampling techniques. The data collection process concluded once 60 responses were received by February 7th, 2023.

Key Findings

1. **Use of Promotional Strategies:** The results revealed that a variety of social marketing promotional strategies are employed by program coordinators, including advertising, personal selling, publicity, and sales promotion. Advertising emerged as the most frequently used strategy to raise awareness among employees about workplace health initiatives.
2. **Influence of Training:** Analysis showed that there was no significant difference in the choice of promotional strategies between program coordinators who had

received formal training in social marketing and those who had not. Both groups demonstrated similar patterns in using the promotional tools available to them.

Descriptive statistics

Descriptive statistics is the modest but essential statistics we cover in this study. Descriptive statistics allow us to study respondents' characteristics from the people who generate those results while inferential statistics results obtained from statistical tests satisfy the problem statement (Al-Hanawi et al., 2020). As study by (Mishra et al., 2019) the descriptive statistics inform the data set and also a kind of informational coefficient by which sample is made of the population. Different measure is used to divide the types of the descriptive statistics which can select them by the researcher according to his requirement.

The purpose of descriptive statistics in this study is to find the features of the sample or to summarize the features of the sample. Here, the demographic variables are created on the basis of frequency distribution. Every demographic variable is analyzed in this frequency distribution. Then, the frequency distribution is made not only for demographic analysis, but also, in order to investigate to what range, the program coordinators are exploiting the advertising methods. The resultant of the data that was collected with respect to the variables is distributed with the options through frequency distribution in SPSS (Raviadaran et al., 2019). This allows us to explore some understandings of which options were more or less common in the set of data that we have collected. In addition, it is also useful to know more in depth every variable and to understand if further research on it is better.

Demographics analysis

The results of the research question developed in this study are also through the program coordinators' responses. For target audience (program coordinator), demographic analysis is run to consider the program coordinator's importance, and identify which qualities make up an 'ideal' program controller, who studied in this research. This study demographic variables in this case are sex, age, education, job designation and industries. Further these demographic variables are separated into essential categories as shown. The results of the demographic Variables are shown below in the table 1.

Table 1 Results of demographic Variable

Variables	Category	Frequency	%
Sex	Male	25	41.7
	Female	35	58.3
Age	18-24 years	30	50
	25-30 years	23	38.3
	31-40 years	6	10
	41-50 years	1	1.7
Education	Bachelor	13	21.7
	Master	33	55
	Doctor of Philosophy	2	3.3
	Other	12	20
Job Designation	Sales Managers	9	15
	Bariatric Nurse Coordinators	1	1.7
	Medical Managers	3	5
	Health Promotion Managers	4	6.7
	VP of Human Resources	1	1.7
	Wellness & Benefits Managers	1	1.7
	Healthy Lifestyle Directors	1	1.7

Industries	Fitness Program Managers	2	3.3
	Other	38	63.3
	Health and Wellness	29	48.3
	Education	5	8.3
	Healthcare	4	6.7
	Health Insurance	1	1.7
	Manufacturing	6	10
	Telecommunications	2	3.3
	University Wellness/Fitness	1	1.7
	Other	12	20

Demographic data of the program coordinators is presents in the first Table. The results indicate that the gender distribution is evenly split, with 25 male and 25 female participants. Most respondents are young, with 35 coordinators aged 18-30 (58%), followed by 6 respondents (10%) in the 31-40 age range, and only 1 respondent aged 41-50. Regarding education, 55% of the participants hold a master's degree, while 13 have a bachelor's, 2 have a doctorate, and 12 possess other qualifications, such as diplomas or certificates. For job titles, the majority of respondents hold positions not explicitly listed in the questionnaire, suggesting that organizations use various titles for program coordinators responsible for social marketing strategies. However, several coordinators also matched the predefined job titles. In terms of industry, most respondents (29) are from the health and wellness sector, with others spread across fields like education (5), healthcare (4), manufacturing (6), and others.

Frequency distribution of the advertising strategies apart from the demographic variables is also discussed in this study. The frequency of advertising promotion was identified using the frequency distribution, and found that almost 11.7 % of the program coordinators have according to a frequency of frequently and 18.3 % on never using this type of promotional strategy. But taken together, it is put out how many of the program coordinators are utilizing advertising as a promotional device for social advertising when it must be known whether the vast majority of the program coordinators use advertising or not, or are using it hardly ever or altogether.

Another social marketing promotional strategy considered in this study is public relations. While only 10% of the program coordinators reported using PR as a social marketing promotion strategy, a much larger proportion have never used PR. The table's statistics results also indicate that PR is also extensively used for social directory management in companies. Many program coordinators who aren't using PR as a promotional strategy are still on the same side.

Table 2 Promotional Strategies

Variables	Likert Scale	Frequency	%
Advertisement	Not at All	11	18.3
	Rarely	4	6.7
	Occasionally	2	3.3
	Neutral	15	25
	Moderately	16	26.7
	Frequently	5	8.3
	Definitely	7	11.7
Public Relation	Not at All	10	16.7
	Rarely	4	6.7
	Occasionally	3	5.0
	Neutral	14	23.3
	Moderately	15	25
	Frequently	6	10

Publicity	Definitely	8	13.3
	Not at All	11	18.3
	Rarely	3	5
	Occasionally	1	1.7
	Neutral	17	28.3
	Moderately	12	20
	Frequently	8	13.3
Sales Promotion	Definitely	8	13.3
	Not at All	12	20
	Rarely	3	5
	Occasionally	2	3.3
	Neutral	14	23.3
	Moderately	12	20
	Frequently	8	13.3
	Definitely	9	15

The literature highlights that publicity is an influential promotional strategy in worksite health programs. However, this study found that not all organizations use every promotional strategy. While 28.3% of program coordinators had a neutral stance on using publicity, only 13.3% considered it mandatory, and 18.3% never used it for social marketing.

For sales promotion, a strategy commonly used in commercial marketing, its use in social marketing is limited. About 20% of coordinators never utilized it, while only 15% reported frequent use. An additional 20% used it occasionally but not consistently.

Popular social media promotional strategy

It has identified the frequency distribution in having a high number of project managers using the four promotional strategies. But a lot of these people still aren't using much of those strategies in social marketing. The mode is calculated on sample data set, by noticing which promotional strategy the program coordinator makes use of the most. Table 3 shows that most of the controllers used advertising as a promotional approach in socialmedia marketing programs within the health initiative at work. Although, the statistics are also calculated in order to have an idea of how many of the program controllers used these strategies combined. As seen in Table 3, total seven (7) program controllers are using those promotional activities combined. Count & mode test used to find out how many social marketing promotional strategies are rated most frequently and in how many respondents we are dealing with more than one social marketing promotional strategy in order to increase awareness about a health program.

Table 3 Promotional Strategy Frequently used

Method	
Frequently used promotional strategy	Marketing
How many people use more than one marketing approach?	7

Training

The questionnaire asks if the respondents have training on how to carry out promotional activity using social marketing principles. Based on generate statistics using SPSS shows that 32% of the respondents receive training on social marketing principles. Almost 68% of program coordinators are practicing social marketing strategy without training in social marketing principles on the other hand.

T-test

To determine if training the individual effects utilization of promotional strategy, the findings have to. In Table 4, we identify the results.

Table 4. T - Test

Group Statistics					
	Training	N	Mean	Std. Deviation	Std. Error Mean
Advertising	Yes	19	4.47	1.611	0.370
	No	41	3.88	2.027	0.317
PR	Yes	19	4.58	1.710	0.392
	No	41	3.98	2.006	0.313
Publicity	Yes	19	4.26	1.821	0.418
	No	41	4.17	2.036	0.318
Sales Promotion	Yes	19	4.37	1.892	0.434
	No	41	4.10	2.119	0.331

Independent Sample Test					
		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	T	Df
Advertising	Equal variance assumed	1.562	0.216	1.125	58
	Equal variance not assumed			1.224	43.547
PR	Equal variance assumed	0.696	0.408	1.133	58
	Equal variance not assumed			1.202	40.813
Publicity	Equal variance assumed	0.245	0.623	0.169	58
	Equal variance not assumed			0.176	39.006
Sales Promotion	Equal variance assumed	0.580	0.450	0.476	58
	Equal variance not assumed			0.496	39.072

Source: *own compilation*

Table 4 depicts the testing of these hypotheses to see whether the training is based on theories of social marketing or affects the use of promotional strategies for social marketing. We begin with advertising, the first strategy for which we consider analysis. It was found through the above analysis that marketing is the most common promotional strategy used by the program controllers. As shown in Table 4, we observe no significant difference between the training and non-training group.

It is possible to compare two independent group means in SPSS through one of the means of comparing tests such as the independent sample t test to know whether the results are provided with statistical evidence to the population means are different for those results (Liang et al., 2019). Where we have to compare two population means. The independent sample t-test is performed for verifying training and use of promotional strategies in social marketing.

Table 4, we plotted out the mean of the advertising promotional strategy against no and yes of training, and the mean was not far off from the large difference between

yes and no of training. However, in the figure, when comparing the sig value to the p value, the advertising promotional strategy is significant as the value of the P of the Levene's test is 0.216. This has pointed out that the significance value was greater than the p -value. For the independent t-test and Levene's test for the equality of the variances, in case the null hypothesis is accepted, there will be an equal difference in the advertising promotional strategy or the passed p -value significant value. We fail to reject the null hypothesis. That will mean there won't be any difference between people who were trained versus people who weren't trained. Put differently, there is no significant difference in advertising strategies based on the principles of social-media marketing.

The statistics presented in Table 4 are also presented as related to other social marketing promotional strategies such as Public Relations, Publicity, and Sales Promotion. The other three results are the same as before. The significance of each of the other three cases is greater than 0.05, which means that changes can be made to the adoption of other three promotional strategies without any inherent belief on principles for social marketing training.

DISCUSSION

This study highlights the essential role of social marketing promotional strategies in enhancing employee health initiatives. Findings align with (Koushede & Donovan, 2022), emphasizing that program coordinators significantly influence employee engagement in health promotion programs. By implementing tailored social marketing strategies such as informative materials, programs, and lectures coordinators can effectively foster lifestyle changes among employees.

While social media marketing primarily serves profit generation, social marketing aims to deliver societal benefits. Our results indicate that many coordinators use a mix of strategies, yet a significant number still rely on singular approaches. Identifying the most persuasive tactics is vital, as noted by (Rudhumbu et al., 2020). Effective messaging not only raises awareness but also addresses relevant health issues, leading to improved organizational image, productivity, and reduced healthcare costs (Wang et al., 2022). Moreover, the study underscores the need for a customer-centric approach to social marketing (Evans & French, 2021). Training in social marketing principles is critical, as nearly 41 coordinators in this study lacked such training (Kington et al., 2021). Enhancing training can empower coordinators to craft persuasive messages tailored to employee needs, facilitating greater participation in health initiatives (Newman & Ford, 2021; Romero-Luis et al., 2022). Collectively, the findings reveal significant opportunities for improvement in health promotion strategies within organizations, particularly in Nottinghamshire. Program coordinators should enhance their promotional strategies and seek ongoing training to optimize health program impact, fostering a healthier workforce.

CONCLUSIONS

The present study identifies social marketing as an essential approach in fostering organizational employees' health initiatives. Coordinators of the programs have a major stake from the health and wellness sectors, being largely young female individuals tasked with driving such strategies at the organizational levels. Though promising in effecting organizational strategies, most of the program coordinators lack formal training concerning the promotion strategies for social marketing, which limits the full effectiveness of their roles. It was established that though there were several promotional strategies available, including advertising, public relations, publicity, and sales

promotion, most of the coordinators depended on a single method. This narrows the scope for full awareness and participation of employees in health programs. Though the respondents showed an overview of the promotional strategies, the lack of in-depth training affects the ability of the coordinators to ensure that messaging is effective to meet the requirements of the employees. It is supported by the fact that statistically significant differences between the results of trained and untrained coordinators do not exist, which means that organization should invest time in training. This kind of training can provide the coordinators with the potential to use a wide variety of promotional strategies for increasing participation of employees and hence creating a healthier workplace. It also provides a hint to the reader that more research should be done with samples that are larger and more heterogeneous. This points out that future studies should, therefore, examine the connection between training, strategy effect, and response of employees to health enhancement initiatives. An organization can be assured that with social marketing training, its ways of approach towards its employees' health will be improved and at the same time reduce health care costs.

REFERENCES

- Al-Hanawi, M. K., Mwale, M. L., Alshareef, N., Qattan, A. M., Angawi, K., Alzubair, R., & Alsharqi, O. (2020). Psychological Distress Amongst Health Workers and the General Public During the COVID-19 Pandemic in Saudi Arabia. *Risk Management and Healthcare Policy, Volume 13*, 733–742. <https://doi.org/10.2147/RMHP.S264037>
- Ali Shah, S. A., Uddin, I., Aziz, F., Ahmad, S., Al-Khasawneh, M. A., & Sharaf, M. (2020). An Enhanced Deep Neural Network for Predicting Workplace Absenteeism. *Complexity, 2020*, 1–12. <https://doi.org/10.1155/2020/5843932>
- Amaya, M., Donegan, T., Conner, D., Edwards, J., & Gipson, C. (2019). Creating a Culture of Wellness: A Call to Action for Higher Education, Igniting Change in Academic Institutions. *Building Healthy Academic Communities Journal, 3*(2), 27–40. <https://doi.org/10.18061/bhac.v3i2.7117>
- Appel-Meulenbroek, R., Steps, S., Wenmaekers, R., & Arentze, T. (2021). Coping strategies and perceived productivity in open-plan offices with noise problems. *Journal of Managerial Psychology, 36*(4), 400–414. <https://doi.org/10.1108/JMP-09-2019-0526>
- Bara, A., Affandi, F., Farid, A. S., & Marzuki, D. I. (2021). The Effectiveness of Advertising Marketing in Print Media during the Covid-19 Pandemic in the Mandailing Natal Region. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 4*(1), 879–886. <https://doi.org/10.33258/birci.v4i1.1688>
- Baratova, D., Khasanov, K., Musakhonzoda, I., Abdumuratov, S., & Uktamov, K. (2021). The impact of the coronavirus pandemic on the insurance market of Uzbekistan and ways to develop funded life insurance. *E3S Web of Conferences, 296*, 06028. <https://doi.org/10.1051/e3sconf/202129606028>
- Buchanan, N. T., & Wiklund, L. O. (2020). Why Clinical Science Must Change or Die: Integrating Intersectionality and Social Justice. *Women & Therapy, 43*(3–4), 309–329. <https://doi.org/10.1080/02703149.2020.1729470>
- Conlin, P. R., Boltri, J. M., Bullock, A., Greenlee, M. C., Lopata, A. M., Powell, C., Schillinger, D., Tracer, H., & Herman, W. H. (2023). The National Clinical Care Commission Report to Congress: Summary and Next Steps. *Diabetes Care, 46*(2), e60–e63. <https://doi.org/10.2337/dc22-0622>
- Demerouti, E., Soyer, L. M. A., Vakola, M., & Xanthopoulou, D. (2021). The effects of a job crafting intervention on the success of an organizational change effort in a blue-collar work environment. *Journal of Occupational and Organizational Psychology, 94*(2), 374–399. <https://doi.org/10.1111/joop.12330>
- Efawati, Y. (2020). The influence of working conditions, workability and leadership on employee performance. *International Journal Administration, Business & Organization, 1*(3), 8-15. <https://doi.org/10.61242/ijabo.20.40>
- Efawati, Y., Ahman, E., & Chaniago, H. (2021, September). The effect of entrepreneurial leadership on firm innovation through innovative work behavior. In *5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020)* (pp. 188-194). Atlantis Press. <https://doi.org/10.2991/aebmr.k.210831.037>
- Efawati, Y. (2023). Trust as Antecedent of Innovative Behavior in the Workplace. *International Journal Administration, Business & Organization, 4*(3), 35-47. <https://doi.org/10.61242/ijabo.23.381>

- Elrod, J. K., & Fortenberry, J. L. (2020). Sales promotion in health and medicine: Using incentives to stimulate patient interest and attention. *BMC Health Services Research, 20*(S1), 820. <https://doi.org/10.1186/s12913-020-05601-y>
- Evans, W. D., & French, J. (2021). Demand Creation for COVID-19 Vaccination: Overcoming Vaccine Hesitancy through Social Marketing. *Vaccines, 9*(4), 319. <https://doi.org/10.3390/vaccines9040319>
- Ferreira, A. I., Pérez-Nebra, A. R., Ellen Costa, E., Aguiar, M. L. A., Zambonato, A., Costa, C. G., Modesto, J. G., & Ferreira, P. D. C. (2021). Presenteeism and Productivity: The Role of Biomarkers and Hormones. *International Journal of Environmental Research and Public Health, 18*(9), 5014. <https://doi.org/10.3390/ijerph18095014>
- Fildes, R., Ma, S., & Kolassa, S. (2022). Retail forecasting: Research and practice. *International Journal of Forecasting, 38*(4), 1283–1318. <https://doi.org/10.1016/j.ijforecast.2019.06.004>
- Gori, E., Romolini, A., Fissi, S., & Contri, M. (2020). Toward the Dissemination of Sustainability Issues through Social Media in the Higher Education Sector: Evidence from an Italian Case. *Sustainability, 12*(11), 4658. <https://doi.org/10.3390/su12114658>
- Guy, G. P., Yabroff, K. R., Ekwueme, D. U., Rim, S. H., Li, R., & Richardson, L. C. (2017). Economic Burden of Chronic Conditions Among Survivors of Cancer in the United States. *Journal of Clinical Oncology, 35*(18), 2053–2061. <https://doi.org/10.1200/JCO.2016.71.9716>
- Håkansson, H., & Waluszewski, A. (2005). Developing a new understanding of markets: Reinterpreting the 4Ps. *Journal of Business & Industrial Marketing, 20*(3), 110–117. <https://doi.org/10.1108/08858620510592722>
- Hastuti, R., & Timming, A. R. (2021). An inter-disciplinary review of the literature on mental illness disclosure in the workplace: Implications for human resource management. *The International Journal of Human Resource Management, 32*(15), 3302–3338. <https://doi.org/10.1080/09585192.2021.1875494>
- Howell, S., Yin, P. T., & Robinson, J. C. (2021). Quantifying The Economic Burden Of Drug Utilization Management On Payers, Manufacturers, Physicians, And Patients: Study examines the economic burden of drug utilization management on payers, manufacturers, physicians, and patients. *Health Affairs, 40*(8), 1206–1214. <https://doi.org/10.1377/hlthaff.2021.00036>
- Hübscher, C., Hensel-Börner, S., & Henseler, J. (2022). Social marketing and higher education: Partnering to achieve sustainable development goals. *Journal of Social Marketing, 12*(1), 76–104. <https://doi.org/10.1108/JSOCM-10-2020-0214>
- John, B., Etsitty, S. O., Greenfeld, A., Alsbury, R., Egge, M., Sandman, S., George, C., Curley, C., Curley, C., De Heer, H. D., Begay, G., Ashley, M. E., Yazzie, D., Antone-Nez, R., Sunhi Shin, S., & Bancroft, C. (2022). Navajo Nation Stores Show Resilience During COVID-19 Pandemic. *Health Promotion Practice, 23*(1_suppl), 86S-95S. <https://doi.org/10.1177/15248399221118393>
- Kington, R. S., Arnesen, S., Chou, W.-Y. S., Curry, S. J., Lazer, D., & Villarruel, A. M. (2021). Identifying Credible Sources of Health Information in Social Media: Principles and Attributes. *NAM Perspectives. https://doi.org/10.31478/202107a*
- Klotz, A. C., Swider, B. W., Shao, Y., & Prengler, M. K. (2021). The paths from insider to outsider: A review of employee exit transitions. *Human Resource Management, 60*(1), 119–144. <https://doi.org/10.1002/hrm.22033>
- Koushede, V., & Donovan, R. (2022). Applying Salutogenesis in Community-Wide Mental Health Promotion. In M. B. Mittelmark, G. F. Bauer, L. Vaandrager, J. M. Pelikan, S. Sagy, M. Eriksson, B. Lindström, & C. Meier Magistretti (Eds.), *The Handbook of Salutogenesis* (pp. 479–490). Springer International Publishing. https://doi.org/10.1007/978-3-030-79515-3_44
- Kravchenko, M., Pigosso, D. Ca., & McAloone, T. C. (2019). Towards the ex-ante sustainability screening of circular economy initiatives in manufacturing companies: Consolidation of leading sustainability-related performance indicators. *Journal of Cleaner Production, 241*, 118318. <https://doi.org/10.1016/j.jclepro.2019.118318>
- Kumanyika, S. K. (2019). A Framework for Increasing Equity Impact in Obesity Prevention. *American Journal of Public Health, 109*(10), 1350–1357. <https://doi.org/10.2105/AJPH.2019.305221>
- Laroche, E., L'Espérance, S., & Mosconi, E. (2020). Use of social media platforms for promoting healthy employee lifestyles and occupational health and safety prevention: A systematic review. *Safety Science, 131*, 104931. <https://doi.org/10.1016/j.ssci.2020.104931>
- Lee, L., & Madera, J. M. (2021). A within-level analysis of the effect of customer-focused perspective-taking on deep acting and customer helping behaviors: The mediating roles of negative affect and empathy. *International Journal of Hospitality Management, 95*, 102907. <https://doi.org/10.1016/j.ijhm.2021.102907>

- Lentz, R., Benson, A. B., & Kircher, S. (2019). Financial toxicity in cancer care: Prevalence, causes, consequences, and reduction strategies. *Journal of Surgical Oncology*, 120(1), 85–92. <https://doi.org/10.1002/jso.25374>
- Liang, G., Fu, W., & Wang, K. (2019). Analysis of *t*-test misuses and SPSS operations in medical research papers. *Burns & Trauma*, 7, s41038-019-0170–0173. <https://doi.org/10.1186/s41038-019-0170-3>
- Lowe, G. (2020). *Creating Healthy Organizations: Taking Action to Improve Employee Well-Being, Revised and Expanded Edition*. University of Toronto Press.
- Lynn, T., Rosati, P., Leoni Santos, G., & Endo, P. T. (2020). Sorting the Healthy Diet Signal from the Social Media Expert Noise: Preliminary Evidence from the Healthy Diet Discourse on Twitter. *International Journal of Environmental Research and Public Health*, 17(22), 8557. <https://doi.org/10.3390/ijerph17228557>
- Mearsheimer, J. J. (2021, October 19). The Inevitable Rivalry America, China, and the Tragedy of Great-Power Politics. *The Great Delusion: Liberal Dreams and International Realities.*, 48.
- Mishra, P., Pandey, C., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of Cardiac Anaesthesia*, 22(1), 67. https://doi.org/10.4103/aca.ACA_157_18
- Newman, S. A., & Ford, R. C. (2021). Five Steps to Leading Your Team in the Virtual COVID-19 Workplace. *Organizational Dynamics*, 50(1), 100802. <https://doi.org/10.1016/j.orgdyn.2020.100802>
- Nuraini, A., Chaniago, H., & Efawati, Y. (2024). Digital Behavior and Impact on Employee Performance: Evidence from Indonesia. *Journal of Technology Management & Innovation*, 19(3), 15-27.
- Pezzini, D., Delborne, J. A., & Reisig, D. (2023). How can policymakers and researchers develop effective insect resistance management guidelines? A quantitative and qualitative study of Brazilian farmers' perspectives and attitudes. *Plants, People, Planet*, 5(5), 722–735. <https://doi.org/10.1002/ppp3.10352>
- Potter, S. J., & Stapleton, J. G. (2011). Bringing in the Target Audience in Bystander Social Marketing Materials for Communities: Suggestions for Practitioners. *Violence Against Women*, 17(6), 797–812. <https://doi.org/10.1177/1077801211410364>
- Raviadarani, H., Dastane, O., Ma'arif, M. Y., & Safie, H. (2019). Impact of Service Quality Dimensions on Internet Banking Adoption, Satisfaction and Patronage. *IJMAE*, 6, 709-730.
- Redeker, N. S., Caruso, C. C., Hashmi, S. D., Mullington, J. M., Grandner, M., & Morgenthaler, T. I. (2019). Workplace Interventions to Promote Sleep Health and an Alert, Healthy Workforce. *Journal of Clinical Sleep Medicine*, 15(04), 649–657. <https://doi.org/10.5664/jcsm.7734>
- Redjeki, F., & Affandi, A. (2021). Utilization of Digital Marketing for MSME Players as Value Creation for Customers during the COVID-19 Pandemic. *International Journal of Science and Society*, 3(1), 40–55. <https://doi.org/10.54783/ijsoc.v3i1.264>
- Rodgers, R. F., Lombardo, C., Cerolini, S., Franko, D. L., Omori, M., Fuller-Tyszkiewicz, M., Linardon, J., Courtet, P., & Guillaume, S. (2020). The impact of the COVID -19 pandemic on eating disorder risk and symptoms. *International Journal of Eating Disorders*, 53(7), 1166–1170. <https://doi.org/10.1002/eat.23318>
- Romero-Luis, J., Carbonell-Alcocer, A., Gertrudix, M., Gertrudis Casado, M. D. C., Giardullo, P., & Wuebben, D. (2022). Recommendations to improve communication effectiveness in social marketing campaigns: Boosting behavior change to foster a circular economy. *Cogent Social Sciences*, 8(1), 2147265. <https://doi.org/10.1080/23311886.2022.2147265>
- Rudhumbu, N., Du Plessis, E. (Elize), & Maphosa, C. (2020). Challenges and opportunities for women entrepreneurs in Botswana: Revisiting the role of entrepreneurship education. *Journal of International Education in Business*, 13(2), 183–201. <https://doi.org/10.1108/JIEB-12-2019-0058>
- Rundle-Thiele, S., Dietrich, T., & Carins, J. (2021). CBE: A Framework to Guide the Application of Marketing to Behavior Change. *Social Marketing Quarterly*, 27(3), 175–194. <https://doi.org/10.1177/15245004211021643>
- Samaroudi, M., Echavarria, K. R., & Perry, L. (2020). Heritage in lockdown: Digital provision of memory institutions in the UK and US of America during the COVID-19 pandemic. *Museum Management and Curatorship*, 35(4), 337–361. <https://doi.org/10.1080/09647775.2020.1810483>
- Schulenkorf, N., & Siefken, K. (2019). Managing sport-for-development and healthy lifestyles: The sport-for-health model. *Sport Management Review*, 22(1), 96–107. <https://doi.org/10.1016/j.smr.2018.09.003>
- Sharma, S., & Rawat, V. (2023). The Need for Yamā and Niyamā in Promoting Adolescents' Physical and Mental Well-being. *Journal of Applied Consciousness Studies*, 11(1), 51–59. https://doi.org/10.4103/jacs.jacs_12_22

- Sheiham, A., & Watt, R. G. (2000). The Common Risk Factor Approach: A rational basis for promoting oral health. *Community Dentistry and Oral Epidemiology*, 28(6), 399–406. <https://doi.org/10.1034/j.1600-0528.2000.028006399.x>
- Sinclair, R. R., Allen, T., Barber, L., Bergman, M., Britt, T., Butler, A., Ford, M., Hammer, L., Kath, L., Probst, T., & Yuan, Z. (2020). Occupational Health Science in the Time of COVID-19: Now more than Ever. *Occupational Health Science*, 4(1–2), 1–22. <https://doi.org/10.1007/s41542-020-00064-3>
- Singh, K., Kondal, D., Mohan, S., Jaganathan, S., Deepa, M., Venkateshmurthy, N. S., Jarhyan, P., Anjana, R. M., Narayan, K. M. V., Mohan, V., Tandon, N., Ali, M. K., Prabhakaran, D., & Eggleston, K. (2021). Health, psychosocial, and economic impacts of the COVID-19 pandemic on people with chronic conditions in India: A mixed methods study. *BMC Public Health*, 21(1), 685. <https://doi.org/10.1186/s12889-021-10708-w>
- Smith, G. P., Michell, D., Jackson, D., & Tonkin, C. (2015). To learn is to live. In *Against the Odds: Care Leavers at University* (pp. 21–33). People’s Voice Publishing; South Australia. <https://researchportal.scu.edu.au/esploro/outputs/bookChapter/To-learn-is-to-live/991012820645102368>
- Spiller, L. (2020). *Direct, digital & data-driven marketing* (Fifth). SAGE.
- Street, T. D., & Lacey, S. J. (2019). Accounting for employee health: The productivity cost of leading health risks. *Health Promotion Journal of Australia*, 30(2), 228–237. <https://doi.org/10.1002/hpja.200>
- Susilo, D., Putranto, T. D., & Navarro, C. J. S. (2021). Ms Glow For Men: Digital Marketing Strategy On Men’s Facial Care Products. *Sinergi: Jurnal Ilmiah Ilmu Manajemen*, 11(1). <https://doi.org/10.25139/sng.v11i1.3534>
- Thariq, F., & Efawati, Y. (2024). The Influence of Website Quality on Buying Interest Consumer. *International Journal Administration, Business & Organization*, 5(3), 64-74.
- Vearrier, L. (2019). The value of harm reduction for injection drug use: A clinical and public health ethics analysis. *Disease-a-Month*, 65(5), 119–141. <https://doi.org/10.1016/j.disamonth.2018.12.002>
- Vraga, E. K., & Jacobsen, K. H. (2020). Strategies for Effective Health Communication during the Coronavirus Pandemic and Future Emerging Infectious Disease Events. *World Medical & Health Policy*, 12(3), 233–241. <https://doi.org/10.1002/wmh3.359>
- Wang, Z., Li, M., Lu, J., & Cheng, X. (2022). Business Innovation based on artificial intelligence and Blockchain technology. *Information Processing & Management*, 59(1), 102759. <https://doi.org/10.1016/j.ipm.2021.102759>