

DEVELOPMENT OF AN OCCUPATIONAL THERAPY BASED CORPORATE WELLNESS PROGRAM

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ABSTRACT

High-pressure corporate environments contribute to employee stress, reduced productivity, and burnout, highlighting the need for effective workplace wellness programs. While Occupational Therapy (OT) principles are recognized for addressing physical, cognitive, and psychosocial health, they are underutilized in corporate wellness, particularly in the Middle East. This study aimed to develop and evaluate an Occupational Therapy-Based Corporate Wellness Program (OT-CWP) integrating mental, physical, and ergonomic interventions for employees in Doha, Qatar. Using a descriptive-developmental design, 30 experienced Occupational Therapists in Doha were surveyed via a validated questionnaire. Findings showed current programs were often only "somewhat effective" (60%), facing challenges like scheduling conflicts (100%) and low participation (93.3%). Key wellness priorities included work-life balance (96.7%), ergonomics, stress management (93.3%), and injury prevention (83.3%). The proposed OT-CWP was highly accepted for its relevance (3.57), completeness (3.56), and applicability (3.56). The study confirms OT's value in corporate wellness, offering a viable, evidence-based model addressing employee needs and program gaps. Integration of OT services into corporate wellness policies is recommended.

Keywords:Occupational Therapy, Corporate Wellness Program, Employee Well-Being, Workplace Productivity, Program Evaluation.

I. INTRODUCTION

The modern corporate landscape faces challenges of heightened stress, reduced productivity, and employee burnout due to increasing pressures. This necessitates workplace wellness programs addressing physical, mental, and emotional well-being to foster positive work environments and enhance organizational health (Vyas Doorgapersad & Surujlal, 2023). Despite growing recognition, many wellness initiatives focus narrowly on physical fitness or general stress management, neglecting the holistic and personalized approaches needed for sustained well-being. Achieving optimal performance requires balancing professional and personal fulfillment, yet few programs comprehensively address the complex interplay of mental, physical, and occupational health challenges (Makhanya, 2021). Effective wellness programs can improve engagement and reduce healthcare costs (Goetzel et al., 2020), but implementation varies. Tailored programs yield better outcomes (Liu et al., 2021), though

employee satisfaction remains varied due to factors like lack of personalization (Smith et al., 2021), limited resource access (Johnson & Lee, 2022), and misalignment with health needs (Harris & Thompson, 2023), leading to low engagement (Williams et al., 2024). Key gaps include a lack of holistic approaches integrating physical and mental health (Smith & Lewis, 2021) and inadequate consideration of occupational stressors (Doe & Kim, 2023) or individual employee differences (Thompson & Lee, 2024). Personalization improves engagement (Martinez, 2023), yet many programs lack evidence-based practices (Brown et al., 2020). Additional challenges include limited budgets, lack of management support, difficulties in measuring outcomes, mental health stigma, and accessibility issues (Chen, Patel, & Wong, 2022). Occupational Therapy (OT), focusing on functional independence, mental health, and adaptive strategies, offers a promising framework. OT principles empower employees to manage stress, build resilience, and engage effectively (Ikiugu et al., 2021). OT-based initiatives promote stress management (Williams et al., 2022), enhance engagement, satisfaction, and productivity (Chen & Lee, 2023), and reduce burnout (Baker & Jones, 2024). However, research often focuses on general outcomes, lacking structured OT-centered program development (Smith & Doe, 2021). Targeted OT interventions show significant impact (Johnson, 2022; Lee, 2021).

An OT-based approach emphasizes individualized assessments, ergonomic modifications, and tailored interventions (Williams, Thompson, & Green, 2023). A notable gap exists regarding OT-based corporate wellness programs, particularly in the Middle East. While studies show emerging interest (Alzeidan et al., 2019; Alkhajah et al., 2023), scope is limited. This study aims to fill this gap by exploring the design and implementation of a comprehensive OT-based corporate wellness program tailored for the Middle East (specifically Doha, Qatar), integrating evidence-based OT strategies to foster healthier, more resilient workplace environments. The study is guided by the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, as cited by Roskams et al., 2021) and Self-Determination Theory (SDT) (Deci & Ryan, as cited in Arey et al., 2022) to understand how balancing demands with resources and fostering autonomy, competence, and relatedness can enhance well-being and productivity.

II. LITERATURE REVIEW

Workplace wellness programs (CWPs) are increasingly recognized as vital organizational initiatives aimed at promoting employee health, improving productivity, and reducing healthcare costs. Effective programs extend beyond mere physical health, encompassing social, mental, and emotional well-being, as neglecting these aspects can lead to subpar performance (Makhanya, 2021). Successful CWPs often clearly communicate management's value for employee well-being, thereby boosting retention (Ignacio, 2020). Integrating flexibility, such as adaptable work arrangements, has shown positive correlations with employee engagement, motivation, commitment, and productivity across various sectors (Nyang'au, 2023; Odongo, 2023; Hughes et al., 2024; Wasike and Wabala, 2024). Furthermore, promoting physical activity and fitness within these programs can enhance cognitive function, focus, and problem-solving skills, which is crucial in demanding roles (Lee et al., 2020; Rimberia, 2022).

Despite the recognized benefits, CWPs face significant implementation challenges, notably low employee engagement, scheduling conflicts, difficulties in tracking effectiveness, lack of employee interest, and workload constraints (Miller, 2021; Argañosa & Binghay, 2024; Fink, Zabawa, & Chopp, 2020). Cultural values, lack of personalization, insufficient

communication, limited resources, and sometimes unclear role definitions can further impede success (Miller, 2021; Pfajfar and Małecka, 2020; Mogeni, 2020). While incentives are often used to drive participation, particularly financial ones (Jones et al., 2021), their effectiveness can vary, and concerns exist about potential disparities affecting vulnerable employee groups (Koruda, 2020; Fink et al., 2020). However, factors like leadership commitment, creating a supportive culture of health, and effective communication are critical for sustained engagement (Fink et al., 2020; Paul & Singh, 2023; Mazzetti et al., 2021; Jeha et al., 2022).

Occupational Therapy (OT) offers a complementary, holistic perspective to enhance CWP by addressing the interplay between the person, environment, and occupation (Caligiuri and De Cieri, 2020; Hawthorne, 2024). OT interventions, such as ergonomic assessments and modifications, stress management techniques (including mindfulness and CBT strategies), work-life balance strategies, and adaptive task approaches, can prevent injuries, manage stress, improve functional performance, and boost job satisfaction (Caligiuri and De Cieri, 2020; Song and Baicker, 2020; Hawthorne, 2024). Studies show OT-based initiatives can reduce burnout and improve well-being (Polo et al., 2021). However, barriers to implementing OT within CWPs include limited employer awareness of OT's role, potential employee resistance, and constraints within practice environments like limited time and resources (Lloyd et al., 2019; Kim & Larivière, 2022).

Successful integration requires collaboration between OTs, HR, and management, along with adequate training and support for OT practitioners (Gallup 2020). Involving employees in program design and evaluation fosters ownership and improves acceptance (Jeha et al., 2022; Chawla et al. 2020). While wellness programs are common in the US (Cheon et al., 2020), research in regions like the Middle East is still emerging, indicating a need for context-specific approaches (Alzeidan et al., 2019; Alkhajah et al., 2023; Almazrouei et al., 2022). Ultimately, effective CWPs, particularly those enhanced by OT principles, require a structured, evidence-based, yet flexible approach tailored to specific workplace needs, focusing on holistic well-being and supported by strong organizational commitment and continuous evaluation (Torres and Zhang, 2021; Camarillo, 2021).

III. RESEARCH METHOD

3.1 Data Collection

This study employed a descriptive-developmental research design using a cross-sectional survey method to develop and evaluate an OT-based corporate wellness program (OT-CWP) aimed at enhancing productivity and employee well-being in corporate settings. The study adopted a post positivist worldview and a quantitative approach.

3.2 Sample Size

The primary data sources were Occupational Therapists (OTs) with experience in the corporate sector in Doha, Qatar. The population comprised 33 such OTs. A sample size of 30 respondents was determined using the Raosoft Calculator (95% confidence, 5% margin of error). Purposive sampling combined with chain-referral was used to select OTs practicing in Doha with at least three years of knowledge/experience in corporate wellness programs, ensuring rich and relevant data (Creswell, 2014).

3.3 Sampling Technique

A purposive sampling technique was employed, wherein respondents were selected based on their specific experience and qualifications. To strengthen the selection process, purposive sampling was combined with chain-referral sampling, ensuring that only Occupational Therapists practicing in Doha, Qatar, with at least three years of experience and knowledge of corporate wellness programs were included.

3.4 Method Data Analysis

Data collected was analyzed using weighted mean and percentage method.

IV. RESULTS AND DISCUSSION

Table 4.1 Current Status of Existing Corporate Wellness Program

How effective do you think the current wellness program strategies are in engaging employees?	Frequency	Percentage	Rank
Very Effective	5	16.7	3
Somewhat Effective	18	60	1
Neutral	6	20	2
Not very effective	1	3.3	4
Not effective at all	0	0	5

Table 4.1: Shows the current status of the wellness program strategies in engaging employees. The results indicated that 60% of respondents perceived the current corporate wellness programs as "Somewhat Effective" (Rank 1), followed by 20% who remained neutral (Rank 2). Only 16.7% rated the current strategies as "Very Effective" (Rank 3), suggesting that enhancements in program structure and engagement strategies were necessary. A small percentage (3.3%) considered them "Not Very Effective" (Rank 4). Notably, there were no responses indicating that the programs were "Not Effective at All" (Rank 5), suggesting that existing efforts had a foundational level of success. This suggests that to enhance effectiveness, companies should explore strategies such as evidence-based wellness interventions, better communication, and improved tracking mechanisms to assess program impact. This identified perception of the respondents is somehow analogous to the discussion of Smith et al. (2021) found that individualized wellness plans significantly improve employee satisfaction and engagement, highlighting the importance of personalized approaches.

Table 4.2 Challenges/Barrier Encountered in Implementing Corporate Wellness Programs

Challenges	Frequency	Percentage	Rank
Low employee participation	28	93	2
Insufficient funding/resources	8	26.7	5
Limited staff to oversee implementation	16	53.3	4
Difficulty in tracking program effectiveness	21	70	3
Scheduling conflicts with work demands	30	100	1

Lack of awareness among employees	6	20	6
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Barriers	Frequency	Percentage	Rank
Lack of interest from employees	29	96.7	1
Limited communication channels	6	20	3
Insufficient incentives for participation	27	90	2
Employees' workload and time constraints	29	96.7	1

Table 4.2 & 4.3: significant challenges and barriers affected the success of the wellness program. The most significant challenges reported included scheduling conflicts with work demands (100%) (Rank 1), low employee participation (93%) (Rank 2), and difficulty in tracking program effectiveness (70%) (Rank 3). The data suggested that work-related time constraints were a primary barrier to employee engagement. Additionally, a high percentage of respondents identified lack of interest from employees (96.7%) (Rank 1) and workload constraints (96.7%) (Rank 1) as key factors affecting participation. This suggested that addressing these challenges required a strategic approach that included flexible scheduling, enhanced communication about the benefits of participation, and improved incentive structures to encourage employee engagement. The findings of the study are much related to Fink, Zabawa, and Chopp (2020) highlighted issues such as low employee participation and difficulty in tracking program effectiveness, emphasizing the need for improved engagement strategies and evaluation methods. Similarly, Argañosa (2024) examined corporate wellness programs during the COVID-19 pandemic in the Philippines, identifying scheduling conflicts and workload constraints as significant barriers to employee engagement. Furthermore, a study published in *Acta Medica Philippina* (2024) found that while 90% of employees participated in wellness programs, challenges such as insufficient funding and limited staff to oversee implementation hindered effectiveness.

Table 4.5 Perspective OT's and Stakeholders of OT Based Corporate Wellness Program

How important do you think an OT-based corporate wellness program is in promoting employee well-being and productivity?	Frequency	Percentage	Rank
Extremely important	22	73.3	1
Very important	7	23.3	2
Somewhat Important	1	3.3	3
Not very important	0	0	4
Not important at all	0	0	4

Table 4.5: 73.3% of respondents rated the importance of OT-based corporate wellness programs as "Extremely Important" (Rank 1). None of the respondents considered such programs unimportant (Rank 4), reflecting strong support for the integration of OT principles into workplace wellness strategies.

Table 4.6

What key areas should an OT-based corporate wellness program address?	Frequency	Percentage	Rank
Ergonomics and workplace design	28	93.3	2
Stress management and mental well-being	28	93.3	2

Injury prevention and rehabilitation	25	83.3	4
Work-life balance strategies	29	96.7	1
Productivity and performance enhancement	25	83.3	4
Physical activity and movement breaks	26	86.7	3

Table 4.6: respondents highlighted top priorities: work-life balance strategies (96.7%) (Rank 1), ergonomics and stress management (93.3%) (Rank 2), and injury prevention (83.3%) (Rank 3). These findings indicate that organizations should focus on interventions that enhance mental and physical well-being, reduce workplace injuries, and improve productivity.

Table 4.7

What challenges do you foresee in implementing an OT-based corporate wellness program?	Frequency	Percentage	Rank
Limited employer awareness of OT's role in workplace wellness	26	86.7	1
Budget constraints or lack of funding	12	40	3
Employee resistance to participation	26	86.7	1
Integration with existing corporate wellness programs	23	76.7	2
Measuring the effectiveness of OT interventions	23	76.7	2

Table 4.7: respondents identified the primary implementation challenges as limited employer awareness of occupational therapy's role (86.7%) (Rank 1) and employee resistance (86.7%) (Rank 1). Budget constraints were less significant (40%) (Rank 2), indicating that the main obstacles were related to education and cultural acceptance rather than financial limitations.

Table 4.8

In your opinion, what strategies would best encourage employee participation in an OT-based wellness program?	Frequency	Percentage	Rank
Incentives (e.g., bonuses, extra leave)	29	96.7	1
Integration into work hours	29	96.7	1
Management involvement and support	13	43.3	4
Interactive and engaging program formats	26	86.7	2
Regular workshops and follow-up sessions	17	56.7	3

Table 4.8: respondents indicated that incentives (96.7%) (Rank 1) and integration into work hours (96.7%) (Rank 1) were the most effective methods for encouraging participation. These findings emphasize the need for a structured approach that aligns wellness initiatives with employees' daily work routines.

Table 4.9

What type of support would be most beneficial for OTs in implementing corporate wellness programs?	Frequency	Percentage	Rank
Training and professional development	27	90	1
Collaboration with other healthcare	25	83.3	2

professionals			
Standardized OT-based wellness program templates	24	80	3
Employer and HR engagement strategies	27	90	1

Table 4.9: the most crucial support measures identified were training and professional development (90%) (Rank 1), along with strong engagement from employers and human resources (90%) (Rank 1). These insights highlight the importance of equipping OT professionals with the necessary skills and fostering organizational buy-in for program success.

Table 4.10

What outcome measures do you believe are most effective in assessing the success of an OT-based corporate wellness program?	Frequency	Percentage	Rank
Employee satisfaction and feedback	30	100	1
Reduction in work-related injuries	17	56.7	3
Improved employee productivity	19	63.3	2
Decrease in absenteeism and presenteeism	12	40	4

Table 4.10: employee satisfaction and feedback, with a complete response rate of 100% (Rank 1), was identified as the most effective measures of success. This was followed by increased productivity with a rating of 63.3% (Rank 2). This indicates that the impact of the wellness program should be assessed using both qualitative and quantitative metrics.

Table 4.11

What specific OT interventions do you believe would be most effective in a corporate wellness program?	Frequency	Percentage	Rank
Mindfulness and relaxation techniques	27	90	1
Adaptive strategies for workplace tasks	27	90	1
Cognitive behavioral strategies for stress management	27	90	1
Personalized ergonomic assessment and modification	27	90	1
Group-based movement stretching sessions	26	86	2

Table 4.11: respondents evaluated the proposed occupational therapy interventions favorably, with 90% (Rank 1) expressing support for mindfulness practices, cognitive-behavioral strategies, and ergonomic assessments. These results validate the inclusion of a broad spectrum of OT approaches within corporate wellness programs.

Table 4.12

How frequently should OT-Led wellness sessions be conducted to maximized impact?	Frequency	Percentage	Rank
Weekly	11	36.7	2
Bi-weekly	3	10	3
Monthly	15	50	1
Quarterly	1	3.3	4

On demand/as needed	1	3.3	4
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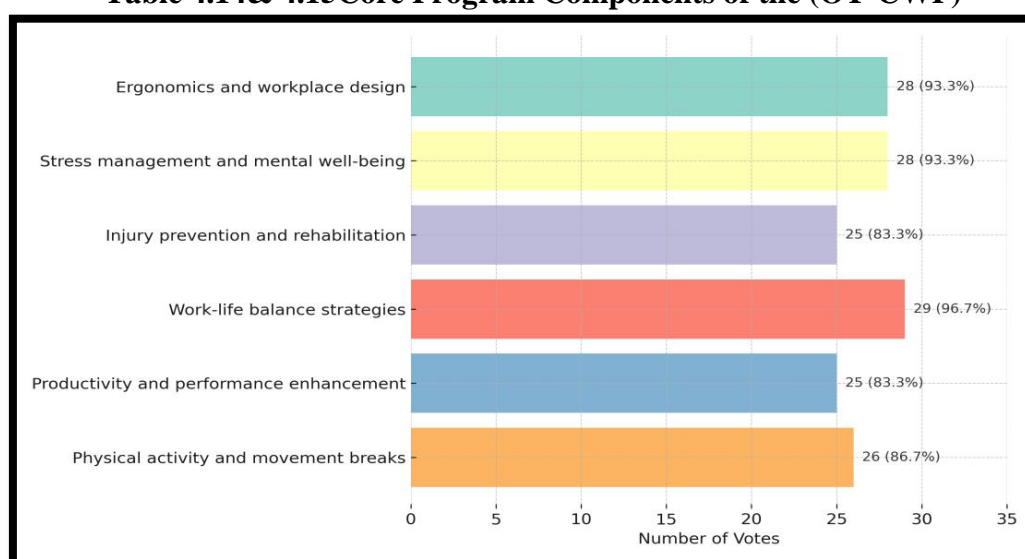
Table 4.12: the preferred session frequency was monthly at 50% (Rank 1), followed by weekly at 36.7% (Rank 2), and bi-weekly at 10% (Rank 3). These preferences suggest that while regular engagement was important, over-scheduling could reduce participation.

Table 4.13

What are the most common workplace related health issues that OT's should prioritize in a corporate wellness program?	Frequency	Percentage	Rank
Musculoskeletal disorders (e.g. back and neck pain, carpal tunnel syndrome)	27	90	2
Mental health concerns (e.g. anxiety and burnout)	29	96.7	1
Chronic conditions affecting work performance (e.g. Diabetes, hypertension)	22	73.3	4
Fatigue and energy management	25	83.3	3
Workstation discomfort and poor posture	29	96.7	1

Table 4.13: mental health concerns were identified as the primary concern (96.7%) (Rank 1), workstation discomfort (96.7%) (Rank 1), and musculoskeletal disorders (90%) (Rank 2), as shown in Table 3.9. These findings underscore the necessity of integrating mental health support and ergonomic interventions into the program. This identified perception of the respondents is somehow analogous to the discussion of. Jensen (2024) found that structured OT interventions enhance employee well-being and long-term health outcomes. Argañosa and Binghay (2024) reported that 90% of Filipino workers benefited from corporate wellness initiatives, emphasizing communication and motivation. Polo et al. (2021) examined the Occupational Therapy Health and Wellness Program (OT-HAWP) for cancer survivors, finding significant improvements in daily activity performance, health-related quality of life, sleep quality, and reduced fatigue among participants. These findings support the integration of OT principles into corporate wellness strategies to enhance employee health and productivity.

Table 4.14& 4.15Core Program Components of the (OT-CWP)



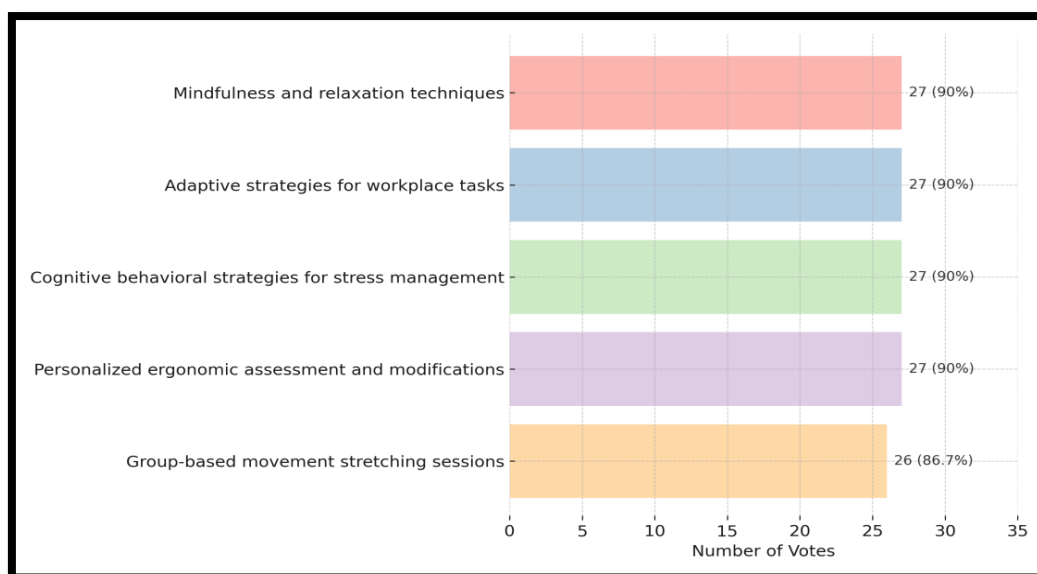


Table 4.14 & 4.15: The OT-Based Corporate Wellness Program presents a structured, evidence-based approach to improving workplace well-being. By addressing stress management, ergonomics, work-life balance, and productivity through occupational therapy interventions, organizations can foster a healthier, more engaged workforce. Given the proper implementation, collaboration with stakeholders, and continuous evaluation, this program offers a sustainable solution to workplace health challenges. The adoption of OT-CWP, corporate wellness will move beyond traditional models and into a more holistic, employee-centered framework for well-being.

Table 4.16 Acceptability of the OT-Based Corporate Wellness Program: Relevance

Evaluation Aspect	Statements	Weighted Mean	Categorical Response	Verbal Interpretation
Relevance	The OT-based corporate wellness program addresses key occupational health concerns in the workplace.	3.55	Strongly Agree	Highly Relevant
	The program is relevant to the needs of employees across different job roles.	3.55	Strongly Agree	Highly Relevant
	The program aligns with the company's goals for employee wellness and productivity.	3.52	Strongly Agree	Highly Relevant
	The program content is evidence-based and appropriate for workplace settings.	3.55	Strongly Agree	Highly Relevant
	The program promotes holistic well-being,	3.61	Strongly Agree	Highly Relevant

	including physical, mental, and ergonomic health.			
Overall Weighted Mean		3.57	Highly Relevant	

Table 4.16: presents the acceptability of the OT-based corporate wellness program in terms of relevance. The findings indicate that respondents strongly agreed with all statements, with an overall weighted mean of 3.57, signifying that the program was highly relevant. The highest-rated statement, "The program promotes holistic well-being, including physical, mental, and ergonomic health," received a weighted mean of 3.61, highlighting the importance of a comprehensive approach to employee wellness. Other highly rated aspects include the program's ability to address occupational health concerns (3.55), its relevance to employees across different job roles (3.55), and its evidence-based content (3.55). Additionally, the program's alignment with company wellness and productivity goals received a slightly lower but still strong mean of 3.52. Overall, the results suggest that the OT-based corporate wellness program was well-received and highly relevant to workplace needs. Its focus on holistic well-being, evidence-based content, and alignment with company goals reinforces its importance in promoting employee health, engagement, and productivity. The findings are consistent with the study of Smith et al. (2021) conducted a comprehensive review demonstrating that holistic approaches to employee wellness can significantly improve physical and mental health outcomes. Their research emphasizes the correlation between employee satisfaction and productivity in environments that prioritize ergonomic health (Jones & Taylor, 2022). Furthermore, a study by Nguyen and Roberts (2023) supports the idea that evidence-based programs tailored to specific workplace needs enhance employee engagement and overall effectiveness.

Table 4.17 Acceptability of the OT-Based Corporate Wellness Program: Completeness

Evaluation Aspect	Statements	Weighted Mean	Categorical Response	Verbal Interpretation
Completeness	The program includes a comprehensive set of wellness strategies (e.g., ergonomics, stress management, injury prevention).	3.58	Strongly Agree	Highly complete
	The program provides clear guidelines and structured activities for implementation.	3.58	Strongly Agree	Highly complete
	The program materials (manuals, resources, tools) are sufficient and well-organized.	3.52	Strongly Agree	Highly complete
	The program effectively integrates occupational therapy principles in workplace wellness.	3.58	Strongly Agree	Highly complete

	The program includes appropriate assessment and evaluation methods to track progress.	3.55	Strongly Agree	Highly complete
Overall Completeness		3.56	Highly Complete	

Table 4.17: presents the acceptability of the OT-based corporate wellness program in terms of completeness. The findings indicate that all aspects of the program were rated as "Highly Complete," with an overall weighted mean of 3.56. The highest-rated indicators included the inclusion of a comprehensive set of wellness strategies (3.58), clear guidelines and structured activities for implementation (3.58), and the effective integration of occupational therapy principles in workplace wellness (3.58). These results suggest that the program was well-structured and effectively designed to address workplace wellness needs. Additionally, the sufficiency and organization of program materials (3.52) and the inclusion of appropriate assessment and evaluation methods (3.55) further emphasized the program's completeness. The findings highlight the importance of providing clear resources, structured implementation plans, and effective assessment tools to ensure the program's success. Overall, the results indicate that the program was thorough and well-developed, supporting its effectiveness in promoting workplace wellness. Jensen (2024) conducted a qualitative study exploring employees' experiences with an OT-centered workplace wellness program. Participants reported that the structured and individualized approach facilitated sustainable wellness outcomes, highlighting the importance of clear guidelines and structured activities in program implementation. Similarly, Argañosa and Binghay (2024) examined the impact of corporate wellness programs on various dimensions of Filipino workers' well-being. Their findings indicated that employees who were aware of and participated in these programs exhibited higher overall wellness scores compared to non-participants. Furthermore, Marin-Farrona et al. (2023) conducted a systematic review on the effectiveness of worksite wellness programs based on physical activity. The review highlighted that well-structured program with clear implementation guidelines and appropriate assessment methods significantly improved workers' health and productivity.

Table 4.18 Acceptability of the OT-Based Corporate Wellness Program: Applicability

Evaluation Aspect	Statements	Weighted Mean	Categorical Response	Verbal Interpretation
Applicability	The program can be realistically implemented within the workplace setting.	3.58	Strongly Agree	Highly Applicable
	The program is flexible and can be adapted to different industries and work environments.	3.55	Strongly Agree	Highly Applicable
	The program activities are engaging and encourage employee participation.	3.55	Strongly Agree	Highly Applicable
	The strategies and interventions are	3.58	Strongly Agree	Highly Applicable

	practical and feasible for employees to follow.			
	The program provides clear roles for occupational therapists, HR personnel, and management in implementation.	3.55	Strongly Agree	Highly Applicable
Overall Applicability		3.56	Highly Applicable	

Table 4.18: presents the applicability of the OT-based corporate wellness program. The findings indicate that all aspects of the program were rated as "Highly Applicable," with an overall weighted mean of 3.56. The data showed strong agreement (mean score: 3.56) that the program was flexible and feasible for implementation across various corporate settings. The highest-rated indicators included the realistic implementation of the program in the workplace (3.58) and the practicality and feasibility of the strategies and interventions for employees (3.58). These results highlight the program's strong potential for workplace integration. Additionally, the program's flexibility across different industries (3.55), engaging activities that encourage participation (3.55), and the clear roles assigned to occupational therapists, HR personnel, and management (3.55) further reinforced its adaptability and structured implementation. The findings suggest that the program was well-designed for diverse workplace settings, providing practical interventions that support employee well-being while ensuring clear responsibilities for key stakeholders. This finding is aligned with the statement of Nguyen et al. (2021) in their research highlighted the role of flexibility in wellness programs to enhance employee participation and satisfaction. Similarly, Smith and Clarke (2022) found that defining clear roles for stakeholders significantly improves program implementation success in corporate settings. Additionally, the survey conducted by Martinez et al. (2023) underscored the practicality of occupational therapy interventions, reinforcing the idea that programs like the one evaluated can indeed lead to healthier workplace environments through structured and applicable strategies.

V. CONCLUSION

The results of this study indicate that existing corporate wellness programs are perceived as only moderately effective, suggesting a need for enhancements in program structure, engagement strategies, and tracking mechanisms. Key issues identified in implementing such programs include significant challenges like scheduling conflicts, low employee participation, difficulties in tracking effectiveness, and barriers such as lack of employee interest and workload constraints. Occupational therapists and stakeholders strongly support integrating OT principles into wellness strategies, viewing OT-based programs as extremely important for promoting well-being and productivity, particularly focusing on work-life balance, stress management, and ergonomics. In response to these needs, the developed Occupational Therapy-Based Corporate Wellness Program (OT-CWP) was found to be highly acceptable, demonstrating strong relevance to occupational health concerns, completeness in its strategies and guidelines, and applicability for realistic implementation across diverse corporate settings. Given the positive reception and demonstrated acceptability of the OT-CWP, it is strongly recommended that companies enhance their existing wellness initiatives by integrating evidence-based OT principles, improving communication, and

utilizing robust tracking systems, ensuring alignment with employee needs through regular evaluation and feedback. To address participation barriers, companies should adopt flexible strategies, such as integrating activities into work hours and offering meaningful incentives. It is advised that Occupational Therapists implement specific evidence-based interventions like mindfulness, cognitive-behavioral techniques, and ergonomic assessments, collaborating closely with stakeholders and utilizing ongoing assessments to monitor and refine outcomes. Furthermore, organizations, potentially including the Qatar healthcare system, should consider adopting the OT-CWP, focusing on continuous improvement through expanded strategies, clear guidelines, flexibility, and ongoing training. Lastly, future research should explore the long-term impact and scalability of the OT-CWP across different industries, employing comparative studies and mixed methods to gather broader insights into employee engagement, productivity, and well-being.

VI. RESEARCH LIMITATION AND DIRECTION FOR FUTURE STUDIES

This study was limited to certified Occupational Therapists considered experts in Doha, Qatar, with a final sample size of 30 respondents who utilized a Corporate Wellness Program under a corporate company. Data collection was restricted to the use of a validated researcher-made questionnaire and conducted within the timeframe of November 2024 to March 2025. This study focuses on describing the following variables: (1) the identification of current corporate wellness program in terms of effectiveness, (2) challenges/barriers encountered by the respondents in utilizing the current Corporate Wellness Program, (3) Perspectives of OT's in the development of an OT-based Corporate Wellness Program (OT-CWP), (4) the developed OT-based Corporate Wellness Program (OT-CWP) itself, and (5) the level of acceptance of the OT-based Corporate Wellness Program (OT-CWP) in terms of relevance, completeness, and applicability, incorporating occupational therapy to enhance productivity and employee well-being in corporate environments.

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