# Employee well-being

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# Agenda

- Introduction
- Theoretical framework
- Contemporary workplace health and safety (H&S) issues
- Strategies for promoting well-being at the workplace
- Best practices and success stories
- Conclusion

# Introduction

- Who am I?
- Who are you?
- Why are we here?
- Anyone working?
- How do you feel about your job in one word?
- Whose Responsibility is Workplace Well-Being?

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# Your thoughts

- Discuss in the group
- Let's choose the best

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# The concept of well-being and its dimensions

- Well-being at the workplace refers to the comprehensive health status of employees, encompassing physical, mental, and emotional aspects. This concept extends beyond the absence of illness to include the proactive achievement of optimal health and happiness.

- It involves both subjective experiences and objective conditions, such as feeling valued,secured, and satisfied, as well as having access to resources that support overall health and personal growth.

- It includes factors such as job satisfaction, work-life balance, job security, safety, and a supportive work culture.

- Well-being at the workplace is an important aspect of human resources management as it can have a significant impact on the productivity, retention, and satisfaction of employees.

# The concept of well-being and its dimensions

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- Physical well-being: the state of being physically healthy, free from illness, and able to perform job tasks without undue strain or injury.

- Psychological well-being: the state of having a positive mindset, coping with stress effectively, feeling satisfied with work, and having a sense of purpose and meaning.

- Social well-being: the state of feeling connected to colleagues, having good relationships with supervisors, and feeling supported by the organization.

# The concept of well-being and its domains

| Domain | Indicative elements |
| --- | --- |
| Physical | Physical health, mental health, working environment, physical safety and accommodation |
| Values | Ethical standards, diversity, psychological contract and spiritual expression |
| Personal development | Autonomy, career development, lifelong learning and creativity |
| Emotional | Positive relationships, emotional intelligence and social responsibility |
| Work/organisation | Change management, work demands, autonomy and job security |

Source: adapted from CIPD, 2007

# Theories of Well-being

- Job demands-resources model
- Self-Determination theory
- Job crafting
- hedonic vs eudaimonic well-being
- Social exchange theory
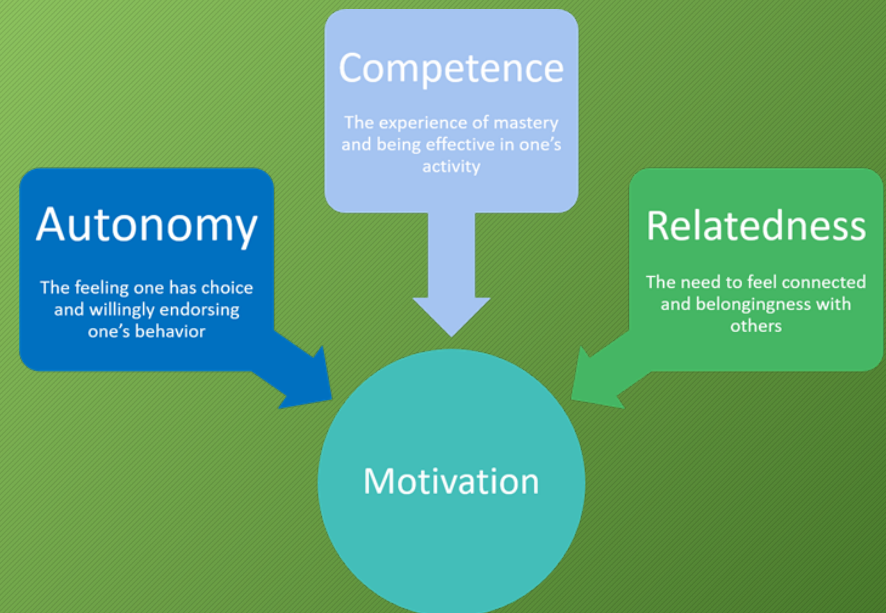- Conservation of resources theory
- Job characteristics theory

# Job Demands-Resources Model

- At first, this model was introduced to identify possible antecedents of burnout.

- Accordingly, Schaufeli and Bakker (2004) added work engagement as a positive dimension of well-being to the JD-R model as part of the recent occupational health psychology trend.

- Job demands: Refers to elements of a job that require sustained mental or physical effort and are associated with physiological or psychological costs.

- Examples: Time and work pressure, role conflicts, or quantitative workload.

- Job resources: defined as those aspects of the job that are physically, socially, or organizationally capable of achieving work goals; reduce job demands and the associated physiological and psychological costs; and encourage personal development and growth.

- Examples: Feedback, job control, and social support.

# Self-Determination Theory

- Self-Determination Theory (SDT) is a psychological framework developed by psychologists Edward Deci and Richard Ryan. It emphasizes the role of intrinsic and extrinsic motivations in driving human behavior and highlights the importance of autonomy, competence, and relatedness in fostering intrinsic motivation.

- **Autonomy**: Refers to the feeling that one has control over one's own life and decisions. In the workplace, autonomy is facilitated when employees are given the freedom to choose how they accomplish their tasks and are encouraged to make decisions that impact their work.

- **Competence**: Involves feeling skilled and capable at one's tasks. Employees experience competence when they are properly trained, receive positive feedback, and are given opportunities that challenge their skills in a supportive way.

- **Relatedness**: The need to feel connected to others. In a professional setting, this can be achieved through positive interactions with colleagues and supervisors, a collaborative work environment, and the sense that one is a valuable member of the team.



**Competence**
The experience of mastery and being effective in one's activity

**Autonomy**
The feeling one has choice and willingly endorsing one's behavior

**Relatedness**
The need to feel connected and belongingness with others

**Motivation**

# Self-Determination Theory

- Self-determination theory suggests that all humans have three basic psychological needs.

- Addressing the links between motivation and performance and wellness in organizations.

- SDT suggests that fostering workplace conditions where employees feel supported in their autonomy can lead to increased employee satisfaction and growth. (Video)

- SDT posits that an employee's performance and well-being are influenced by the type of motivation they have for their job activities. The theory differentiates types of motivation and argues that different types of motivation have distinct catalysts, and consequences.

# Self-Determination Theory

- One important dimension of wellness that SDT has concentrated on is subjective vitality, defined as the experience of feeling alive, vigorous, and energetic. Vitality is about energy that is available to the self, and that can be used in volitional activity.

- Having such vitality is important to both feeling well and being able to function well. Research has shown that basic need satisfaction, and exposure to nature, are sources of vitality for people.

# Job Crafting

- Job crafting is associated with self-initiated behaviours at work aimed to modifying job tasks or other formally defined aspects of the job.

- Relying upon the Job demands-resources model, the Job Crafting Scale (JCS) was developed.

- There are four independent job crafting dimensions:

1. Increasing social job resources (e.g., increasing social support, supervisory feedback).

2. Increasing structural job resources (e.g., increasing the variety of resources, possibilities for professional development, and autonomy).

3. Increasing challenging job demands (e.g., learning about new developments, taking on extra, unpaid tasks, starting new projects) .

4. Decreasing hindering job demands (e.g., making work emotionally less intense, minimizing contact with problematic people).

- Video

# Hedonic vs Eudaimonic Well-being

- The hedonic approach, which focuses on happiness and defines well-being in terms of pleasure attainment and pain avoidance.

- The eudaimonic approach, which focuses on meaning and self-realization and defines well-being in terms of the degree to which a person is fully functioning.

"The two types of happiness – hedonistic and eudaimonic – and which one is best for your health"

with Florence Williams

The MindHealth 360 Show

# Social Exchange Theory

- Social Exchange Theory is a sociological theory that explains how people evaluate relationships based on the benefits and costs they receive from them.

- According to this theory, people engage in social interactions with others to maximize their rewards and minimize their costs.

- Rewards can include emotional support, companionship, material resources, or any other positive outcomes that individuals gain from their relationships.

- Costs can include time, effort, money, emotional distress, or any other negative outcomes that individuals experience in their relationships.

# Conservation of Resources Theory

- Conservation of Resources (COR) Theory explains how individuals protect and build personal resources to cope with stress and maintain well-being.

- Individuals have a limited pool of resources, which can include time, money, energy, and social support.

- Stress occurs when individuals perceive a threat to their resources or experience a loss of resources.

- COR theory proposes three main strategies for coping with stress: resource acquisition, resource conservation, and resource recovery.

# Job Characteristics Theory

- Developed by Greg R. Oldham and J. Richard Hackman, the model proposes that the nature of one's job or the tasks one undertakes can predict job satisfaction and motivation.

- The **Five** Core Job Characteristics:

  - **Skill Variety** - the extent to which the job requires a variety of different activities that involve the use of different skills and talents.

  - **Task Identity** - the degree to which the job requires completion of a whole and identifiable piece of work.

  - **Task Significance** - the degree to which the job has a substantial impact on the lives of other people, whether within the organization or in the external environment.

  - **Autonomy** - the extent to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.

  - **Feedback** - the degree to which carrying out the work activities required by the job provides direct and clear information about the effectiveness of the performance.
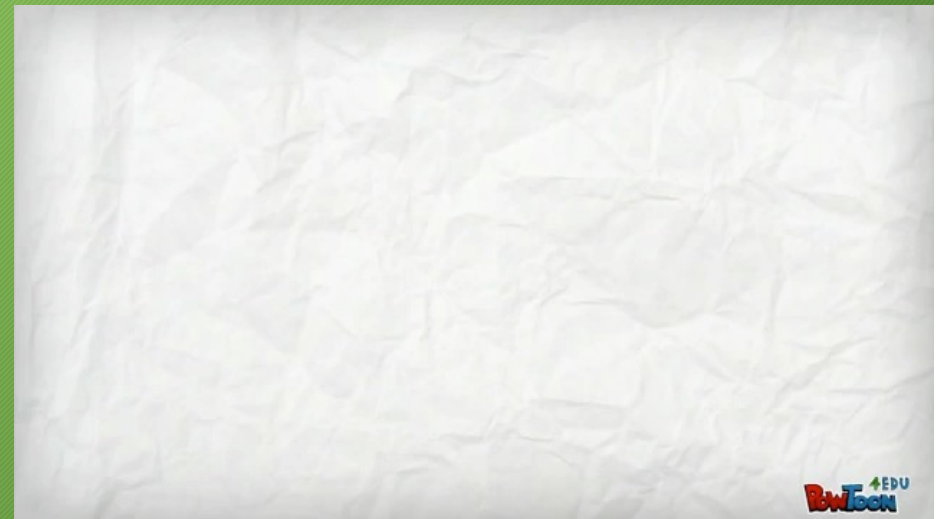
# Psychological States and Outcomes in the Job Characteristics Model

- **Critical Psychological States:**
  - The model asserts that the five core job characteristics impact three critical psychological states, leading to several positive work-related outcomes.
    - **Experienced Meaningfulness of the Work**: Feeling that one's work is worthwhile or important, enhanced by skill variety, task identity, and task significance.
    - **Experienced Responsibility for Outcomes of the Work**: The sense of ownership and control over one's work results, fostered by autonomy.
    - **Knowledge of the Actual Results of the Work Activities**: Understanding how effectively one is performing, facilitated by feedback.
- Outcomes of Enhanced Psychological States:
  - High internal work motivation.
  - High-quality work performance.
  - High satisfaction with the work.
  - Low absenteeism and turnover.

# The role of HRM in promoting well-being at the workplace

- Promote well-being? By creating a supportive work environment and implementing policies and programs that prioritize employee health and happiness.

- Some of the ways HRM can promote well-being at the workplace include:

- Job design: Creating jobs that are challenging, meaningful, and provide opportunities for skill development and growth.

- Work-life balance: Providing flexible work arrangements such as telecommuting, flexible schedules, and paid time off.

- Employee assistance programs: Providing counseling, wellness programs, and other resources to support employee mental and physical health.

- Training and development: Providing training and development opportunities to enhance employee skills and increase job satisfaction.

- Diversity and inclusion: Creating an inclusive work environment that values diversity and promotes social well-being.

# Contemporary workplace health and safety (H&S) issues

- A key component of employee well-being is health and safety at work.

- The Health and Safety Executive (HSE), the body responsible for enforcing and promoting UK H&S legislation, report that in 2019-20, 1.6 million people in the UK who Worked during the previous year were suffering from ill health they believed was caused by their current or previous work (of which approximately 188,000 were new Cases) (HSE.:2020a).

- The most unsafe industries were construction, agrigulture and manufacturing. The safe one was service industry.

- In the UK, the traditional emphasis of H&S at work has been on the physical working environment. This partly reflects the historic focus of H&S legislation on guarding against the ill effects of manual labour and the dangers associated with manufacturing and agricultural work, both in terms of the risk of physical injury or illness and the potential to exacerbate existing health problems.

- UK has the lowest fatal injury rate (0.52 per 100,000 workers) in Europe, comparing favourably with other large economies, including France (3), Spain (1.7) and Italy (0.93). The highest rate was found in Lithuania (3.42 per 100,000).

# Contemporary workplace health and safety (H&S) issues

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- The most significant trend in the area of workplace H&S is the increasing prevalence of mental health conditions. Most frequently, mental health problems associated with work reflect the consequences of work-related stress, but also include anxiety, depression and burn-out.

- In 2019-20, an estimated 828,000 UK employees who had worked in the last year believed that they were experiencing work-related stress, depression or anxiety at a level that was making them ill (HSE, 2020a).

- CIPD (2020e) reports that more than 59 percent of employers reported mental ill health as among their top three causes of long-term absence.

# Contemporary workplace health and safety (H&S) issues

- The HSE defines work related "stress" as

- The adverse reaction people have to excessive pressures or other types of demand placed on them" (HSE, 2012b). Pressure can be positive and a motivating factor and is often essential in a job. It can help us achieve our goals and perform better. Stress occurs when this pressure becomes excessive. Stress is a natural reaction to too much pressure.

- A more involved definition is provided by Ganster and Rosen (2013: 1058) 'stress can be thought of as

  - (a) a feature of the external environment that acts on an individual

  - (b) the individual's responses (psychological, physiological and behavioural) to environmental demands, threats, and challenges)

  - (c) the interaction of the two.

- Both definitions emphasis that stress is subjectively experienced and the fact that different people have different tipping points varying perceptions of potential sources of stress and ability to cope.

# Contemporary workplace health and safety (H&S) issues

- Contributors! to the experience of work-related stress

  - Inappropriate work organisation and job design
  - Role ambiguity
  - The nature of working relationships
  - Lack of discretion and control
  - Work intensification

  - The form and degree of managerial surveillance
  - Poor communication
  - Harassment and bullying
  - Excessive workload and pressure.

- In addition, management style, uncertainty and job insecurity and poor work-life balance or 'spillover' can be significant contributory factors. The main work factors cited by respondents to the UK labour force survey in 2017 as causing work-related stress, depression or anxiety were workload pressures, including tight deadlines and too much responsibility and a lack of managerial support

# Contemporary workplace health and safety (H&S) issues

- The HSE (2012), identify six key areas of work design that, if not properly managed, are associated with poor health and well-being at work, particularly stress. These are:

- Demands - including issues such as workload, work patterns and the work environment.

- Control - how much power the person has in the way they do their work.

- Support - including the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

- Relationships - including workplace conflict and unacceptable behaviour.

- Role - whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.

- Change - how organisational change is managed and communicated in the organisation.

# Contemporary workplace health and safety (H&S) issues

- "Depression" is a complex condition with a varied manifestation of thoughts, feelings, and behavior that can affect anyone and everyone, and a variety of work and non-work-related factors might be at play when we consider someone struggling with workplace depression.

- Any workplace or job can be a potential cause or a contributing factor for depression depending on the level of stress and available support at the workplace,

- According to the World Health Organization Trusted Source (WHO), a negative working environment can lead to Mental and physical health concerns, Absenteeism, lost productivity and increased substance use.

- Mental Health America reports that depression ranks among the top three problems in the workplace for employee assistance professionals.

- Awareness and early detection are key.

# Strategies for promoting well-being at the workplace

- Prevention-oriented strategies (e.g., job design, work-life balance, employee assistance programs).
- Intervention-oriented strategies (e.g., stress management, mental health support, conflict resolution).
- Evaluation and measurement of well-being at the workplace.

# Strategies for promoting well-being at the workplace

- Job design and employee wellbeing can go hand in hand. When tasks are organised appropriately, employees are less likely to be overwhelmed with work. This can reduce stress, and since stressed employees don't produce their best work, this can also have an impact on productivity as a whole in your organisation.

- Well-designed, organised and managed work is generally good for us but when insufficient attention to job design, work organisation and management has taken place, it can result in work related stress.

- These simple measures can have a big effect on wellbeing: data from 2021 shows that nearly 60% of employees reported musculoskeletal pain, most commonly in their lower back, neck and knees — which could be a result of too much time sitting down.

- Job enlargement, Job rotation and Job enrichment are common approaches for job design.

- For jobs with a physical component, it's important to vary tasks so that employees don't spend too long using one particular muscle group, as this can lead to injuries. Mental tasks should also be varied so employees don't have to spend a long time working on extremely difficult or boring tasks, which can lead to stress, disengagement or burnout.

# Best practices and success stories

- Case studies of organizations that prioritize well-being at the workplace: Google, Patagonia, etc.

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- Thank you