

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

# Your thoughts

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

# The concept of well-being and its dimensions

- Well-being at the workplace refers to the physical, mental, and emotional health and happiness of employees in their work environment.
- 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

- 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

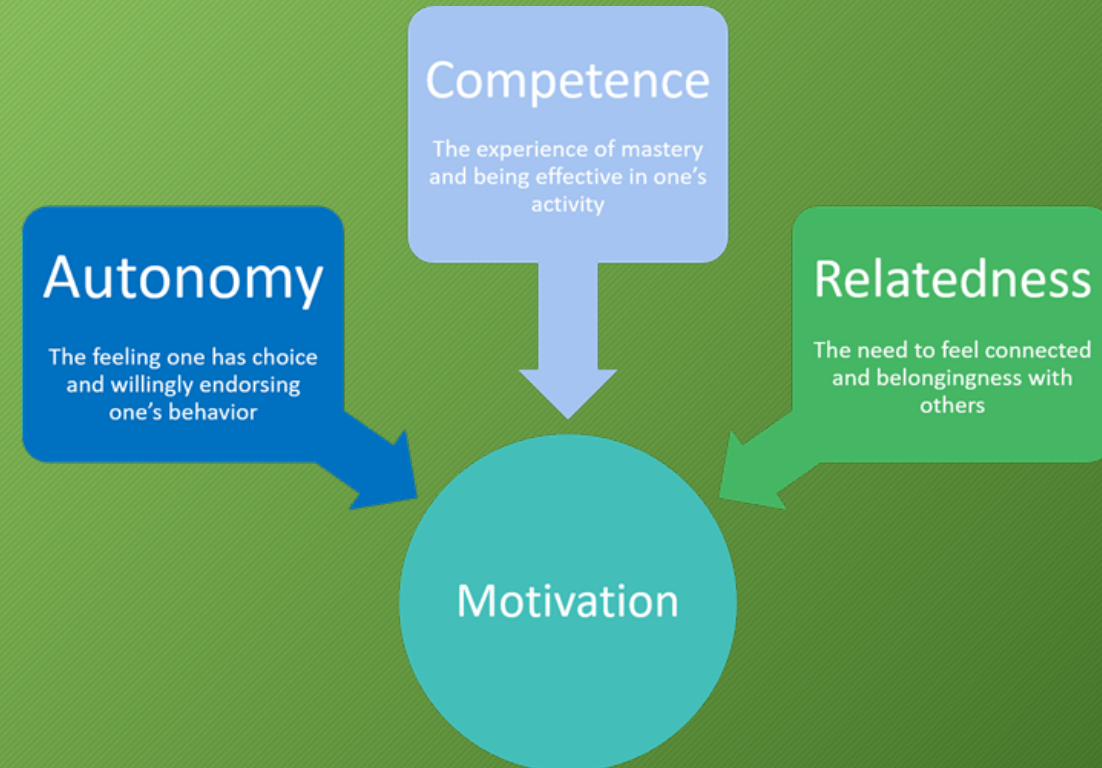


# Job Demands-Resources Model

- 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

- 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 suggests that all humans have three basic psychological needs.



# 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 thus 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.



# 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

- Job Characteristics Theory suggests that the design of jobs can impact employee motivation and well-being. By incorporating the five core job characteristics, organizations can create jobs that are more motivating and satisfying for employees, leading to increased well-being.
- The five core characteristics of job design are skill variety, task identity, task significance, autonomy, and job feedback. Including these characteristics in your jobs affects work-related outcomes such as motivation, satisfaction, performance, 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, agriculture 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

- 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