



**What Workplace Influences Predict the Levels of Stress, Anxiety and/or Depression
Amongst Casual and Managerial Workers in the Retail Sector?**

A Quantitative Investigation into the workplace-related influences that contribute to poor mental health outcomes amongst managerial and Non-Managerial Workers in Ireland.

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The Abstract

What workplace related influences contribute to poor mental health outcomes: What workplace influences predict the levels of stress, anxiety and/or depression amongst casual and managerial workers in the retail industry by Amy Tracey.

The nature of retail work involves employees having high expectations placed upon them in terms of always looking happy, carrying out demanding physical work and most importantly, delivering a high level of service and performance (all expected simultaneously at times). Although these tasks are expected in this type of job there are elements of them that could still be improved. Employees in the retail sector who are expected to deliver all of these tasks whilst experiencing low pay, little control over their hours or work schedule, bad communication and relationships, fast paced work and little rewards or promotion to reflect their work along with other factors may contribute to mental health outcomes amongst workers in this particular sector. This can also negatively impact their well-being, especially for students and single parents working in this industry while also living in an economy facing a housing crisis and experiencing a pandemic in Ireland.

This research examines to what degree these factors affect job satisfaction and how it may be able to lead to better mental health. This research also examines how these factors affect mental well-being and its impact on performance and motivation in retail employees. Similar concepts currently have a low level of studies and research that highlight the issues that retail workers face. This calls for more research around this issue, particularly in Ireland. This study will also examine where retail companies need to make improvements from within the company in order to tackle these issues. However, the issues present do not solely rely on a company's intervention. Other external factors and government policy regarding housing prices, inflation, and much more also play a huge part in retail worker mental health and well-being.

Table of Contents

<i>The Abstract</i>	<i>Page 2.</i>
<i>The Declaration</i>	<i>Page 4.</i>
<i>Acknowledgements</i>	<i>Page 7.</i>
<i>List of Abbreviations</i>	<i>Page 8.</i>
<i>Chapter One: The Literature Review</i>	<i>Page 10.</i>
<i>Chapter Two: The Methodology</i>	<i>Page 25.</i>
<i>Chapter Three: The Findings and Analysis Section</i>	<i>Page 34.</i>
<i>Chapter Four: The Discussion</i>	<i>Page 44.</i>
<i>Recommendations</i>	<i>Page 54.</i>
<i>Bibliography</i>	<i>Page 57.</i>
<i>Personal Statement</i>	<i>Page 61.</i>
<i>Appendices</i>	<i>Page 62.</i>

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List of Abbreviations

CIPD: Chartered Institute of Personnel and Development.

H1: Hypothesis one.

H2: Hypothesis two.

H3: Hypothesis three.

DASS: Depression, Anxiety and Stress Scale.

JRAWS: Job related affective well-being scale.

JSS: Job satisfaction scale.

HR: Human Resources.

Introduction and Background

As part of this research the primary occupational health issues examined will be stress, anxiety and/or depression. I will be investigating workplace related influences, i.e. inflexible working hours, bad pay, certain roles and positions and how they may cause retail employees to develop stress, anxiety or depression.

The outcome of this research is to offer retail companies information on what is causing their employees to develop poor mental health and to give suggestions on how they can improve on this even further. According to (Isik Zeytinoglu et al., 2004) Stress and bad mental health related outcomes have been researched in medical, behavioural and social studies for numerous years, however there are a number of discrepancies within the literature that measure or investigate stress and occupation together. Within this study stress is seen as a symptom a person develops which has occurred as a result of work duties carried out by the individual and the environment they are in at the time. Stress can usually lead to other mental health issues such as depression and/or anxiety. This can make it even more stressful to be in a retail position where one is carrying out multiple tasks in a fast paced and busy environment for a certain number of hours a week. Retail trade can be referred to as food, merchandise or clothing. The retail or sales staff are the employees who work on the front line of the company and have most of the direct contact with customers. Other literature suggests that occupational stress on retail workers has resulted in high levels of turnover and conflict between employees and managers/supervisors. However, different research from the Economic and Social Research Institute (2018) also suggested that retail workers in Ireland experience the lowest levels of stress (5%) compared to other public jobs such as public administration (16%) and the health sector (18%). Regardless of this, there are still forms of occupational stress within the retail sector that may need to be addressed.

Chapter 1: The Literature review

Mental Health – Anxiety, Depression and Stress Symptoms and How Does It Manifests in People.

In this section I will be discussing mental health related symptoms such as stress, anxiety and depression, the characteristics and how it can manifest in human beings. This discussion is relevant to this piece of study as it investigates mental health outcomes as a result of working in retail.

According to HSA (2021) Work related stress (WRS) occurs in a negative state and affects a person's mental health in varying degrees from anxiety and depression to agitation. Workplace related stress can build up within a person in either a specific situation, in a relationship or if they are being asked to perform difficult tasks. Usually a person will start to become anxious or stressed when they realise that they may not be able to meet the demand properly. When the individual is feeling this way it can create a reaction from being confused to being angry with rage from not knowing how to deal with the problem(HAS, 2021). Another common mental health symptom is depression (HSE, 2021). As suggested above, work related stress may even lead to a person becoming depressed. According to the NHS (2021) "Most people go through periods of feeling down, but when you are depressed you feel persistently sad for weeks, or months, rather than just a few days."- (NHS, 2021). Usually it manifests in people by lasting feelings of sadness and hopelessness. In worse cases depression can result in an individual losing interest in things that they find joy in (NHS, 2021). The difference between depression and someone with a low mood is that people experiencing a low mood may only last for a small period of time. Another symptom of poor mental health that commonly co-occurs with depression is anxiety. According to the HSE (2021) Anxiety is an emotional response to stress and uncomfortable situations. However anxiety is also a normal response in some situations for example an exam. Anxiety becomes a problem when you experience worry and fear most days and for no particular reason. Some of the symptoms that manifest in people who experience anxiety for a long period of time are as follows; a dry mouth, sleeping difficulties, a rapid heart rate which increases breathing, sweating and an increase in other mental and physical health problems and illnesses. Each of these experiences, whether clinical or non-clinical, are difficult in everyday life, but may be

especially difficult to cope with in the workplace. Experiences in workplaces may even contribute to experiences of depression, anxiety and stress. The next section of the review will examine research on working with stress, depression and anxiety in the retail sector.

Working with Anxiety, depression and Stress in the Retail Sector

The following section will review literature examining the mental health outcomes that the retail sector has influenced on workers such as depression, stress and anxiety (occupational stress). This section will aim to highlight the problems in this particular sector.

According to (Roslan Raja et al., 2014) Occupational stress or occupational discomfort is when an employee's occupation causes the employee a form of stress in the workplace. This often impacts the employee in the form of depression, anxiety which can also then lead to headaches and cardiovascular problems. This is all caused as a result of the stress-full situations in that workplace. Occupational stress often tends to affect the employees commitment, motivation and productivity in the workplace.

According to CIPD (2018) in a survey conducted on stress in the workplace up to 37% of companies have endured absences of their employees over the past year due to stress. 60% of these survey respondents had a higher rate of mental health problems. TheIrishTimes (2018) reported that anxiety, stress and depression are placed second in Ireland when it comes to work related illness. According to CNBC (2020) IN the United States many retail workers who stock shelves and deal with customers, particularly with the Covid-19 pandemic, have found it to be anxiety inducing. It was also stated by psychologists, huge retailers and retail unions in the US that mental health initiatives need to be implemented. This is due to anxiety and depression affecting frontline workers especially in the pandemic. According to Talkingretail (2019) 2000 people working in the retail sector had admitted that they become stressed and anxious and are suffering with their mental health.

44% of retail workers admitted that their managers wouldn't care if their job caused their mental health to suffer. 38% of retail workers stated that they were afraid they would be judged by their bosses if they were to admit their job has had a negative impact on their mental health. 19% of people have stated that their manager is unapproachable. According to P.Pandey (2019). 52% of retail workers in India have had the intention to quit due to job stress. According to Whysall (2009). 1.6% of retail workers have stayed with their employer

and only 7.2% stayed with their employer for up to 5+ years. This could be an indicator that turnover rates in the retail sector are very high.

Subsequently, it is of relevance to delineate the causes and predictors that have influenced these mental health outcomes in the retail industry and why this problem needs to be addressed in organisations. In order to achieve this, I will be applying the Marshall and Coopers (1979) organisational stress model which covers the work related environment and the physical and mental health issues that have come as a result of working in this type of position. (See figure 1). The analysis of this model will allow a discussion of physical sources of retail stress which is the main element to working in a retail position. I will also be discussing the workplace outcomes that have occurred as a result due to these outcomes which may include turnover, absenteeism and workplace conflict (Raja Roslan Raja et al., 2014), (Isik Zeytinoglu et al., 2004).

This model covers the following;

Marshall and Coppers (1979) organisational stress model;

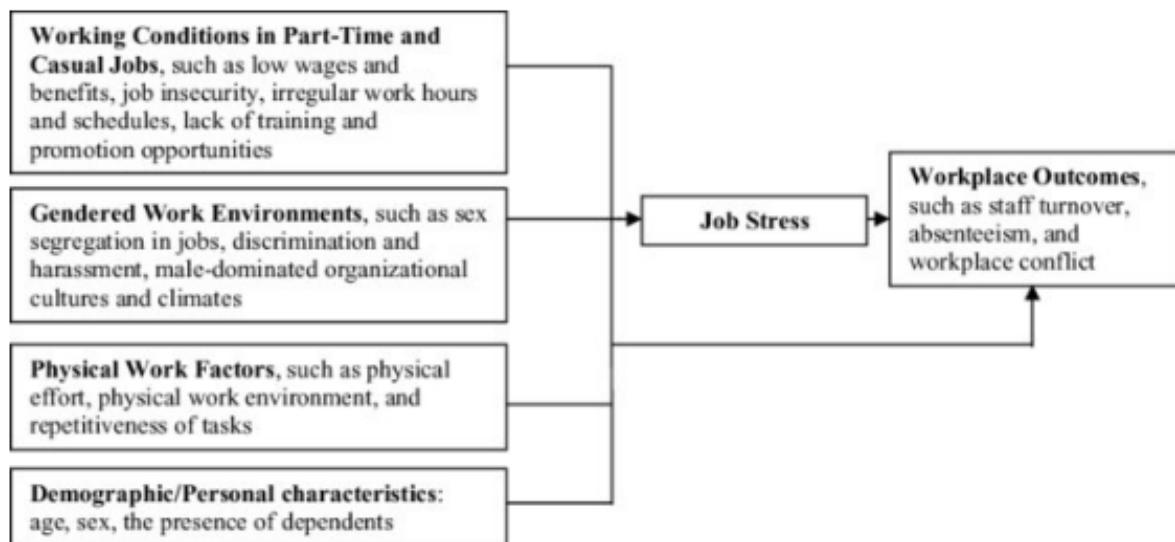


Figure 1: Occupational stress model which relates to sources of depression or stress in a retail setting based on different sources of stress at work.

Working conditions with full time and part time employment

Low Pay:

Low pay is also another predictor of stress and job insecurity both within the retail sector. This also leads to job dissatisfaction. Some employees who are not making enough money to pay bills or debts may experience additional stress or anxiety as they are also coping with financial stress. This takes away the satisfaction element of the job that may have made employees less happy and productive. Employees may also be experiencing low pay due to working part time hours as this may be a part of their contracts. According to (Workforce, 2020) People working on a lower wage have received lower wage increases compared to people on a higher wage in the retail sector. Retail workers on a lower wage may not have the finances to fund mental health care or medical costs. This is an issue if the retail worker suffers bad mental health due to their job and can't afford to go to therapy and this may be a reason for retail companies to look into well-being programmes. When it comes to productivity and pay in retail the low-wages and having to be highly productive may feel demotivated. If employees are experiencing occupational disorders and cannot finance a counsellor, the company can try to co-pay which will help employees access mental health services. A company who does this is Ocean Spray as of 2019. This may help reduce turnover and sick days as employees may feel too anxious or depressed to work. According to (Zuzana Rimnacova, 2019) Even workers who are working on a full time basis experience poverty yet feel they can't leave their job due to social exclusion and unemployment. Staying in a low income job for a number of years has created stress, affected sleep, cardiovascular issues and neurological disorders. Very little finances and the stress has resulted in a bad mental state for some workers. When it comes to defining poverty or the working poor, not only should low wages be considered but also the person's situation. This can include whether they have financial help from family or have high bills to pay and may feel as if all of their income is being spent on bills on top of the fact that the hours of work are unstable. People in retail jobs who may not possess skills to progress up in the company are more likely to stay on minimum wage and this trap is what can also play a part in people experiencing mental health outcomes. It may be an issue of retail workers needing more pay or counselling to deal with the impacts that minimum wage is causing them, or both.

Irregular hours and schedules:

Work life balance and precarious schedules: According to Henly & Lambert (2014) Employees working in low skilled retail who have an unpredictable schedule has resulted in a conflicting work life balance. It was also found that retail workers would prefer it if they could make up their work schedules as it has caused stress. One of the main causes of stress that comes as a result of employees being unable to decide their own schedules is the non-standard work hours, weekend hours, overnight and early morning starts. Scarce or little hours has also contributed to stress on employees in the retail sector. Henly & Lambert (2014) suggested that unpredictable working hours have caused stress on retail employees because they are unable to make plans to see friends and unable to keep up with responsibilities outside of work.

Many parents who are sales associates tend to find it difficult to schedule their appointments, arrange school drop offs and extra-curricular activities. Retail workers who have control of their schedule will feel less economically insecure. Many parents have to put childcare plans into place “just in case”. This not only causes stress but can negatively impact parents emotionally who have fewer resources and support.

People who are at a higher risk of precarious working conditions are people with part time contracts with very little education and skills. According to Henly & Lambert (2014) , people who work on a full time schedule can induce work stressors as the work is more extensively time consuming. This has caused retail employees to feel both a time and strain-based conflict as a result of unpredictable schedules with full time hours. One of the strain symptoms that employees have experienced is depression. The high levels of stress and depression caused by this uncertainty have caused negative consequences for the company in the form of high turnover, workplace performance and employee morale. In the next section I will discuss the stress caused in scheduling full time versus part time hours in the retail sector.

Part Time work VS Full-time Work and its impact on mental-wellbeing:

According to (Isik Zeytinoglu et al., 2004) By definition, Part time work is seen as a contract with an agreed or fixed number of hours that is in the form of continuous employment. This type of work is regular work and may also be referred to as “permanent part-time”. Casual work on the other hand is a type of employment that a worker may carry out on a temporary basis with no fixed guaranteed hours of work. These types of employment can still involve

part time or full time hours; however the hours in the retail sector tend to be casual work. According to (Fanny YF Young, 2019) A reduction in hours in the retail sector has increased work life balance and improved mental health of employees. It was also suggested by (Fanny YF Young, 2019) that legislation and policies around reduction in hours would increase mental well-being in the retail sector.

Lack of training, promotional opportunities and career progression.

According to (Jobs.ie) No clear job progression in the retail sector has been a major cause of stress and turnover. Up to 83% of Irish employers do not offer their employees any career progression as they only tend to give the job at hand. Some businesses also don't offer their employees a clear career progression at all. Employers try to address this issue by offering a pay increase, work perks, flexibility and educational training. However career progression and training is the most attractive element to a job and these bonuses will not make the job as worthy. This issue is more common in a family owned, flat structured run family retail business.

Job Insecurity

According to (Cynthia Rocha et al., 2006) *"Job insecurity is defined as a subjective perception of feelings of insecurity about the future of one's employment."* - (Cynthia Rocha et al., 2006). – Job insecurity is prevalent within the retail sector and many employees have had past experiences of feeling as though their job may not exist in the future. According to (Cynthia Rocha et al., 2006). According to (Economic and Social Research Institute, 2018) Job insecurity in retail workers has become a huge burden psychologically as it has a link to job loss. Job insecurity and the over commitment in the workplace has brought on poorer health outcomes and increased stress. Men are found to experience a higher risk of depression due to job insecurity than women. When it comes to job insecurity in countries, Sweden and Denmark experience less exposure to Stress from job insecurity than Ireland.

Gendered Work Environment

Sex and Different Genders

Another part of this research is the link between gender and occupational stress, depression and anxiety within the retail sector. According to (Gatrell and Copper, 2008) When it comes

to both female and male genders, men are the ones who are more likely to experience occupational stress than women. This is because men are expected to do more hours of work. Women usually tend to have more flexibility in terms of hours of work which means they may also be able to be around their kids more than men.

Occupational Segregation in retail workers: underpaid women, male dominated cultures and people of colour.

According to (Robert M. Blackburn et al., 1993) Occupational segregation consists of distributing employees across or into occupations depending on gender and other characteristics. According to (Joshua Chang,2020) Segregation occurs when an individual or group of individuals are not included in a job based on factors such as gender, race, ethnicity and so on. Due to this some retailers can have an over representation of males or lack people of colour as an example of under-representation.

This sub section aims to also find research that explores the link between gender and well-being in retail workers, including over or under representation of men, women and people of colour. Research around occupational segregation looks to investigate barriers in gender equality and its effects on employment and mental health in some cases. According to (Bureau of Labour Statistics, 2016) Women and people of colour have experienced difficulty in getting a good paying retail job. Up to 75% of clothing retail jobs are held by females and wages usually are as low as 10 euro. 35-45% of the retail workforce in America are made up of people of colour and are women. When it comes to food and grocery retailers, up to 75% are female employees and are paid below 9USD. 90% of butchers are male and management is made up of 80% of male managers. Up to 80% of low earning cashiers are made up of females in general merchandising and supervisors are made up of 66% of males. According to (Joshua Chang,2020) Female and male employees tend to vary between different sectors within the retail industry. For instance, a hardware shop may have more men than women and cosmetic retailers may have more women than males. In Australia, the retail sector is dominated by women due to the characteristics which lead to women working in that retail sector. When it comes to managerial positions there is a fair distribution of men and women in Australia which suggests there isn't much gender segregation in this position. Australia faces less gender segregation compared to the UK and US. Many jobs tend to be male dominated, especially in the retail sector, and this stems from men being seen as more capable of lifting

heavy stock and stacking heavier items compared to women. This can mean that women may not experience as many opportunities to advance as much as men. Not much research investigates the mental outcomes this has caused, however (Gov.uk/GEO, 2019) suggests that the segregation barrier can cause poor mental outcomes in the form of anxiety, amongst workers affected in the UK. Females are more likely to reach out for help; however evidence suggests that women's experience with mental health services is different to men.

- *“Evidence suggests that there are differences in men and women's experiences of mental health and access to services, demonstrating that the same treatment of women and men does not necessarily result in equal outcomes.”* – Gov.ie/GEO (2019).

Discrimination and Harassment

Finally, in this section I will discuss the link between discrimination, harassment and its effects on mental health outcomes within the retail industry. According to (HR Legal, 2019) It is illegal for companies to discriminate against employees who carry a physical or mental disability. If an employee does have a disability or a mental illness the employer must ensure they make reasonable adjustments as long as the employee can full-fill what is required of them in the job role.

Physical Work Factors

Physical Effort

According to Pankaj C. Patel (1997-2015) This research also states that work related stress is high as a result of the demands of the job and the employee failing to meet the demands. As retail work requires flexibility and multitasking, employees may feel they cannot keep up and that it is hard to perform multiple tasks in time and to a good quality. An example would be up keeping in their section, serving customers and managing stock all at the same time

Physical Work Environment and repetition of tasks.

Another predictor of occupational stress as a result of working in retail is the physicality of the work. According to (Isik U. Zeytinoglu et al., 2004) This can include the physical effort required to carry out the job, the physical environment that the work is carried out in and the repetition of tasks. This research shows that employees working 20 hours or 40 hours per week will endure some sort of heavy physical effort as it comes with the job. Carrying out this

type of work in a very hot and busy environment can increase stress levels in a person. This type of work can be more stress-full in an emotionally harassing type of work environment. Many jobs within the retail sector are highly repetitive in the form of standing at a till for hours which can cause physical health problems. Having to hold, carry or pick up very heavy boxes or stock can be physically draining and quite stressful the more fatigue it causes physically. Having to close the store at late hours or open up early in the morning physically can be demanding and can possibly involve violence if people are working unsociable hours. This may be linked to people becoming drunk and aggressive at later hours in the evening and employees possibly coming into contact with this can cause anxiety. According to (Elizabeth J. Sander et al., 2020) Over productivity in work is a cause of stress and can result in high turnover and have consequences financially. For example, in Australia the impacts of employees experiencing physical-stress related outcomes had cost them over 10 billion AUD annually. Another impact for workplaces is high absenteeism and a huge reduction in productivity. Another impact of employee stress is the performance reviews in work and managers ``breathing down employees' necks". Constant monitoring and lack of trust can cause employees to feel on edge. Another physical symptom causing stress is linked to the surroundings of the environment. Loud music in a store and being on your feet all day may bring on headaches and irritation as a result. This research also suggests that too much physical work and pressure can elevate the heart rate and lead to stress related heart problems. The more psychological elements associated with the role of a retail assistant can lead to depression, mental disorders and anxiety.

Discrimination and Harassment

According to (ICTU.ie, 2013-2014) When it comes to discrimination and harassment it is up to the employer to ensure they take the relevant steps to ensure this is minimised in the workplace. A case; *A Employee v A Retailer*, shows that in 2008 a complainant, a retail employee, was absent from work with a mental health illness relating to stress. This illness was deemed appropriate by the doctor; however the employee's manager told him not to return to work the following day. It was then later found that the employee or complainant had gathered enough facts that showed that there was a stress-related illness which should have allowed him time off work. In the end this turned out to be discriminatory on the grounds of a disability. In the end the complainant had been awarded compensation of over

17,000 euro in Ireland. According to (ICTU.ie, 2019) Harassment is a form of bullying if there is unwanted conduct in relation to any of the grounds of discrimination.

Demographics, Personal Characteristics, Age, Sex and Dependants presence

According to (Isik U. Zeytinoglu et al., 2004) when it comes to food retailers and age, many employees consist of middle aged women that are married with kids. This sector is also largely made up of single mothers, and younger employees who do not have any dependents. White middle aged mothers with no spouse would regard their retail job as their lifelong career. For many when it comes to employment options this may really be their only real option whereas the younger generation would see this as their job to help them financially whilst they are studying. Regardless of demographics relating to their age etc. there is still a need for balance when it comes to managing work, raising children, helping with school work and earning income to support families. This has brought on a huge amount of stress for people who fit this criteria as trying to support yourself and your dependents on a low wage can affect your mental well-being. According to (Gintarė Kalinienė et al, 2021) Trying to juggle all of this as a middle aged parent can lead to burnout and exhaustion as it is emotionally demanding. This often has a link to depression, emotional exhaustion, depersonalization, depletion and mentally wanting to distance oneself from the job. According to (Won Ju Hwang et al, 2017) Some of the more depressive symptoms this can lead to are lower productivity, lower physical activity and experiencing low mood. Many experiencing this may not have clinic access in order to receive support.

Good Working relationships between co-workers and rewards.

Co-workers.

The Marshall and Coppers organisational stress model does not implement discussion around co-worker relationships and rewards. Other research has found that these two elements have contributed to positive mental outcomes in retail workers, which I will discuss in this section. According to (Raja Roslan Raja et al., 2014) Relationships at work take into account clients, peers, colleagues and managers. One of the main forms of occupational stress is not being able to form a relationship between any of these groups of people. It is particularly more stressful when an employee cannot form a good working relationship with other colleagues. According to (HSA.ie, 2021) Interpersonal relationships at work are one of the causes of work

related stress. This may include elements such as social exclusion, social isolation, weak relationships with managers, interpersonal conflict and very little social support. A workplace where employees are openly aggressive towards one another can cause stress. It is crucial that employees feel that they can work well within a team or with a large group of employees. It may be the employers duty of care to ensure that employees and employers work well together especially when it comes to performance. Bad working relationships can also be a strong indicator to workplace issues and stress cases (HAS.ie, 2021).

Rewards.

According to (Carley Foster et al., 2008) One way to secure employee's and increase employee commitment to an organisation is through the administering of rewards. These can help to improve interactions when it comes to employees and customers. Loyalty also increases as a result and gives companies a competitive advantage. This can all contribute to increased mental outcomes in employees according to (Retail insight network, 2021) *"Businesses who step up now will be rewarded with healthier and happier workers, a positive culture, and ultimately, business growth"* (Retail Insight Network, 2021). Employees who receive rewards have improved mental outcomes as a result.

Well-being initiatives as a solution to mental outcomes as a result of working in retail

In the previous section we examined some of the things that impact bad mental health and its effects on retail workers. This was to illustrate the evidence that bad mental health and its impacts on retail workers exists. In this section we will be identifying companies that implement policies and programs that are there to resolve these issues.

What are organizations doing or not doing to help reduce employees stress and anxiety in the workplace?

In the last section we investigated some of the predictors and reasons causing retail workers' mental health to deteriorate and in this section we will be discussing how those issues can be addressed. In this section we will discuss why human resources should implement well-being strategies and why it is worth doing so for both employees and the Organisation. According to Ginnigle, Hearty & Morley (2011) Well-being and good mental health in employees is an important part of work and is worth investigating. Well-being is worth being investigated by

HR managers as it is their role to ensure their workforce's full potential. Employees may not be able to reach their full potential if predictors such as low pay, job stress and job insecurity etc., are impacting their employee's mental health. The consequences of this for HR managers is employees becoming too anxious or depressed to work, more sick days or higher turnover. That is why human resources should implement well-being strategies into their organisation to improve their worker's mental health. Commitment and emotional attachment to the company can also be affected if employees have low or high mental health.

An example of Tesco who successfully implemented mental well-being programs.

According to Tesco Ireland (2021) Tesco is a retail company that implements employee mental well-being strategies in store. Headspace for work app is free for colleagues for a year which encourages mindfulness. Tesco also partner with Prince's Trust which helps research mental well-being with the aim of supporting Tesco colleagues and their mental health in the future. One of the predictors of job stress in the literature was low pay and according to Glassdoor (2021) Tesco employees have stated that they are happy with the pay, work life balance and compensation with benefits. According to Greatplacetowork (2021) Tesco was ranked 17th place as a great place to work in 2021 for how they support their employees, pay, well-being and the friendly staff. An example of a workplace that does implement mental well-being supports are Dunne's Stores. According to Dunnesworkers (2018) employee's stated low hours, low pay and precarious work had affected their mental health negatively as it wasn't supporting them or their household.

The Conclusion

Workplaces should increase employees' organisational commitment and emotional attachment to the organization by showing their employees they care about them. It is important that employee commitment and attachment is present as it increases their willingness to stay. Employees wanting to stay working for the organisation for these reasons will in turn increase positive mental health and well-being which is crucial to employee retention in the retail sector. Other important factors besides pay and benefits are employees having good working relationships with their co-workers. Overall the findings suggest retail outlets implementing mental well-being strategies increases mental health and retention and may reduce turnover. Mental well-being programmes are one element that can help

employees who are struggling with stress predictors such as low pay or low hours, however employees may experience less stress if companies actually increased their hours and pay too. In some other cases low pay and hours may not be an issue in some organisations yet employees may still develop mental health stress due to the job and need support. Another contributor which needs more investigation around the relationship between retail mental health in workers is promotions, the nature of work, supervision, communication and fringe benefits. This research will shed light on these issues.

The Research Question, Objectives and Hypothesis

The Research Objective:

The literature review indicates that the retail industry has placed stress and anxiety on retail workers both managerial and non-managerial. The literature shows that this has impacted job satisfaction, motivation, turnover and commitment, especially on single parents. Some of the predictors that have brought about these outcomes are lack of control when it comes to scheduling and hours, too many or too little hours, the physicality of the work, the workload, the repetition of tasks, the unsocial hours, lack of training, discrimination, harassment and much more. This research and the finding will add to the literature which already exists. This research will also give recommendations to retail employers on how to manage employee well-being and suggest policies to increase work life balance. Below is an outline of the objectives that are crucial in accomplishing the aims of this study.

A survey was constructed which measures these three variables which included; organisational support in the form of well-being programmes or policies, whether certain contributors such as low pay or bad working hours were contributing to low employee morale or low commitment and then leading to negative mental related outcomes.

Below are the hypotheses that are formulated and based on information also found in the literature review;

Hypothesis 1:

Is there a link between workplace influences (job satisfaction) poor mental health and well-being amongst casual and managerial workers in the retail sector?

Hypothesis 2:

Are good pay, good hours, control of work schedules (nature of the work), good working relationships (co-workers, communication) and less physicality (operating conditions) of the work are associated with improved mental health and overall job satisfaction in retail employees?

Hypothesis 3:

That employee well-being supportive policies such as contingent rewards, Promotions, benefits and operating conditions associated with improving mental health, performance, motivation and overall job satisfaction?

Chapter 2: The Methodology Section

The Research design

As shown in the literature review it has been established that there is a problem with workplace stress and how it can deteriorate employee mental health in the retail sector. Research has also shown that organisations taking up well-being programs and support has increased employee mental well-being. With this we will therefore be exploring the null hypothesis of workplace support to decrease employee stress, anxiety and depression in the workplace. This research will take a quantitative approach and the tools employed in this research will be standardised surveys to gain answers. The aim of my dissertation is to make recommendations to human resources and organisations of the findings that they could implement. Research in this field is also lacking which is another reason as to why I will be carrying it out. I will now go onto discuss the research methods in this section in more detail.

Research Philosophy

Research philosophy is basically what the researcher conducting research believes to be true, a reality and knowledge. Researchers will tend to be influenced by their own reality and values and how that will shape what they perceive to be real. When one recognises their internal philosophies or reality they can then begin to recognise one interpretation and when conducting any research, they must understand other interpretations. (Gemma Ryan, 2018)

Epistemology deals with knowledge that is allowed to be used within research in order to be deemed acceptable. Interpretivist and positivist are two main philosophies that are applied in most research. Interpretivism refers to the theories about how people can gain knowledge of the world around them. With interpretivism there is a concern regarding how they view things when they are not working within their job or social role. An example of this in a retail setting might be a cashier who also plays other roles such as a brother or student. With this being said there is a strong importance on interpreting their views, opinions and experiences on topics. In this research there are 3 variables linked with interpretivism which are; employee well-being, indicators causing stress, anxiety, depression in the workplace and organisational supports or factors such as better pay, working schedules etc. to better these mental health outcomes. I, the researcher, am therefore conducting this research with a

positivist approach by believing these social constructs are true and therefore uncovering links between them in this research. (Saunders et al., 2019)

The positivist philosophy is associated more closely with factual and real knowledge and suggests the data is true and may likely, but not exclusively, offer the best evidence. With this evidence most researchers may be able to determine their pre-assumptions or hypothesis about the relationship between variables, as based on this. With this the research is conducted to then discover what patterns may be amongst the data/casualty. This research in this study is using a cross sectional design where a positivist approach will need to be taken. (Saunders et al., 2019)

Participants

I will be conducting surveys on workers that have experience working in retail outlets. My sample size consists of exactly 105 participants. (n=105). Out of the 105 participants the samples for this study consisted of

My population will be the number of people employed in the retail sector in Ireland with only a small sample taken from that population (n=105). I will be surveying retail assistants, both managerial and non-managerial, between the ages of 16 – 68 as it is the legal age to work in the retail sector in Ireland. Different Socio economic backgrounds will show peoples different mental thresholds as people have different upbringing and expectations in the working world. I will also be surveying people who are full time and part time workers in Ireland. The type of essential retail outlets in Ireland, include but are not limited to, clothes, food, DIY, store and pharmaceutical, optician and hardware stores. (Gov.ie, 2021). The reason for surveying both full time and part time workers is to see if there is a link between working too many hours and what that may have in terms of work life balance and well-being.

As my research for my dissertation is investigating stress, depression and anxiety on workers in the retail sector I obtained my answers from retail workers. Other researchers have adopted a similar approach by carrying out their research on retail workers with mental health difficulties, which are associated or caused by the job. The researchers in my literature review have also used quantitative surveys to gain their answers for their analysis and findings, which will be discussed further in the research methods section of this methodology.

Survey Design

The standardised questions which were included in the survey were as follows; demographics, the depression anxiety and stress scale (21), job satisfaction scale (35) and job affective well-being scale (30). These questionnaires include both open ended and closed-ended questions to measure the variables in question. The closed ended questions will identical format and ask participants within the retail industry. The remaining questionnaires will be closed with single answers, multiple choices and ratings or rankings. (Dr. C. Winstanley. Pg. 137. 2010).

The surveys were administered online using Google Forms and shared on social media via a link which allowed access to the survey. I also shared surveys with participants from previous retail employment. The survey gave a description of the type of questions that were going to be asked and the nature of the research itself. The description also included information explaining that the survey was a part of a level 9 master's degree dissertation. People with no retail experience were asked to not participate in the survey. In terms of the layout, the questionnaires were entered into 4 separate sections with demographics first, job satisfaction second, DASS third and job related well-being last. Each of these scales were measuring 3 separate concepts. The measurements were about well-being, feelings of stress, anxiety or depression as a result of retail work and factors that may influence such as low pay etc. The demographics included at the start asked the respondents if they worked before, during or/and after covid, age, if their role was managerial or non-managerial, income and fulltime or part time work. These questions were asked as demographics coupled with being a retail assistant may increase/ decrease mental outcomes in the workplace. The demographic questions, such as commencement of work during or before the pandemic, aims to see if participants were impacted due to Covid-19 or impacted by their age, role, income or hours of work.

The Materials

The questionnaire used within this study included demographics which asked participants their role, salary, commencement of work, hours, and age in order to achieve a general profile of the participants. Three scales were also implemented in order to measure job satisfaction as a predictor of employee well-being and mental outcomes. These scales were administered on Google Forms and lasted 20 minutes in total to complete. As the nature of the survey was

surrounding depression and anxiety, numbers were provided to helpline charities in case participants were affected in any way.

Measuring job satisfaction (JSS)

The Cronbach Alpha outcome of the job satisfaction scale resulted in a reliability score of .144, after being reverse coded in this study. This suggests that the reliability of this scale is highly unreliable and inconsistent in terms of measuring, as it is below .7. In order to be deemed acceptable by The National College of Ireland, the score must be much higher. This may affect what information will be taken from the findings as many of the relationships found from this measure are not highly reliable. However, the findings from this scale are still useful in this study as it has generated many results when it comes to how employees working in retail perceive job satisfaction within that occupation.

This scale consists of 35 items on a Likert type scale where participants are asked to choose from one of the following answers: disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately, agree very much. Participants are asked to choose one of these which reflect their opinion on how they perceive job satisfaction within their occupation. The job satisfaction indicators that this scale includes are based around pay, hours, co-workers, fringe benefits, contingent rewards, operating conditions, supervisors and communication.

Measuring Workplace Depression, Anxiety and Occupational Stress. (DASS-21)

(Amira Mohammed, 2019) suggests that the DASS-21 scale compared to a high number of scales that measure these 3 mental outcomes tend to fail at differentiating between these constructs. The DASS-21 is a shorter version of the 42 item scale. This scale ensures that there is no overlapping of depression and anxiety. This will help to generate a purer result as the measures of anxiety and depression are more standalone in this questionnaire. The DASS questionnaire which measured workplace mental outcomes include many variables such as; depression and anxiety symptoms, general distress, anhedonia, low affects that are linked to depression and somatic arousal that is linked to anxiety. (Amira Mohammed, 2019). This scale is thorough and can be administered easily. This scale is also used in a wide range of clinical research in many different groups and settings.

The workplace outcomes that are impacting these 3 mental outcomes in this study are low; pay, a lack of control over work schedules, hours of work, overload and the type nature of the work. A lack of perceived organisational support was also asked as part of this scale as this study aims to see if a lack of well-being initiatives may be causing these employment downsides. These questions asked in the scale are relevant to the retail industry as sales assistants are carrying out boundary span roles. According to (Christina Froböse, 2015) Retail assistants face high levels of job stress as they have to satisfy the customers and the employer when it comes to the selling exchange. This has led to bad behavioural and psychological outcomes on the retail employees behalf.

When tested for reliability in SPSS the Cronbach alpha resulted in .96 which shows it is consistent in measuring and reliable as it is over .7. This illustrated that findings deducted to any relationships that were found are also reliable. The reliability of the DASS scale questionnaire relative to the associated demographics sample of the 106 respondents 105 were valid responses which represents 99.1% of the respondents. According to Cronbach's alpha, the scale achieved a reliability of .961 of the 21 items inventory.

Measuring job relative affective well-being (JARWS)

The JRAWS job affective well-being scale was used in this study to find out about the participants' well-being when it came to their occupation. This scale includes 30 questions that ask the participant how they feel. Participants can choose answers that are based on the following scale; Never, Rarely, Sometimes, Quite often and Always, based on each of the feelings (30). Participants are asked which of these emotions did they feel towards a particular part of their job, i.e., pay, co-workers, supervisor, etc. Participants choose these answers based on how they have been feeling within the last 60 days. According to (Valdiney V. Gouveia et al., 2007) is known to be highly reliable and effective when assessing employees well-being. According to (Paul T. Van Katwyk et al., 2000) the JRAWS scale is mostly used in relation to measures of job stress, job satisfaction and physical symptoms. When the reliability was tested for the job affective relative well-being scale, a result of .87 was produced. This result illustrates that the study is highly reliable as it is above the score of .7 which is deemed acceptable. The reliability of the JRAWS scale questionnaire when it comes to the associated demographic sample of 105 participants, 106 were valid in responses. This

represents 99.1% of the total respondents. According to the Cronbach alpha, the scale achieved a reliability of .873 of the 30 items inventory. This scale was reverse-scored In order to achieve the best outcome.

Research Methods

As a part of this study the application of quantitative research methods were used as it was considered more suitable than undertaking qualitative research. The reason for a qualitative approach in this study is that it allows us to measure a problem in quantities, such as the number of workers who may or may be impacted mentally. Qualitative research looks more into the characteristics and describes the data, for example interviewing a short number of participants to gain rich answers. In this instance I wanted to gain data from a large sample of retail workers and find out the mental effects of their retail role to see if it's a problem that largely affects these groups of workers in this particular sector. Another reason as to why quantitative methods were chosen is to find out new relationships between variables rather than real life insights. This collection of primary data was used in this research and collected by 105 participants working in retail via administering a survey on Google Forms. The surveys were sent out to people working in the retail sector via social media. Primary data was chosen over secondary data due to 1) the research being up to date and 2) to get an insight into retail work life amongst workers after the pandemic. As mentioned in the literature review retail is one of the largest sectors in Europe when it comes to employment and with online trade and other uncertain times such as Brexit and covid-19 etc., it is important that continued research is carried out. As discussed, a cross-sectional research approach was taken in this study as it allows us to survey a large number of retail workers. The reason behind this over other approaches is that it allows us to measure many variables at once. Experimental design such as interviews for example would have been considered unethical. As this measure takes into account mental health and well-being, it would go against ethics to increase a participant's stress or anxiety levels. The use of a controlled environment would have also not matched this type of research.

The Procedure

The survey's in this study were administered on social media platforms such as Facebook, twitter, Instagram and G-mail. I had access to a high number of retail workers as I have worked in a number of retailers and had many participants on social media. A link to the survey was uploaded onto the timeline of the social media pages. A link was also emailed and sent to participants via Facebook and Instagram messenger. It was made clear to participants that the purpose of this survey was to aid in my thesis towards a master's degree qualification. Participants were also informed about consent, GDPR, how the data would be applied to the study, how long the survey would take and contact information for me and my supervisor. Participants were also informed that they could withdraw from the study at any point without a penalty. Participants were also informed that they had to be between the ages of 18-68 to participate. Firstly, participants had to fill out the 6 questions on their demographics and then the job satisfaction scale, the DASS scale and lastly the JRAWS scale, in that order. Each scale had a small section with information on how to complete the scale. Finally, A section was provided with helpline numbers to Pieta house and contact details for me and my supervisor. (See appendix A).

The Limitations

This research is using a quantitative data analysis instead of a qualitative analysis when it comes to the standardised surveys. This is a weakness as it will result in a limitation on gaining more in-depth, higher quality and richer answers for my analysis and findings section in my dissertation. A qualitative approach would also set time limits on this research which is another factor as to why quantitative analysis would be more effective and a strength when carrying out my research. There was a lack of research and articles around the topic of "how a lack of training and promotional opportunities impacts on the mental well-being of retail employees." This meant that I had a lack of discussion around this topic in my literature review which limited my findings.

Another possible limitation in this case regarding the well-being scale (JRAWS) is that participants may have selected the emotions based on how they were feeling that day in particular. The scale asked that the participants choose to what degree they felt all 30 of the emotions within two months. However, with this possibility the JRAWS scale is a very liable

scale in measuring employee well-being when it comes to this study, which is not longitudinal. The other advantage to this scale is that participants can answer based on how they felt within the last 60 days and how often. This is in comparison to how participants feel at that very time filling out the survey response. The survey used in the questionnaire is made up of 3 different surveys which consist of 90 questions in total. However, the introduction to the survey stated that it would take 10-20 minutes to complete and that it would be broken down onto different pages.

The Data analysis

As part of the data analysis I will be obtaining primary data by applying Statistical Package Social Science Software (SPSS) and Microsoft Excel to analyse my quantitative data results from survey respondents. According to Dr. C. Winstanley (2010) SPSS is a sophisticated computer package which runs various tests. This would include inputting the answers from the data collection into Microsoft Excel to be transferred to use in SPSS software to perform a regression. I will be running a reliability test, Pearson test, Spearman correlation, A bivariate correlation analysis, adding total scores of the 3 scales. At the end of the questionnaire I will leave a further comments section to gain a further analysis and insight into my research topic.

The Ethical Considerations

Ethical implications in this research dissertation include confidentiality of information. Survey participants may want to keep their mental health confidential. Discretion in this regard can be done through anonymous surveys online when it comes to asking questions regarding the predictors of any job stressors and its impact on their mental health. Anonymous surveys also allow participants to be confident when it comes to discussing their job. With this implication I will not be asking participants to disclose their employer in the survey in order to maintain confidentiality. Data was collected regarding ethical guidelines as set out by NCI. Participants were informed of the risks and advantages that were involved with taking part in the study. Participants were also given helpline numbers in case they were in distress from taking part.

Chapter 3: The Findings and Analysis Section

The Descriptive Statistics

The survey used in this research was created online and also completed online by participants. The data was then electronically stored online. Once the data collection was finished it was then downloaded into Excel and coded before running tests in SPSS software. The data was then cleansed and then descriptive tests were done to outline the research question.

The data currently used in this research study is taken from a sample of 105 participants (n=105). 13.3% (n=14) were aged between 30-40 and 41-50. The smallest sample group were aged over 51 (10.5%) and (n=11) 11 participants. When it came to the job role in this research study, out of the 105 participants (n=105), the largest role in this sample consists of non-managerial workers with a total of (n=79) and being a percentage of (75.2%). The lowest sample consists of managerial workers with a total of (n=26) and that percentage being (36.2%). In terms of salary, up to 20% (63) of participants earned from a range of between 16,000 and 30,000 euro. 35.2% of participants earned over 30,000 working in retail. When it came to work duration, up to 9.5% of participants worked for a duration of less than 3 months, 4.8% worked a duration of 3-6 months (temporary contracts), 8.6% worked a duration of, the largest sample of participants (29.5) worked between 1-3 years, 24.9% worked between 3-5 years and 22.9% of people worked over 5 years in retail. Lastly in terms of commencement of work when we reflect on the pandemic, the largest group of people, 76.2% found work in retail before the covid pandemic. 14.3% found work during the pandemic and 1.9% lost work due to the pandemic. There are three continuous variables displayed below; Job satisfaction, depression anxiety & stress and lastly job related affective well-being. Mean, standard deviation, minimum and maximum scores are shown in the following table (1);

Table 1*

Descriptive Statistics and reliability of all continuous variables*

	Mean	Median	SD	Skewness	Kurtosis	Min	Max
Job Satisfaction	92.6	92.5	10.2	.151	-.146	68.0	118.0
Depression, Anxiety And Stress.	24.6	23.0	17.19	.486	-.495	0	63.0
Job Affective well-being	71.5	74.0	20.9	-.523	.316	0	116.0

Inferential Statistics

- **Research Question 1:** That there is a link between workplace related influences (job satisfaction) poor mental health and well-being amongst casual and managerial workers in the retail sector.

A bivariate correlation analysis was undertaken to determine the strength of association between job satisfaction and depression, anxiety & stress; and also the strength of association between wellbeing and job satisfaction.

The results indicate no association between job satisfaction and depression ($r=.069$, $p=.484$) and weak associations between well-being and depression ($r=.141$, $p=.153$), and neither are statistically significant.

The results also show a significant correlation between job satisfaction and well-being ($r=.214$, $p=0.029$). Correlations between job satisfaction and DASS and the strength and association of correlation between well-being and DAS. The results are presented in the table below. (Table 2).

*Table 2**

*Correlations between JSS, DASS and JRAWS total scores**

	Pearson Correlation	Sig. (2-tailed)
JSS and DASS	.069	.484
DASS and JRAWS	.141	.153
JSS and JRAWS	.214*	.029
N	105	105

In order to separate the effects in terms of whether participants were managers or non-managers, a follow-on bivariate correlation analysis was undertaken on the subset participants classed as managers and the subset of participants classed as non-managers. (See Table 3 and 4).

Non- Managers;

Our results would indicate only in one case was the association significant which was well-being and DASS for non-managers, correlation is moderate at $.299^{**}$, $n=26$, $P=.007$. In all other cases correlations were small and non-significant. This shows that when well-being increases then depression, anxiety and stress decreases for retail workers in this role.

All other correlations in other cases were non-significant and had a very weak relationship. When it came to the relationship between DASS and JSS in non-managers, a weak but positive ($r=.123$, $n=26$, $p=.28$) correlation existed, meaning when job satisfaction increases then depression, anxiety and stress decreases.

When we look at the relationship between well-being and job satisfaction in non-managers there was a significant, moderate and positive relationship found ($r=.229^*$, $n=26$, $p=.042$) which shows when well-being increases then job satisfaction decreases. (See Table 4).

Managers;

When we look at the relationship between well-being and DASS for managers we find that that the relationship is weak and non-significant at ($r=-.139$, $n=26$, $p=.499$). This indicates that when DASS increases then well-being does not decrease significantly.

There were no significant correlations between both job satisfaction and well-being ($r=.183$, $n=26$, $p=.372$), or depression anxiety stress and job satisfaction and this correlated a negative and weak result ($r=-.028$, $n=26$, $p=.893$). (See Table 3).

*Managerial and non-managerial correlation tables**

*Table 3 and 4**

Table 3 – Managerial	DASS	JRAWS	JSS
Pearson Correlation	-.028	.183	-.139
Sig. (2 tailed)	.893	.372	.499
N	26	26	26

<i>Table 4 – Non-Managerial</i>	DASS	JRAWS	JSS
Pearson			
Correlation	.123	.229	.229
Sig. (2 tailed)	.281	.042	.007
N	79	79	79

Analysing the Normality - Spearman

For a test of normality the null hypothesis is that the distribution of the test is normal, the alternative is that it is not normal. In this section we will look at another type of test which is Spearman.

We have undertaken 2 different types of tests. Pay, promo, supervision, fringe benefits, co-workers, contingent rewards and communication are not normal. I am going to run a spearman over Pearson bivariate correlation analysis as the data are non-normally distributed as they are resulting in less than (<.0.05) in the test of normality (see table 5 and 6). Data for Promotion, operating conditions and communication are normal.

Job satisfaction and DASS Test of normality (<.005)are highlighted below.*

N=105. (pay n=104)

Table 6

9 Job satisfaction	Sig. (2-tailed)
Variables;	
1. Pay	.013
2. Promotion	.066
3. Supervision	.029
4. Fringe benefits	.001
5. Contingent Rewards	.002
6. Operating	.404
7. Co-worker	.000
8. Nature of work	.183
9. Communication	.018

Research Question 2: Are good pay, good hours, control of work schedules (nature of the work), good working relationships (co-workers, communication) and less physicality (operating conditions) of the work are associated with improved mental health and overall job satisfaction in retail employees?

Research Question 3: Are employee well-being supportive policies such as contingent rewards, promotions, benefits and operating conditions associated with improving mental health, performance, motivation and overall job satisfaction?

Depression, Anxiety, Stress and the 9 Individual Job Satisfaction Pearson Correlations

In order to address research questions two and three, this section will describe the relationship between depression, anxiety & stress (DASS) and how it affects job satisfaction in terms of the following 9 scores; pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication. (See Table 5)

Positive Correlations;

The Pearson correlation between job satisfaction and pay, fringe benefits, contingent rewards, co-workers and the nature of the work is positive but small.

We can conclude that As pay ($r=-.287$, $p=.003$) and Fringe benefits ($r=-.066$, $p=.506$) and contingent rewards ($r=-.086$, $p=.385$) and ($r=-.086$, $p=.385$) and co-workers ($r=-.352$, $p=.000$) and nature of the work ($r=-.094$, $p=.001$) increase will then result in depression anxiety & stress decreasing. The strongest relationship was co-workers and job satisfaction, which highly reduces DASS. ($<.03$). There is a non-significant correlation with pay, co-workers and the nature of work and the other remaining variables are significant.

Negative Correlation;

The Pearson correlation between job satisfaction (promotion, supervision, operating conditions and communication) and depression, anxiety & stress is negative and also shows small correlations. This shows that these elements cause depression, anxiety & stress to increase.

We can conclude that job satisfaction increases will cause promotion ($r=.177$, $p=.071$) and supervision ($r=.195$, $p=.046$) and operating conditions ($r=.343$, $p=.000$) and communication

($r=.310$, $p=.001$) to all increase depression, anxiety & stress too. There is a non-significant correlation with communication and operating conditions, the other remaining variables are significant.

*Job satisfaction and DASS Pearson correlation table**

N=105.

*Table 5**

9 JSS Variables	Pearson correlation	Sig. (2-tailed)
1. Pay	-.287	.003
2. Promotion	.177	.071
3. Supervision	.195	.046
4. Fringe benefits	-.066	.506
5. Rewards	-.086	.385
6. Operating	.343	.000
7. Co-worker	-.352	.000
8. Nature of work	-.094	.341
9. Communication	.310	.001

Spearman for non-normality.

We are not taking into consideration the managers and non-managers in this section. We are looking at sub scales for depression, anxiety & stress with job satisfaction. I undertook a Spearman correlation bivariate analysis to look at the variables in job satisfaction that are non-normal. Results in the Pearson correlation such as promotion, operating conditions and the nature of work.

The Spearman correlation between job satisfaction (Pay, fringe benefits, contingent rewards, nature of the work and co-workers) with depression, anxiety & stress, shows a positive yet small/moderate correlation.

These results indicate that as pay ($r=-.262$, $p=.007$) and fringe benefits ($r=-.074$, $p=.456$) and contingent rewards ($r=-.093$, $p=.345$) and co-workers ($r=-.275$, $p=.005$) and the nature of work ($r=.071$, $p=.472$) all increase, depression anxiety & stress, then decrease.

There is a non-significant correlation with co-workers and the other remaining variables are significant. (See table 7).

*Job satisfaction and DASS Spearman correlation table**

N=105. (pay n=104)

*Table 7**

JSS Variables	spearman correlation	Sig. (2-tailed)
1. Pay	-.262	.007
2. Promotion	.150	.128
3. Supervision	.196	.045
4. Fringe benefits	-.074	.456
5. Contingent rewards	-.093	.345
6. Operating	.306	.002
7. Co-worker	-.275	.005
8. Nature of work	-.071	.472
9. Communication	.326	.001

Chapter 4: The Discussion

Introduction

This study will be investigating the issue around job satisfaction and its effects on mental health and well-being. This research will look at this issue in terms of retail workers. The job satisfaction predictors measures in this study are Pay, promotion, supervision, fringe benefits, rewards, operating conditions, co-workers, nature of work and communication.

Past research has shown that Retail workers have found the nature of their job to negatively impact on their mental health and well-being. (CNBC, 2020). Research also found that Ireland is the second country in the EU where retail workers experience stress from the nature of their work (The Irish Times, 2018). When it came to research on low pay many employees were making low income, which was increasing depression and stress. (Workforce, 2020). However, research also suggested that the benefits to working in retail were having good relationships with co-workers and supervisors. This has been linked to improved mental health and well-being. (HAS, 2021). Many retail companies such as Primark and Tesco have well-being initiatives in place such as counselling for employees who are affected mentally as a result of their job. (Tesco.ie, 2021). However, Research throughout parts of the literature review and the findings suggests other elements such as good pay, promotion, supervision, fringe benefits, rewards, operating conditions, co-workers, nature of work and communication need more investigation. Well-being and supportive policies may only help retail worker's mental health to a certain extent.

The Descriptive statistics

The findings in the demographics section show that the most common category of participants are young adults aged between 21-29. Full time employment was also the most frequent type of employment with 63.8% chosen. 75% of participants were non-manager type roles, also being the highest. It was also found that the most common chosen salary range was over 30,000 euros with 35.2% of the participants. It was also found that most participants were working between 1-3 years (30%). Finally, It was also found that the highest number of participants worked before the covid pandemic, which amounted to 76%.

The research in the literature suggested that the group of workers most impacted were middle aged women (Isik U. Zeytinoglu et al., 2004). However, the results in the descriptive statistics indicate that young adults in their 20's were impacted more in terms of mental health and well-being. Research has suggested that many retail workers in their twenties are students, as working in retail is their only financial option (Isik U. Zeytinoglu et al., 2004). The reason behind why younger people are becoming more affected than middle aged women may be down to having to juggle a job and college. The findings in the literature are back dated and nowadays young people have to deal with the more burdens such as rising rent on a low wage (Irishtimes, 2021). 20 years ago new houses were priced at 181,000, 10 years ago new houses were priced at 233,580 and today new houses are priced at over 400,000 (Gov.ie, 2021). Most participants in my survey answered that they received an average salary of just above 30,000 euro and this was also answered with full time. This could be the reason younger people working in retail experience mental health difficulties more than the middle aged person. The reason being that years ago the middle aged Irish person could afford housing on the average wage, whereas today that is nearly impossible. This is why it is important that companies pay their workers a good wage in a housing crisis, as the pressure may be increasing depression, anxiety and stress and affecting job satisfaction negatively. The housing crisis and low wage may also be a reason as to why so many young people are in college. However, the pressures of trying to get a degree and work full time to support yourself in the economy will cause stress to working class young Irish people.

Not much research was found on the link between students and mental well-being in the retail sector which may suggest a gap or more investigation. This research may help to address parts of this issue, however research should include elements such as low pay and cost of housing when looking into the issue of retail employee's mental health. This is because many young workers are trying to also pay for college and save for a house on a very low wage. It is also crucial that research is constantly undertaken with the other many changes in the economy such as standard wages, inflation and cost of living increasing.

The Inferential Statistics.

In the inferential statistics section of this research a bivariate correlation analysis was conducted and most of the findings were weak and non-significant. A decision was made to split the role into managerial and non-managerial groups of retail workers to produce richer findings. The findings investigate the outcome for 9 job satisfaction predictors for both of these groups separately in terms of; pay, promotion, supervision, benefits, rewards, operating conditions, co-workers, nature of work and communication.

H1,

This study investigated the link between workplace related influences (job satisfaction) poor mental health and well-being amongst casual and managerial workers in the retail sector.

A correlation analysis was used to identify any relationships between job satisfaction and depression, anxiety and stress. Another correlation was formulated to look at well-being and job satisfaction. The results for job satisfaction and depression, anxiety and stress showed a non-significant correlation and weak score. This suggests that job satisfaction and mental health are not great in retail workers. The same findings were also present for the relationship between well-being and depression, anxiety and stress. However, there was a significant correlation between job satisfaction and well-being and a positive yet low score. This suggests that there may be high levels of induced depression, anxiety and stress in retail workers. These findings agree with the research in the literature review that there is a negative impact associated with mental health and well-being in retail workers and this finding can be accepted. When assessing this hypothesis 1 in this study, an investigation was carried out on managers and non-managers. This was carried out to separate the effects on both groups of employees.

Non – managers;

The results from the investigation of this study revealed that there were two significant and moderate findings, which were the relationship between well-being and depression, anxiety & stress in this group. This illustrates that when there is an increase in the job satisfaction in employees there is then a decrease in depression, anxiety and stress. The second significant result found was the relationship between well-being and job satisfaction in this group. This relationship was moderate and suggests that job satisfaction increases then well-being also

increases. The research throughout different areas of the literature of this study remains consistent with this finding (Henly & Lambert, 2014).

The remaining results in this particular group were found to be non-significant and had a weak correlation when it came to the relationships between; depression, anxiety & stress and job satisfaction. This finding suggests that as job satisfaction increases, depression, anxiety & stress decreases. This conflicts with prior research (Henly & Lambert, 2014), (Workforce, 2020), (Zuzana Rimnacova, 2019), and (Whyall, 2009) that all suggest separately that depression, anxiety and stress are caused by lower levels of job satisfaction.

Managers;

The results from the investigation revealed that there were no significant findings between the three relationships; well-being and depression, anxiety & stress, job satisfaction and well-being, and job satisfaction and depression, anxiety & stress. The correlations between these findings were all found to be weak. This illustrates that depression, anxiety and stress and well-being is improved slightly due to job satisfaction within this group.

H2,

Another bivariate correlation was employed to investigate whether good pay, good hours, control of work schedules (nature of the work), good working relationships (co-workers, communication) and less physicality (operating conditions) of the work are associated with improved mental health and overall job satisfaction in retail employees?

This indicates that employees would be happier if they were to receive higher pay, good hours, good benefits, better communication and strong relationships between co-workers all positively impacted mental health and well-being. The highest predictor to job satisfaction was having good working relationships with your co-workers which agrees with the literature (Sue Roffey, 2016). However, negative results were found for communication. However, this still proves that participant's well-being and mental health would improve from most of these predictors being applied.

H3, investigated whether employee well-being supportive policies (contingent rewards, promotions, benefits and operating conditions) are associated with improving mental health,

performance, motivation and overall job satisfaction? Both of these questions will look at the findings from the managerial and the non-managerial perspective.

When it comes to less supervision, improved physicality of the work and better operating conditions, the results had found correlations that were small or weak which suggests that these predictors would only slightly improve mental health and well-being in retail workers. This is consistent with past research in the literature review that there is conflict between managers and employees (Isik Zeytinoglu et al., 2004), and also that better working conditions (Henly & Lambert, 2014) and less physicality of the work (Pankaj C. Patel, 1997-2015), (Isik U. Zeytinoglu et al., 2004), (Elizabeth J. Sander et al., 2020), improve mental health and well-being.

Based on the above findings, hypothesis 1, 2 and 3 can be accepted.

Discussion,

Research throughout the literature agreed with most of these findings, that yes, job satisfaction improves mental outcomes and well-being in both managers and non-managers. This finding from our research, although positive, is concerning as the relationships were very weak in most cases. When we analyse the relationships found within this study between both groups, we can see that both managers and non-managers have weak correlations overall. Job satisfaction in these findings include better hours and better pay to increase mental health and well-being with both groups the most. However, with this being found in studies, the survey suggests that participants were not making a huge increase in their wage. A slight change in wages may not be enough when it comes to paying bills or rent, for example. This could mean that companies and HR managers need to increase their employee's wages by a much higher percentage as past research (Irishtimes, 2021) and (Gov.ie) has found that employees cannot afford basic living standards. However, even with this finding, it may not completely be the fault of the employer. Housing prices may also need to become much lower if it means retail employees on a basic wage can afford a necessity such as housing, a basic human right, and in turn decrease depression, stress and anxiety. The (Irishtimes, 2021) suggests that younger people are far more worse off than their parents when it comes to owning a home. This does not just apply to retail workers, however they may be far more affected as they are on more stagnant wages than other occupations. This finding illustrates that low pay, when it comes to increasing depression, anxiety or stress, is also dependent on

other economic factors playing a part. It is not simply enough for a retail employer to give employees a raise or to increase their hours if they are to afford housing. This may apply to both groups as wages are similar.

Another finding in this study that stood out was the relationship between job satisfaction and co-workers. Having good relationships with your co-workers contributed to increasing well-being and mental health. Studies throughout the literature also agreed with this finding. (Raja Roslan Raja et al., 2014), (HAS.ie, 2021). This finding suggests that when retail workers are able to make friends with their co-workers and managers that their mental health and well-being increases as a result. An implication for retail workers trying to form relationships in work is due to Covid-19. Covid-19 restrictions have meant putting measures in place with one of them being social distancing. This can be a barrier to forming relationships in the workplace as colleagues cannot have lunch breaks together in the canteen and have to always stay two meters apart. (HSE.ie, 2021). The CNBC (2018) also suggested that the workplace would be less fulfilling if workers could not befriend their colleagues. Colleagues who cannot form a healthy relationship with their peers and who tend to not get along with them have experienced occupational stress and depression symptoms as a result of this. (Raja Roslan Raja et al., 2014). When it comes to the employer this could be an implication if it causes employees to leave. Whether a person is in work or outside of work, will still have a need for deep meaningful friendship. Studies have found that people who could not form friendships at work had never felt so lonely and were inclined to leave their company unless they made more friends (CNBC, 2018). It is important that retail companies consider accommodating relationships between employees and doing this whilst also taking Covid-19 restrictions into consideration.

The result from the findings between control of work schedules (nature of work) and depression, anxiety & stress findings showed a positive yet weak relationship. This result indicated that as retail workers have more control of their work schedules that this in turn will decrease their depression, anxiety & stress moderately. This result agreed with studies in the literature review (Henly & Lamber, 2014). However, there was a lack of research around the area or work schedules in retail work. This could imply that more research needs to be conducted around this issue. Future studies could also implicate the effects of work schedules

on mental health when it comes to single parents in particular. This is due to the fact that this group of people have to deal with unpredictable or last minute childcare arrangements and how this can increase stress. This can also cause a huge amount of anxiety as parents who do not have family support have to constantly worry where they're going to get their next child minder from in such a short notice. When we compare work schedules to the main participants in this research, young adults, we can see that there may be conflict when it comes to this group managing college, assignments and exams around an unpredictable work schedule. This study suggests to retail companies that the introduction of a more flexible working schedule may decrease pressure and stress and in turn decrease turnover and absence. Many students, for example, who may have assignment deadlines that fall on the days they are due at work, may have to deal with the stress of taking the day off or looking for colleagues to cover those shifts. If this is a regular occurrence, especially when considering the time that could be taken to do college work instead of retail work, it may be a main contributor to turnover and absenteeism in the workplace. This is why there is a huge importance on HR managers to try and come up with more flexible policies that include cover when needed or being able to arrange more time to move people's hours around.

The results from the findings between the physicality of work (operating conditions) and depression, anxiety & stress, show a negative outcome. This result suggests that as operating conditions and the physicality of the work increases then depression, anxiety and stress also slightly increase in retail workers. This finding remains consistent with studies from the literature review (Isik U. Zeytinoglu et al., 2004), (Elizabeth J. Sander et al., 2020). Research was lacking around the topic of physical working and mental health on retail works which is something that could use more investigation within the future if outcomes are to improve. More research however could examine other psychological stressors such as the lack of natural light within a store. Research suggests that natural lighting has a positive and direct physical effect on workers. It is suggested that employers try to refurbish work environments (Elizabeth J Sander et al., 2019).

The results of the finding between promotion and depression, anxiety & stress show a negative outcome. This result indicates that as promotion increases then depression, anxiety

& stress also increases. Promotion in the context of this research takes the view from a training, promotional and career opportunities point of view. This result does not agree with studies discussed within the literature review. The literature states that retail workers do want promotional opportunities in their retail jobs to feel as though the job has a purpose and reason to stay working there (jobs.ie, 2021). This want for career progression and promotions is also something that, as suggested in the literature, has a positive outcome when it comes to well-being and a decrease in depression, anxiety & stress. However, there is also a huge lack of research around this particular issue which calls for more studies to be implemented. What could this result mean when it comes to retail workers and stress in this particular study? This result could suggest that progression within most of the participant's retail companies require a strenuous level of work. This result could be indicating, for example, that retail workers may look up to their managers and perceive their job roles to be more stressful or hard. Participants in this study may have colleagues that were once casual retail workers that are now promoted to manager and may have received negative views from their colleagues which lead to this result. According to (Cathy Hart et al., 2007) some retail companies display a poor image when it comes to the nature of work and longer hours in a job that is higher up. There could also be an issue around a lack of training being well known amongst employees in the retail companies that they work in which has turned them away from accepting a promotion internally. According to (Cathy Hart et al., 2007) a reason for turnover or staff rejecting an internal promotion is due to the lack of training. Many retailer companies try to keep high costs down which may result in the shortage of training with such high numbers of staff. The result of this finding could also show the possibility that young adults want to work elsewhere and have different occupations outside of retail, meaning career promotion in the retail sector in particular is of no concern to them when it comes to this research. According to (Cathy hart et al., 2007) Research has shown that retail jobs have a very poor image in terms of career choices. Retailing is an industry with high demand for skilled labour. This may suggest that employers may need to increase employer branding in this sector in order to attract more 'soft' skilled workers.

The results of the findings between contingent rewards and depression, anxiety & stress show a positive outcome. As contingent rewards for retail workers increase then in turn decrease depression, anxiety & stress. These findings remain consistent with the evidence found in the

literature review that rewarding employees does improve well-being. However, there was a huge lack of empirical evidence to support this claim. This relationship may be worth investigating more closely. However, the small amount of evidence suggests that rewards may only contribute slightly and that other job satisfaction predictors will all need to come together to see improvement

What might these findings mean for Irish people in the workplace?

Most participants in this study have stated that they worked before the covid-19 pandemic (76%). Research has stated that “Employment was 14 percent below its pre-pandemic level for those aged 15-34” (Irishtimes, 2021). – This shows that the pandemic has hit retail workers when it comes to employment. According to (Brendan Kennelly et al., 2020) the high cause of cases and deaths has also seen a surge in anxiety and depression disorders in retail and other workers in Ireland. Up to 1700 people have died and over 25,000 have tested positive for cases.

When it comes to gender and retail mental health, research has shown, (Mentalhealthreform, 2020), that women in particular have been experiencing increased anxiety and stress regarding their health. More women working in retail who are in abusive relationships have had to stay in lockdown with abusive partners. Women in retail have also felt that they are disproportionately misrepresented when it comes to being a lone parent enduring wellbeing and mental health difficulties. It was suggested by the Woman’s’ Council of Ireland (NWCI) and the Mental Health Reform (MHR) that women receive counselling services to support them with these emerging difficulties. The pandemic has also increased the gender inequalities for women in terms of other areas of income and employment. (Mentalhealthreform, 2020). Studies in the literature review have also suggested that men and women have different experiences of mental health outcomes as a result of working in retail (Gov.ie/GEO, 2019). It was also suggested in this study that both genders do not have the same outcomes to using the same services and access to services should take into account the gender differences. This is because both genders may not experience equal outcomes of using similar services (Gov.ie/GEO, 2019).The literature also suggested that men may experience more depression than women in terms of losing employment in this sector. These findings illustrate the consequences for retail workers in Ireland. This study suggests that

studies that look into gender differ on how it impacts on mental health between these two groups as they experience different outcomes.

The Conclusion

Overall, there is evidence that job satisfaction does predict the levels of depression, anxiety and stress amongst people working in casual or managerial retail roles. This research measures specific aspects such as pay, promotion, co-workers and so on, however, there is also a lack of research in the relationship between these specific areas and mental outcomes in retail workers. This study strengthens the previous findings. Most of the findings in this research do demonstrate a positive outcome to companies applying well-being initiatives to improve employee performance and motivation. More research needs to be implemented around rewards and well-being. The main finding in this research that contributed to lowering depression, anxiety or stress in retail was healthy relationships with our co-workers. When covid-19 is taken into consideration and social distancing from friends and family in lockdown, having friends in work is crucial coming out of lockdown and in the foreseeable future. It is important that when companies implement safe social distancing measures that they consider implementing ways to ensure employees are able to communicate safely. It is also important that employers find ways to allow employees to communicate appropriately with one another to grow and build friendships without that distracting them from the work to be carried out. This not only reduces turnover on the employer's behalf but it also allows employees to make friends for life. Another consideration that was briefly discussed within this research is the implementation of government policies in an economy where inflation is rising and housing and rent prices are also rising. This is something that both employers and employees have no control of and this results in more problems with mental health and pressure on young retail workers. This is why it is crucial that employers take as many steps as possible to keep up to date with ways of improving employee well-being. We can see throughout this research that large retailers cannot rely solely on well-being policies and programs and need to consider work life balance, ensuring training is thorough and well received, more trust between supervisors managing employees and rewards to increase motivation. With legislation around stress leave and other legislation, employers will need to be genuine when it comes to promoting well-being within the workplace. Ignoring this can leave an employer with absent employees and higher turnover. Based on the findings within

this research and the implications of a pandemic on the retail sector it would be interesting to see more research being carried out around this issue. It would also be interesting to see if employee well-being and job satisfaction is an area that fluctuates.

The Recommendations

Job satisfaction has shown a strong relationship with well-being and mental health outcomes such as depression, anxiety & stress. With this finding, recommendations are now implemented to improve job satisfaction in order to increase mental health, well-being and increasing organisational support services.

Research has found that many large retailers such as Primark and Tesco have counselling support services in place for any employees who are distressed by their job. It is important that this information is communicated to employees in the induction phase of the job process. When it comes to the issue relating to relationships with making friends in the workplace (co-workers and communication) to increase mental health and job satisfaction, it would be helpful if retail companies ensure that employees communicate with one another. With covid-19 restrictions this could be done remotely and be carried out by participating in games or activities that bring people together and get conversations flowing. This could also be carried out between co-workers and management/ supervisors too to ensure people are forming relationships among both roles. This is important as this study found co-working relationships to be the biggest improvement to job satisfaction and mental health in retail workers. This element is also important as team work is a crucial element of working in retail. Co-working relationships are also important from the employer's perspective as research has found being lonely in the workplace increases turnover.

Although retailers have offered psychological programs to improve employee mental health such as counselling assistance programs, other factors that should be considered. Other factors to be considered are better control of schedules and hours and ensuring employees don't get burnt out and have a better work life balance. It is also crucial that employers monitor the physicality of the work being carried out and introduce ways that ensure employees are not being overworked.

The Implications

In this section I will be discussing the implications based on costs, time frames and other resources required to complete this piece of research in a realistic time frame. I will also discuss the cost implications regarding the topic of this research.

Financial / resource implications

In this study well-being programs such as counselling (employee assistance programme) sessions have shown to have an impact on employee well-being in retail chains such as Tesco's and Primark (Tesco, 2021), (Primark.com, 2021). Tesco's well-being programme aims to empower their employees and allow employees access to support in order to make the workplace more productive. Tesco is a good example as they also offer physical health support via Nuffield health which offer discounted gym offers and nutrition advice. These well-being programmes could be discussed further in the induction phase for new starters. This will let employees, who join or who are long term, know that staff are equipped to respond when they need support. As we have learned throughout the literature employees are experiencing more mental health difficulties and implementing these supports can give them peace of mind and hopefully reduce turnover. Retailers who also advertise these supports are showing potential future employees that they are considerate. This can help their employer branding and help them attract better candidates compared to retailers who have not took this step. These EAP programs Also reduce absenteeism and save your company costs (Spectrum.life, 2020). The cost of implementing an EAP (employee assistance programme) is worth investing in as there is a 6.1 return on investment, over tens of thousands in costs saves annually, 20% increase in employee mental health and 90% decrease in reported stress symptoms in employees (Spectrum.life, 2020). Productivity is highly important when it comes to fast paced retail work and the EAP programme is shown to have bought a 43% increase in productivity in employees. These wellbeing programmes are an advantage not only on employees they are also an advantage for employers and personnel as they can attract top talent and improve the overall atmosphere and culture in the workplace through the use of these supports.

This research also investigates other contributors to good mental well-being in employees with pay and good co-working relationships having the highest impact. It is crucial that retail employers don't rely solely on well-being programmes and ensure these other contributors

are not forgotten. Well-being programmes do increase mental well-being as shown, however this does not mean that employers should stop there if they are to see a difference in employee performance and motivation (Spectrum.life, 2020).

Another financial implication that companies may endure from the findings of this study are pay increases. Pay increases were shown to be one of the higher contributors to better mental wellbeing. Skilled employees are a crucial resource and without wage increases HR will waste time trying to recruit labour. According to (Forbes, 2021) The highest resource, time and pay implication for HR managers in the retail sector is low wages as it turns away potential talent.

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Personal Learning Statement

I have worked for various different retail companies throughout the past few years as a casual retail worker. Throughout my time in retail I have seen first-hand some of my colleagues develop a level of stress, depression or/and anxiety as a result of the job. Through this realisation I learned that many companies do not have many policies or programs in place that support workers who are impacted mentally as a result of the nature of the job. Many people who take up low paid retail work in this climate are also affected by other economic factors with the housing crisis being a huge factor. This is an issue in terms of the relationship between low pay with government policies and how it plays a part in mental outcomes. With this being something I only took into account recently I would have done some things differently at the start of my research journey. I would have included questions in my surveys that investigated whether participants were affected by such government policies and discussed this more within the literature also. I would have also asked participants if they believed well-being programs or counselling would have played any part in positively affecting their mental health in their workplace more.

It was a difficult process completing this research in the time frame given whilst working in a part time HR placement during the summer, given the demands of the project. However working in retail at the start of the college year to then working in a counselling service has given me insight into working within both industries. This allowed me to make certain points within this research which I would not have made if I was not working in these two roles.

However, even with these missed opportunities I have still learned so much about retail worker's mental wellbeing and what contributes to positively making an impact. As someone who wants to work in personnel HR in the retail sector, I can now take so much information that I have learned from undertaking this piece of research into my career in the future. I hope I can bring with me enough knowledge to implement well-being policies in my future place of work.

The Appendices

Appendix A

The message stated below was displayed for participants to read before completing the survey;

Research Title: An Investigation into the workplace related influences that contribute to poor mental health outcomes: What workplace influences predict the levels of stress, anxiety and/or depression amongst casual workers in the retail industry.

I would like to invite you to participate in a survey for my masters research study. Before filling out this survey please read the information as follows on purpose of this research and how you will be involved in it.

The research forms part of my master's degree in human resource management dissertation with the National College of Ireland. The purpose of this study is to find out the predictors that cause anxiety, depression or/ and stress in the retail sector in Ireland.

What will this survey involve? The completion of this questionnaire should take no more than 10 minutes and will be split into 4 different sections; Employment information, Job satisfaction scale, Depression Anxiety Stress Scale and Job affective well-being scale.

Participation is anonymous and confidential. Your responses will be fully de-identified, which means that once the survey has ended and you submit your responses, the data cannot be attributed to any one participant. For this reason, it will not be possible to access or withdraw the data after the questionnaire has been completed."

The results of this study will be used for submitting my masters dissertation only. To take part in this survey you can sign the consent form which is below. This survey will begin once consent has been granted.

Contact details:

If you have any further questions please contact me, Amy Tracey, at x16120060@student.ncirl.ie or the research supervisor Michelle.kelly@ncirl.ie. Thank you for putting your time into this survey to complete my thesis by responding.

If you are affected by this survey please reach out via the contact numbers below:

Pieta House text 51444 or call 1800247247.

50808 free anonymous support free text 50808.

Appendix B

Demographic Questions;

- 1) Type of employment? Full time or part-time.
- 2) Is your role: managerial or non-managerial.
- 3) Age. _____
- 4) Salary Range:
 - Under 16,000.
 - 16,000-21,000.
 - 21,000-30,000.
 - Over 30,000.
 - I prefer not to say / not applicable.

5) Work Duration

- Less than 3 months
- 3-6 months
- 1 year
- 1-3 years
- 3-5 years
- 5+ years.

6) Commencement of work?

Before the Covid-19 pandemic

During the covid-19 pandemic

Loss of work due to covid-19

Not applicable.

Scale one: Job Satisfaction Survey by Paul E Spector (1994).

Description: Circle one of the numbers per question that comes closest to how you felt about your job. Circle each one from 1-6.

1	I feel I am being paid a fair amount for the work I do.
2	There are really too few chances for promotion at my job.
3	My supervisor is quite competent in doing his/her job.
4	I am not satisfied with the benefits I receive.
5	When I do a good job, I receive the recognition for it that I should receive.
6	Many of our rules and procedures make doing a good job difficult.
7	I like the people I work with.
8	I sometimes feel my job is meaningless.
9	Communications seem good within this organization.
10	Raises are too few and far between.
11	Those who do well on the job stand a fair chance of being promoted.
12	My supervisor is unfair to me.
13	The benefits we receive are as good as most other organizations offer.
14	I do not feel that the work I do is appreciated.
15	My efforts to do a good job are seldom blocked by red tape.
16	I find I have to work harder at my job because of the incompetence of people I work with.
17	I like doing the things I do at work.
18	The goals of this organization are not clear to me.
19	I feel unappreciated by the organization when I think about what they pay me.
20	People get ahead as fast here as they do in other places.

21	My supervisor shows too little interest in the feelings of subordinates.
22	The benefit package we have is equitable.
23	There are few rewards for those who work here.
24	I have too much to do at work.
25	I enjoy my co-workers.
26	I often feel that I do not know what is going on with the organization.
27	I feel a sense of pride in doing my job.
28	I feel satisfied with my chances for salary increases.
29	There are benefits we do not have which we should have.
30	I like my supervisor.
31	I have too much paperwork.
32	I don't feel my efforts are rewarded the way they should be.
33	I am satisfied with my chances for promotion.
34	There is too much bickering and fighting at work.
35	My job is enjoyable.

(Paul E. Spector, 1994).

**Scale 2: Depression, Anxiety and Stress 21 Item Inventory (Maic.gld.gov.au, 2021),
(Lovibond, S.H. & Lovibond, P.F., 1995)**

Description: Read each question and circle a number 0,1,2,3 depending on which one applies to you the most over the past week. Do not spend too much time on any statement.

0 – Did not apply to me at all, 1- Applied to me sometimes, 2-applied to me often, 3-applied to me almost always.

I found it hard to wind down 0 1 2 3 2

(a) I was aware of dryness of my mouth 0 1 2 3 3

(d) I couldn't seem to experience any positive feeling at all 0 1 2 3 4

(a) I experienced breathing difficulty (e.g. excessively rapid breathing, breathlessness in the absence of physical exertion) 0 1 2 3 5

(d) I found it difficult to work up the initiative to do things 0 1 2 3 6

- (s) I tended to over-react to situations 0 1 2 3 7
- (a) I experienced trembling (e.g. in the hands) 0 1 2 3 8 (s) I felt that I was using a lot of nervous energy 0 1 2 3 9
- (a) I was worried about situations in which I might panic and make a fool of myself 0 1 2 3 10
- (d) I felt that I had nothing to look forward to 0 1 2 3 11
- (s) I found myself getting agitated 0 1 2 3 12
- (s) I found it difficult to relax 0 1 2 3 13
- (d) I felt down-hearted and blue 0 1 2 3 14
- (s) I was intolerant of anything that kept me from getting on with what I was doing 0 1 2 3 15
- (a) I felt I was close to panic 0 1 2 3 16
- (d) I was unable to become enthusiastic about anything 0 1 2 3 17
- (d) I felt I wasn't worth much as a person 0 1 2 3 18
- (s) I felt that I was rather touchy 0 1 2 3 19
- (a) I was aware of the action of my heart in the absence of physical exertion (e.g. sense of heart rate increase, heart missing a beat) 0 1 2 3 20
- (a) I felt scared without any good reason 0 1 2 3 21
- (d) I felt that life was meaningless 0 1 2 3 (Maic.gld.gov.au, 2021), (Lovibond, S.H. & Lovibond, P.F., 1995).

Scale 3: Job Relative Affective Well-being Scale by (Paul T et al., 1999).

Description: A number of statements below which describe different emotions that your job makes you feel. Indicate the amount to which any of the emotions make you feel towards your job, e.g., the work, co-workers, supervisors, clients, pay) has made you feel in the last 30 days. 1 – never, 2 – rarely, 3- sometimes, 4- quite often, 5- extremely often/always.

My job made me feel;

- 1) At ease
- 2) Angry
- 3) Annoyed
- 4) Anxious
- 5) Bored
- 6) Cheerful

- 7) Calm
- 8) Confused
- 9) Content
- 10) Depressed
- 11) Disgusted
- 12) Discouraged
- 13) Elated
- 14) Energetic
- 15) Excited
- 16) Ecstatic
- 17) Enthusiastic
- 18) Frightened
- 19) Frustrated
- 20) Furious
- 21) Gloomy
- 22) Fatigued
- 23) Happy
- 24) Intimidated
- 25) Inspired
- 26) Miserable
- 27) Pleased
- 28) Proud
- 29) Satisfied
- 30) Relaxed.

(Paul T et al., 1999).

Evidence of results and output of data from SPSS (full file available).

SPSS july end of.sav [DataSet1] - IBM SPSS Statistics Data Editor

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
84	JRAWS_ITM22	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
85	JRAWS_ITM23	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
86	JRAWS_ITM24	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
87	JRAWS_ITM25	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
88	JRAWS_ITM26	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
89	JRAWS_ITM27	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
90	JRAWS_ITM28	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
91	JRAWS_ITM29	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
92	JRAWS_ITM30	Numeric	8	0		{0, Never}...	None	8	Right	Ordinal	Input
93	JSS_SCORE_TOTALS	Numeric	8	2		None	None	18	Right	Scale	Input
94	DASS_SCORE_TOTALS	Numeric	8	2		None	None	19	Right	Scale	Input
95	JRAWS_SCORE_TOTALS	Numeric	8	2		None	None	20	Right	Scale	Input
96	JSS_Pay_score	Numeric	8	2		None	None	15	Right	Scale	Input
97	JSS_Promotion_Score	Numeric	8	2		None	None	21	Right	Scale	Input
98	JSS_Supervision_Score	Numeric	8	2		None	None	23	Right	Scale	Input
99	JSS_Fringebenefits_SCORE	Numeric	8	2		None	None	26	Right	Scale	Input
100	JSS_Contingentwards_Score	Numeric	8	2		None	None	29	Right	Scale	Input
101	JSS_Operatingconditions_Score	Numeric	8	2		None	None	31	Right	Scale	Input
102	JSS_Coworkers_Score	Numeric	8	2		None	None	21	Right	Scale	Input
103	JSS_Natureofwork_Score	Numeric	8	2		None	None	24	Right	Scale	Input
104	JSS_Communication_Score	Numeric	8	2		None	None	25	Right	Scale	Input
105	JSS_compositescore	Numeric	8	2		None	None	20	Right	Scale	Input
106	DASS_Compositescore	Numeric	8	2		None	None	21	Right	Scale	Input
107	JRAWS_compositescore	Numeric	8	2		None	None	22	Right	Scale	Input

Data View Variable View

