

“An investigation into the factors that influence employee wellbeing and their impact on organisational productivity in Company X”.

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Chapter 1: Abstract and Introduction

1.1 Abstract:

The factors that affect employee wellbeing and their impacts on productivity are the subject of this qualitative research. A literature review is conducted as the first step of the study to determine what recent academic material is accessible in the research topic. Five individuals were interviewed as part of a qualitative investigation on this. Each participant was willing to participate and had at least one year of employment with Company X. The author of this study discovered various themes that arose and were reinforced by the works of literature listed in Chapter 2. The themes that surfaced were a component of the broader issues of job satisfaction, employee engagement, occupational stress, and employee burnout. After thoroughly addressing and examining both research objectives, it was determined that employee wellbeing, both individually and collectively, was significantly influenced by job satisfaction, employee engagement, occupational stress, and employee burnout. It was later concluded that these characteristics had a major impact on employee productivity levels at Company X.

1.2 Introduction:

This study explores employee wellbeing, factors that contribute to it, and finally the impact such factors have on worker productivity. Using a qualitative methodology, the study involved interviewing participants from Company X. The following are the objectives of the study's research:

RQ1: To investigate whether occupational stress, job satisfaction and employee burnout are strong influencers on employee wellbeing

RQ2: To prove that employee wellbeing has a significant influence on overall organisational productivity.

The study's background is given in Chapter 2 using theories and contemporary literature that address the important subjects that will be covered throughout the investigation. These include employee engagement, performance, absences, burnout, occupational stress, job satisfaction, and work-life balance.

The methodology chosen, the researcher, the participants, data collection, procedures followed, data analysis, trustworthiness, and ethical considerations are covered in Chapter Three.

The main conclusions of the study are outlined in Chapter Four along with excerpts from every interview. The primary themes that emerged from the findings were categorised as follows: Support from management, organisational culture, recognition, and fairness.

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Chapter 2: Literature Review

2.1 Employee Wellbeing

Health was formerly exclusively thought of as the absence of disease, which only pertained to physical health (De Simone, 2014). However, according to The World Health Organisation, health is "a condition of complete physical, mental, and social wellbeing, not only the absence of disease or disability," in 1948 (World Health Organisation, 2009, p. 7). By employing the word "complete," Huber et al. (2011) contend that this definition has restricting characteristics. They believe it is very challenging to achieve a complete state of anything, much less one that includes physical, mental, and social wellbeing. Instead, they recommend changing the definition to read, "Health is a high level of physical, mental and social wellbeing." The World Health Organization definition has yet to be changed, despite the fact that numerous ideas similar to this have been made over the years.

All aspects of work life, from the physical environment's quality and safety to how people feel about their jobs and the workplace, can be categorized as workplace wellbeing (International Labour Organisation, 2009). In contrast to earlier conceptions of people management, where absenteeism was the primary concern, today's culture places a greater emphasis on health and wellness. Today, a more holistic approach to health and wellbeing attempts to enhance social, emotional, mental, and physical health within an organization as it is widely believed that good health and wellbeing is the foundation of happy employees (Torrington, Hall, Taylor, & Atkinson, 2014).

Bill Hettler, a physician, developed a paradigm called "The Six Dimensions of Wellness." Although this concept is for a person's total wellbeing rather than specific to employees, it is where the foundation for workplace wellness was laid (Dalton and Logomarsino, 2014). Since every aspect of his wellness model can be applied to an organisational setting, every wellness program being built inside an organisation should be based on it. The six dimensions are.

- Social Wellness
- Intellectual Wellness
- Emotional Wellness
- Physical Wellness
- Occupational Wellness
- Spiritual Wellness

While all contribute to an employee's health and wellbeing, some are considered as more important to businesses, such as physical and emotional health, therefore, that is where they should be emphasising their efforts.

2.2 Physical Wellbeing

According to Peterson and Bossio (1991), physical wellbeing is an elusive psychological concept in terms of definition and measurement. They believe that there is no one, concise definition of physical wellbeing that works. Instead, a variety of factors count toward their recommendation of how to measure physical wellbeing:

- The need for regular activity, i.e. taking a walk away from the desk
- The importance of nutrition, i.e.: healthy food consumption, regular meals and limiting the use of tobacco and alcohol
- The absence of illness

Similarly, the nature of employment and the workplace environment create a variety of elements that can impact workers' physical health in the workplace (Hodgins, Fleming, and Griffiths, 2016, p.12-13). There are several potential hazard sources when assessing how employment might affect an employee's physical health and safety. Furthermore, these dangers can lead to a variety of ailments, including:

- Musculoskeletal conditions
- Hearing loss
- Slips, stumbles, and falls

Many people have discovered that there has been a global increase in obesity and a significant fall in physical activity levels (Hodgins, Fleming, and Griffiths, 2016, p.59). Obesity is linked to a variety of health issues that can harm employees, including respiratory issues, diabetes, and high cholesterol. Obesity-related absenteeism is expected to cost \$4.3 billion in the United States each year (Frone, 2008).

Now, even more than ever organisations are under immense pressure to ensure their employees physical health is being looked after. In relation to Covid-19, this means ensuring social distancing where possible when employees come to the office, having hand sanitiser in place in various, easily accessible locations at work, as well as ensuring the whole organisation complies with mask regulations.

Similarly, organisations must ensure that they have adequate policies and procedures in place for Covid positive employees, close contacts, and non-compliers. Having measures like this in place will ease the anxiety that some staff might have in relation to returning to work as well as ensuring that the organisation is doing everything within its power to prevent an outbreak within teams which can jeopardise their employees mental and physical health.

There has also been a lot of traction around working from home and ensuring it is done safely. This requires things such as posture, eyesight, fire hazards and clear pathways are considered when employees are working from home to ensure their physical wellbeing.

2.3 Emotional Wellbeing

The National Wellness Institute (2019) defines emotional wellbeing as the ability to control one's emotions and moods, such as grief, despair, and anger as well as having the capacity to successfully manage their workload without

becoming stressed. Employees who work while suffering from mental health issues have their performance at work impacted, according to studies (Hodgins, Fleming, and Griffiths, 2016, p. 14).

Mental health problems can range from a specific set of mental diseases categorised by the World Health Organisation's International Classification of Disease to a wide variety of mental states with symptoms such as anxiety, burnout, and sadness (Frone, 2008). Furthermore, mental health problems can be caused at work by several occupational stresses, which can lead to a variety of psychosocial risks. The following aspects must be addressed to promote positive workplace wellness. Workplace pressure (due to excessive workloads, time restrictions, unclear responsibilities, and a lack of managerial assistance) affects employees, resulting in poor work organisation (CIPD, 2021). Employee wellbeing is dependent on organisational culture. It is the responsibility of the employer to ensure that their employees are treated with dignity at work, that harassment is not tolerated, that there is adequate work-life balance, that bullying is not tolerated, and that the stigma surrounding uncontrollable situations such as mental health is removed. Job uncertainty is a significant element that can have a negative influence on an employee's mental health. Due to shifting market dynamics and unfavourable economic situations, people are concerned about finding work (CIPD, 2021).

2.4 Covid-19 and Employee Wellbeing

The outbreak of COVID-19 has had a massive influence on the labour economy. Workers have suffered unfavourable consequences because of the psychological stress and uncertainty brought on by the current evolving employment environment (Rashid and McGrath, 2020). According to Gorgenyi-Hegyey, Nathan and Fekete-Farkas (2021), major changes in the working and social environment are occurring, such as the move to remote work and the implementation of new corporate regulations and procedures to minimize interaction. All of this has resulted in difficulty for workers in detaching from work demands, separating work and personal life, and even additional psychosocial dangers such as isolation

Job insecurity and economic loss have grown because of layoffs, salary cutbacks, and furloughs, resulting in higher levels of uncertainty among workers. All this job pressure poses a danger to employee wellbeing (Henokh Parmenas, 2021). Companies now must deal with new health guidelines and regulations aimed at protecting both physical and mental health. As a result, dealing with workforce difficulties has proven to be more difficult than before the Covid-19 Pandemic (Pfefferbaum and North, 2020).

Existing management research provides insight into current human resource management practices; In these times of crisis, resources such as putting people first, focusing on teamwork and communication, and demonstrating clear and modest leadership are all valuable assets (Dirani et al., 2020). Providing training sessions, facilitating employee rewards, teleworking tools, as well as assisting them in overcoming their uncertainties are all initiatives that are targeted at not just boosting employee wellbeing, but also recovering and improving organisational performance (Dirani et al., 2020).

The Covid-19 crisis has created a great deal of worry among employees. Furthermore, because of commercial losses caused by lockdown, many companies have started to de-prioritize employees' psychological needs - undermining employee wellbeing (Dirani et al., 2020).

The advantages of remote working for employees stem from a better work-life balance, which boosts job satisfaction and engagement. Uniting work and family life entails a high level of happiness and smooth operation at work and at home, with minimal role conflict (Bouziri et al., 2020). The goal is to establish equal job possibilities, to shift conventional preconceptions and roles, and to accommodate the need to care for and look for dependents. However, it appears that when the lines between home and work are actively blurred, job stresses flow over into home/family life. For employees leaving the safety net of an organisation, their work demands rise, but they also lose a feeling of community, security, and predictability. Financial insecurity, job insecurity, career path uncertainty, work transience, and physical and emotional isolation are all major concerns for remote employees in the Covid-19 pandemic crisis according to Baumann and Sander (2021).

2.5 Wellbeing Initiatives

Workplace wellness initiatives and programmes have been successful in improving workers' health at work and have also shown to be profitable for the organisation (Hodgins, Fleming, & Griffiths, 2016, p.19). A healthy workplace is one where "workers and management collaborate to apply a constant improvement approach to safeguard and promote the health, safety, and wellbeing of workers and the sustainability of the workplace," according to the World Health Organization (World Health Organisation, 2017, p.10). While some organisations concentrate on workplace wellness strategies, it is recommended that they also incorporate programmes for coping with external problems like depression or chronic diseases that may also impair employees' productivity.

It is commonly agreed that improved workplace wellbeing results in higher levels of engagement and productivity. According to a research conducted in Australia, 93% of employers thought that workplace wellness initiatives may increase organisational efficiency, while 56% of employees agreed. This is further supported by the belief that employees hold, that their companies should be doing more to support their well-being (Walters, 2006). Similar to this, 69% of the organisations who replied to a survey by Towers Watson had intentions to either launch or improve their wellness programmes over the next two years. In light of this statistic, the majority of organisations were unable to establish a connection between employee health and productivity - just 11% saw it as a top concern. Organizations believed that rather than promoting healthier behaviours, their duty was to inform employees about the programme (Haymes, 2013).

2.6 Main Bodies

There are two primary organisations that are involved in workplace health and wellbeing: The International Labour Organisation and the Workplace Health Organisation. According to these organisations, companies that promote a healthy lifestyle among their staff members could benefit from things like: a safe and healthy work environment, improved self-esteem, reduction in stress, improvement in job satisfaction and increased staff morale (Frone, 2008).

Correspondingly, Hodgins, Fleming, and Griffiths, (2016) highlights that businesses that promote great health and wellness within their organisation reap operational and financial rewards, including:

- Increased employee productivity

- Decreased staff turnover
- Decreased absenteeism
- Increased employee morale
- Decreased health insurance costs (where applicable)

According to the HSE, there are six areas where employees and employers could collaborate to minimize stress and improve wellbeing: A fair workload, work environment and work schedule. Support and resources from the organisation and co-workers. The amount of control an employee has over how they perform their work. Ensuring that roles are not in conflict and that employees fully understand their roles. Fostering goodwill and combating undesirable behaviour, such as bullying and making sure that organisational change is handled and effectively conveyed to employees.

2.7 Occupational Stress

Occupational health is described by the National Institute of Occupational Safety and Health as "harmful, physical, and emotional reactions that arise when job requirements do not meet the workers skills, resources, and needs" (Sauter, Murphy and Hurrell, 1990). Similar to how low morale, burnout, and a desire to leave the company can be classified as occupational stress (De Nobile, McCormick, & Hoekman, 2013).

Similarly, the HSE defines work-related stress as "people's negative reaction to excessive pressure or other sorts of expectations imposed upon them" (HSE, 2018). While many people recognise that stress may have beneficial impacts on employees, such as motivating them to work harder, it also has severely negative psychological repercussions that are detrimental to the employee's performance (Selye, 1976).

The Chartered Institute of Personnel and Development claims that stress is not a medical illness in and of itself, but evidence indicates that when an employee experiences overwhelming stress, it can result in physical and psychological problems including headaches and back discomfort (CIPD, 2019). Similarly, Mosadeghrad (2014) discovered that work stress is linked to several symptoms, including headaches, depression, anxiety, chronic tiredness, high blood pressure, mood disorders, and emotional fatigue. This is further supported by a 2007 Melchior & Co. study, which concluded that those who work in stressful occupations are twice as likely to suffer from severe depression or anxiety as those who do not (Melchior et al, 2007).

Cooper, Palmer, and Thomas (2003) also point out that when stress is prevalent in a company's workforce, it manifests itself in a variety of ways. Lower employee morale, higher staff turnover, increased absenteeism, and eventually, reduced staff performance are some of the signs. The HSE recently released a research paper that indicated that stress caused 15.4 million working days to be missed in 2017, and that stress-related absences are one of the leading causes of absences in the UK (HSE, 2018). This emphasises the importance of businesses being able to successfully manage employee pressure and stress. It is vital to take a preventative and proactive strategy to improving employee wellbeing.

Numerous researchers have come to the conclusion that there are a number of distinct aspects that contribute to stress at work. Individual characteristics, organisational factors, environmental factors, and job-related factors are a few that have been noted:

Individual factors: such as distinct personality features that affect how well people cope with stress at any degree (Oginska-Bulik, 2006).

Organisational factors: according to McCann, Hughes, Adair & Cardwell (2009), these variables might include work hour rules, job insecurity, insufficient pay, a lack of career possibilities, and insufficient training chances.

Environmental factors: they may include employee or resource shortages, bad management techniques, and issues with coworkers (Flanagan, 2006).

Work related factors: Role obligations, responsibilities, uncertainty, a high workload, and role conflicts are all work-related problems that might occur (McGowan, 2001).

There are two models that could be used to explain how stress might develop in the workplace, which are: *Person Organisation Fit*, which refers to stress that results from a person's perceived or actual failure to align with the principles or culture of their organisation, according to Muchinsky and Howes (2009). and *The Model of Work Stress*, which refers to stress brought on by identified stressors at work (Spector, 2008).

When at least one party is supplying what the other party needs, there is a person-organisation fit between the two parties (Morley, 2007).

This is because employees feel more at home in workplaces where their co-workers, managers, and the entire organisation share their values (Coldwell, Billsberry, Van Meurs, & Marsh, 2007). Employees become more devoted to their work, more content with their jobs, and more productive when the organisation and their co-workers get along better (Bright, 2007). Similar to this, Person Organization Fit has been linked strongly to both employee job satisfaction and organisational commitment, according to Kristoff-Brown et al. (2002).

Palmer, Cooper, and Thomas (2001) created the Model of Work Stress, which is largely supported by the HSE. According to this concept, there are six workplace dangers that put employees under stress:

Demands: This indicates that an employee's stress levels may be influenced by specific job demands, such as workload, work environment, and work schedules.

Control: this indicates that an employee's amount of say and control over their job has a significant influence on their stress levels.

Relationships: This means that employees who have excellent relationships with their co-workers and bosses, as well as that the organisation as a whole promotes positive, healthy relationships, since this may have a significant influence on employees' stress levels.

Roles: This implies that workers must have a clear understanding of what their duties are, and they must make sure that these roles do not clash with one another, since this will put workers through unneeded stress.

Change: To prevent unwelcome tension among employees, every change within the organisation must be properly handled and communicated to staff in a clear and straightforward manner.

Shapiro, Astin, Bishop, and Cordova (2005) found that stress can impair attention, focus, and decision-making. This shows a convincing connection between job stress and morale, job satisfaction, motivation, and quality of life (Abu Al Rub, 2008).

In a recent research study, the HSE revealed that stress-related absences are one of the main causes of absences in the UK, with 15.4 million working days missed owing to stress in 2017. (HSE, 2018). This amply demonstrates the need for businesses to be able to successfully manage stress and pressure for employees. To improve employee wellness, a preventative and proactive strategy is required. Furthermore, any organisation that plans to establish a complete stress management programme must make sure that coaching, stress management education and counselling for employees are all vital parts of the program's design (Cooper, Palmer & Thomas, 2003).

2.8 Employee Burnout and Work Life Balance

Employee burnout is characterised as a state of physical and mental tiredness brought on by stress or overwork (Santhanam & Srinivas, 2019). According to Brewer and Clippard (2002), it is believed to be a physiological process that includes both attitudinal and emotional reactions that an employee encounters as a result of both work- and personal-related concerns. Similarly, burnout is characterised as a worker who is overworked, disconnected, and weary while previously being motivated, involved, and productive (Maslach & Jackson, 1981).

Maslach's Burnout Inventory (MBI), which measures emotional exhaustion, depersonalization, and reduced personal accomplishment, has been used by anyone attempting to assess burnout in their company. As a result, people's understanding of burnout has been based on these three subscales of the MBI (Maslach, Jackson, and Leiter, 2018).

Maslach, Schaufeli, and Marek (1993) came to the conclusion that the first sign of burnout is the sense of emotional exhaustion brought on by one's employment. Employees who are burnt out frequently report experiencing emotional fatigue, chronic tiredness, and psychological degradation, according to Maslach, Schaufeli, and Leiter (2001). Each of these elements are harmful to an employee's welfare.

Additionally, they claim that if a worker is subjected to workplace stress on a regular basis, burnout may result. Similar to this, Maslach, Jackson, and Leiter (2018) contend that there are a number of symptoms connected to employee burnout, some of which may manifest as a depletion in physical and emotional resources, the emergence of pessimistic thoughts, and a loss in professional effectiveness for the employee.

Employee burnout is caused by a number of variables that Brewer and Clippard (2002) discovered. These variables may be divided into three primary categories: environmental/organizational, individual, and demographic.

Work overload, role conflict, job ambiguity, the actual work environment, and supervisory support are some examples of environmental and organisational elements that affect employee burnout (Kou, 2005). This idea is supported by other scholars, including Mazur and Lynch (1989), who claimed that employee burnout was most s

significantly predicted by job overload. Role conflict and role ambiguity are related; a position conflict occurs when two or more demands for your role are in conflict with one another. According to Cordes & Dougherty (1993), role ambiguity occurs when an employee is unable to comprehend all of the requirements of the position. Additionally, employee burnout can be impacted by a number of workplace factors, including physical pain and a lack of decision-making opportunities (Seltzer & Numerof, 1988).

Individual characteristics, such as personality qualities, could have an impact on employee burnout. According to Lim et al. (2010), introverted workers are more likely to experience employee burnout than extroverted workers. Similar to this, Kou (2005) claims that sensitive, sympathetic, and highly enthusiastic workers are more prone to burnout.

Many scholars contend that demographic characteristics have no effect on employee burnout since they are contentious (Dillon & Tanner, 1995). However, according to some researches, factors including gender, age, and marital status do affect employee burnout (Jackson, 1993). This idea is supported by Cordes and Dougherty (1993), who note that married people are less likely to have employee burnout.

In order to reverse the impacts of role conflict and role ambiguity, supervisor assistance is essential. Similar to this, managers may be able to spot workers that want assistance or a spot in a burnout programme if they are able to recognise their personalities and attributes (Seltzer & Numerof, 1988).

Burnout among employees is closely correlated with work-life balance. It has been defined as the assessment of how much time an employee spends at work in comparison to how much time they spend with their family and engaging in non-work activities (Kalliath & Brough, 2008). As this will help to reduce stress and employee burnout, businesses must make sure that their staff members have a decent work-life balance and a healthy work environment (Kohll, 2018).

According to Hughes and Bozionelos (2007), a positive work environment that encourages a good work-life balance increases organisational productivity because it encourages individuals to be more motivated and effective. In addition to boosting productivity, it also lowers presenteeism and absenteeism, lowers the cost of sick leave for employees, lowers employee turnover, and, most significantly, raises employee wellbeing and happiness. Companies can showcase a good work-life balance by implementing flexible work hours, letting staff work from home, annualizing hours, and permitting annualised hours for certain personnel (Byrne, 2005).

Employee burnout, in the perspective of Maslach (2003), poses a serious threat to their mental and physical health. According to her, employees who are experiencing burnout may turn to unhealthy coping techniques like smoking, drinking, or binge eating, which can harm their mental and physical health. Similar to this, research by Clark (2000) revealed that workplace flexibility provided via a healthy work-life balance has a demonstrated positive influence on employees' wellbeing. Given that family and work are the two most significant areas of everyone's life (Clark, 2000), the degree to which those two factors are balanced and satisfied can have a good or negative influence on employee wellbeing (Diener, 2005). Similarly, Employees who work in environments where negative emotions are prevalent may burn out, which has a detrimental impact on their wellbeing. Employee burnout can lead to issues with an employee's physical and emotional welfare, including sadness, anxiety, increased drug or alcohol usage, and anger, as was previously stated (Lewandowski, 2003).

Workplace wellbeing is largely influenced by job satisfaction (Clark, 2015). This is because job satisfaction is intimately connected to employee wellbeing and in particular, their mental wellness. It is important to note, however, that it is possible to increase employee wellbeing levels by introducing modifications to current work practises (Faragher, 2005).

2.9 Job Satisfaction

As a result of an employee's experience with their job, job satisfaction has been defined as a pleasant or good emotional state (Locke, 1975). Similar to this, Spector (1997) defines job satisfaction as the attitude people have toward various positive elements of their jobs. According to several scholarly sources, job satisfaction is a complicated phenomenon that is influenced by a number of different elements (Parsons & Broadbridge, 2006), including things like organisational communication, pay, and the working environment of the individual (Lane et al., 2010).

Frederick Herzberg, a behavioural scientist, developed the Two Factor Theory in 1959 to better understand job satisfaction. The fundamental distinction between two components—motivational factors (intrinsic) and hygienic factors—presented is the theory's central tenet (extrinsic). The employee manages the job content that is included in intrinsic factors. The employment setting, which is influenced by the organisation or supervisor, is an example of an extrinsic element. The motivational factor aid in increasing job satisfaction for the employee whilst the hygiene factor aids in decreasing job dissatisfaction for the employee, according to Herzberg.

Opportunities for advancement, chances for personal development, recognition, responsibility, and accomplishments are only a few of the motivating factors. The hygiene factors include elements like the quality of the supervisors, salary standards, corporate regulations, the physical working environment, interpersonal relationships, and job security (Ruthankoon & Olu Ogunlana, 2003).

Dissatisfaction happens when any of the hygiene requirements are not met or drop below what the employee considers acceptable. Both hygiene factors and motivation factors meet the needs of the employee, but often it is the motivation factors that lead to employee job satisfaction (DeShields, Kara, & Kaynak, 2005).

It's crucial to keep in mind that this theory does not view satisfaction and dissatisfaction as two distinct things with distinct outcomes rather it views them as opposites on the same continuum. Whether or not the motivating factors have been satisfactorily addressed, the hygiene factors affect job satisfaction, and if these factors are not satisfied, they lead to dissatisfaction (Herzberg, Mausner, & Bloch Snyderman, 1967).

The Discrepancy Theory, developed by Edwin Locke in 1976, is a theory that helps us comprehend job satisfaction. According to this concept, an employee's level of job satisfaction is determined by what they consider important to them rather than by whether or not their needs being are met. The employee then groups various aspects of their work life according to "how much" each aspect is desired. The Discrepancy Theory therefore concludes that when an employee receives less than what they desire, dissatisfaction will ensue (Berry, 2000). In conclusion, when an employee receives something that is different from what they anticipated, they become dissatisfied (Pavolic &

Markovic, 2014). Employees who are meeting the majority of their career goals typically express overall job satisfaction.

Job quality, which is closely related to job satisfaction, can help organisations that are committed to raising job satisfaction get a positive return on their investment. This is demonstrated by workers who put up more effort in terms of productivity, employee retention, and employee engagement in return for the organization's efforts (Clark, 2015). Analoui (2000) supports this claim by claiming that employee job satisfaction has a favourable impact on organisational performance. Similar to this, job dissatisfaction has negative consequences that extend beyond workers resigning; it can negatively affect an organization's productivity levels (Clark, 1997).

As a strategy to increase job satisfaction, several organisations have established suitable compensation systems that are suited to employee needs and wants (Pang & Lu, 2018). This has been reaffirmed by Parsons and Broadbridge (2006), who contend that by placing more focus on putting in place employee incentive programmes that exhibit a high degree of fairness, employers can boost job satisfaction among staff members. They came to the conclusion that there is, in fact, a connection between organisational motivation and workers' overall job satisfaction.

Job satisfaction has been determined to be inclusive of a range of physical, psychological, or occupational characteristics, according to research done by Connolly and Myers in (2003). In a similar manner, it has been shown that modern cultural and employment trends may be directly harming workers' physical and mental health by causing levels of job satisfaction to decline inside organisations (Kenny, 2000). This is demonstrated by the regular overworking of employees' contractual hours, the use of short-term contracts by employers, and outsourcing, all of which exacerbate workers' job insecurity. Due to the unpredictability, this has a very detrimental effect on the enjoyment levels that people have at work and, in addition, how satisfied they are with their jobs (Faragher, 2005).

2.10 Employee Productivity

One of the most significant theories in the development of management philosophy was established in the seminal book "The Human Side of Enterprise" by Douglas McGregor. According to McGregor, a manager's fundamental worldview affects the management techniques used, which in turn impact subordinates' attitudes, behaviours at work, and performance.

The following six principles are reflected in McGregor's theory:

1. Even if they are not aware of it, managers make assumptions about how people behave in organisations.
2. There are two major groups of managerial assumptions: a pessimistic perspective (theory x) and an optimistic view (theory y).
3. That there are three main factors that affect whether people are perceived as (a) naturally lazy or diligent, (b) having a small or significant capacity for useful contributions, and (c) being unreliable and needing outside control as opposed to being responsible and able to direct their own lives and exercise self-control. Despite the fact that everyone has varying amounts of ambition, a willingness to take on responsibility, and a desire for security, McGregor emphasized that the first three characteristics are of utmost significance.

4. Different managerial presumptions lead to different managerial behavioural patterns (for example, close supervision and a little delegation of power against a large delegation and a broader oversight).
5. Management techniques have an impact on worker motivation and behaviour. A suspicious management style will probably result in staff disengagement, whereas possibilities for intrinsic satisfaction may spark employee interest and motivation.
6. A manager who conforms to theory X may unintentionally create a low level of employee motivation. After the self-reinforcing cycle, the manager then feels justified in having low expectations after noticing low levels of employee engagement and motivation. On the other hand, a manager who thinks their team members are typically reliable, competent to contribute, and eager to advance would support such results.

According to Theory X, employees dislike their jobs by nature. They don't want to take on responsibility, thus they always need to be told what to do. They must be managed and watched over at all times. This idea also contends that because workers are not motivated, they must be persuaded or even intimidated in order to generate outcomes. These ideas promote rigorous oversight, stricter regulation, and "tough" management techniques.

Contrarily, Theory Y makes the supposition that employees are self-driven, imaginative, pro-active, keen to solve issues, and prepared to accept responsibility. This management approach is largely dispersed. Employees are given opportunity to take on additional responsibility, participate in decision-making, and offer suggestions. Leaders also appreciate their creative contributions and novel ideas.

During the Industrial Revolution, Professor Leta (not Eton) Mayo created the Hawthorne Studies to demonstrate the importance of humans in relation to organisational production. The Human Relations Management Theory, which is based on the concept that individuals want to be a part of a supportive team, emerged from the Hawthorne Studies. It goes on to say that positive connections increase staff morale, which in turn improves overall productivity. According to Strauss (1968), the Human Relations Management Theory reveals that good staff morale is significantly linked to employee welfare, which leads to increased organisational productivity. This is supported by Wright (2008) who believes that an employee's wellbeing may be compromised if they are not in good health, which might affect how effectively they perform for the company. Similarly, it is thought that organisations must support employee wellness in order to improve organisational performance (Currie, 2001). Schuster (2002), who claims that there is a significant correlation between an organization's attention toward its employees' health and wellbeing and overall organisational performance, supports this statement.

The Affective Events Theory, developed by Howard Weiss and Russell Cropanzo, is another theory that supports the assumption that employee wellbeing increases company productivity. This idea contends that an employee's emotional state has an influence on their productivity levels, and that good emotions lead to increased motivation, which leads to increased organisational productivity (Haddon, 2018). According to this hypothesis, individuals respond differently emotionally to various circumstances (Fisher, 2002).

According to Dyer and Reeves (1995), employee productivity is measured by characteristics including increased retention, staff productivity, decreased absenteeism, and enhanced product and service quality. Oswald, Proto, and Sgroi (2015) carried out an experiment that indicated a 12% boost in productivity when participants' wellbeing requirements

were satisfied, proving conclusively that employee wellbeing and employee productivity are substantially correlated. This has been further substantiated by the notion that there is a favourable correlation between employee welfare, productivity, and performance in organisations (Macey & Schneider, 2008)

Employee wellbeing was found to be highly connected to employee productivity in an experiment done by Oswald, Proto and Sgroi (2009) with participants demonstrating a 12% boost in productivity when their wellbeing requirements were reached.

2.11 Employee Engagement

Given its direct relationship to organisational productivity, employee engagement is crucial for the success of every organisation. In light of this, research on employee engagement has gained popularity in recent years (Albrecht, 2012). Employee engagement has been formally defined by a wide range of academics, and each description is quite similar. According to Schaufeli (2004), an engaged employee is productive, involved, and has high energy outputs for their work. According to Khan (1990), employees who give their all to a task and completely avoid any activities unrelated to it are exhibiting high levels of engagement. Similar to this, it's common to see engaged workers as superior to their co-workers in terms of performance (Saran, 2014). The general consensus is that employee engagement leads to psychological and behavioural outputs from a worker that improve corporate success (Hewitt, 2010).

The total productivity and performance of an organisation are greatly influenced by employee engagement (Robertson & Cooper, 2010). Through their behaviours, engaged workers provide a variety of advantages for their organisations. This might be going above and above on a particular assignment, cooperating more effectively, or promoting the organisation (Kompaso & Sridevi, 2010). Tinline and Crowe's (2010) assertion that engagement and productivity are closely related can be used to support this. The value of productivity was considerable when the role of engagement is connected to the function of employee welfare.

Only 13% of full-time workers globally, according to management consulting firm Gallup, are totally engaged in their jobs (Clifton, 2015). Work engagement, according to Truss (2014), is the bond between an individual and their position. Engagement implies a lot more than that, despite the fact that this is only partially true. The relationship between the person and his or her job must be satisfying enough to influence productivity. Work engagement is a three-dimensional psychological and motivational condition that includes vigor, determination, and absorption (Schaufeli, 2006).

Employee vigour refers to their level of motivation for their work, their level of determination to finish tasks, their level of mental toughness, and their level of consistency in their efforts. Employees who are dedicated are those who feel inspired as they work, who are excited about their work, and who frequently participate in groups and activities outside of their core responsibilities. Absorption is when employees are fully engaged in their job when they are entirely consumed by it, for example, when they are able to block out their surrounds to concentrate only on it, when they are intensely focused on finishing the task at hand, or when they are thoroughly immersed in it (Schaufeli, Bakker & Salanova, 2006).

Positive employee engagement is influenced by a number of variables, including organisational trust and integrity, helpful supervisors, chances for professional growth, supportive coworkers, and effective organisational communication (Gibbons, 2006). This reinforces Shuck, Reio and Rocco's (2011) assertion that an employee's perception of their workplace will determine whether they have positive or negative feelings about it, which will have an impact on their wellbeing and how engaged they are at work.

Disengaged employees are twice as likely to suffer from work-related stress and be given a depression diagnosis than average or engaged employees (Rath & Harter, 2010).

Chapter 3: Methodology

3.1 Introduction

This chapter's aim objective is to establish the research methods utilised in this qualitative study in relation to the variables that might affect employee wellbeing, their consequences on organisational performance and whether or not this can be successfully managed in a post-Covid, hybrid working environment. In order to understand how employee wellbeing may have a significant influence on an organization's performance, the grounded theory qualitative methodology allowed for a better understanding of employees' experiences with wellbeing and gave a method for developing theory from the data. This chapter will cover the rationale behind the methodology, the researcher and participants, data collecting and analysis techniques, the validity of the study, ethical considerations, and will close with a concise summary of everything.

3.2 Methodology Selected

The approach used for this study was qualitative research, which produces data from words rather than statistics (Green & Thorogood, 2004). According to Stake (2010), a qualitative study is a suitable research methodology when the primary objective is to comprehend and interpret the data based on the perception of the participants' experiences. Hammarberg, Kirkman, and de Lacey's (2016) assertion that qualitative approaches can be used to address questions that the researcher has regarding experience, meaning, and viewpoint, typically from the standpoint of the participant, can be used to support this. The most appropriate technique for this study was a qualitative one that made use of employee perceptions because the goal was to identify the factors that can affect employee wellbeing and then to understand how that wellbeing can influence organisational performance.

Furthermore, this qualitative research study employed the grounded theory methodology approach. When it was initially recognised in the 1960s, the grounded theory technique was referred to as "the discovery of theory from data" (Glaser & Strauss, 1967, p. 1). This methodology was developed by Glaser and Strauss in 1967 as a tool to validate qualitative research. It has been described as a research strategy that promotes ongoing feedback between data collecting and data analysis in order to develop a theory throughout the study process (Bowen, 2006). To conclude this process, interview transcripts were carefully coded using keywords that succinctly summarise each block, phrase line, and word.

The technique in the grounded theory approach is inductive analysis. This indicates that the patterns, topics, and categories used in the analysis came directly from the data. Rather than being imposed as preconceived patterns, themes, or categories prior to the data collecting phase, they emerge from the data (Patton, 1980). The themes that make up the grounded theory come from a careful study of the data collected during the data gathering phase. A crucial element in the theory is extracting the substance of the experience from the participants' diverse surrounding circumstances (Bowen, 2006). In order to comprehend and develop a theory based on the interpretation of the data that was generated through interview coding, this research study also attempts to conceptualise the information that is gained from each participant's personal experiences.

3.3 The Researcher

Before transitioning to an HR position in the professional services sector, the researcher spent seven years working in a retail role. The urge to undertake this study on the subject of employee wellbeing was inspired by seeing the differences in employee wellbeing between the two organisations. No interview subject was related to the researcher directly, which served to minimise any potential bias over the course of this research investigation.

3.4 The Participants

Purposive sampling was utilised in this study to gather data. Choosing the research subjects based on what the researcher is theoretically interested in is known as "purposeful sampling." Due to the fact that every participant came from the same company, the sample size was minimal as the bulk of the responses were likely to be of a similar nature. This decision was backed by Marshall (1996) who highlighted that researchers that use a quantitative approach frequently misjudge the value of looking at smaller samples.

Men and women who are currently employed by Company X, were selected as participants. All participants had to have worked for the company for at least a year to guarantee that they knew enough about it to be able to answer questions in-depth during the interview. There was no upper age limit, and participation included both full-time and part-time workers. For the questions to be fully understood and the answers to be succinct, all participants had to be fluent in English and through the researcher's professional networks, the participants were contacted and chosen. The researcher emailed Company X to request authorization to find and choose interview candidates. After receiving authorization, the researcher contacted some of her ex colleagues via social media to gauge interest and to detail the study's objectives, eligibility requirements for volunteers, and contact information for those who were interested. Eight participants in the study expressed an intention to assist in the study being conducted by the researcher. The eight were then narrowed down and five were chosen. The way in which we work has changed as a result of the unanticipated worldwide epidemic. In light of this, the researcher decided to take a hybrid strategy and gave participants the option of in-person or virtual interviews using Zoom. All of the participants chose to have the interview via Zoom.

3.5 Data Collection

The interviewer and the interview questions served as the research instrument for this study, which was carried out utilising an in-depth interview method. The interview was structured according to an interview plan and m memos were utilized by the researcher to record any intriguing visual emotions and post-interview research ideas. Prior to the real interviews, a test interview was held. During this interview, the researcher ensured that her mic and camera were working sufficiently, that the sound clarity of the recording was of a high standard and that the operation of the live transcript functionality within Zoom was functioning properly.

To ensure that the participant replies would be pertinent and appropriate to the issue, the interview started by establishing the participants' understanding of key terms. The questions gradually became more emotive as the researcher attempted to elicit emotional reactions to better understand the effects of wellbeing scenarios on the

employee. The participants were asked a number of open-ended questions with the aim of encouraging them to share their own stories, views, and ideas in depth.

All participants gave their consent through email as it was not possible to give a physical consent form due to the interviews being conducted virtually. Prior to the interview starting, this consent was verbally reiterated. Each interview lasted around 45 minutes and was conducted at a single interview session. Each interview was electronically recorded using Zoom, and then the researcher reviewed each transcript on the same day the interviews were conducted. The participants were then emailed interview transcripts to confirm the details.

3.6 Procedures Followed:

In order to help other researchers who might want to replicate this study, this portion of the methodology describes the steps that were taken during the research investigation. The researcher sought email approval from the HR Business Partner in Company X.

With the HR Business Partner's approval, the researcher reached out to ex colleagues in search of potential participants. The communication to past colleagues included clear instructions on the requirements for participation in the interview as well as an appeal for interested people.

The requirements for potential participants included having at least a year of experience with Company X and English fluency. This made certain that the participants were sufficiently familiar with the company and that they could understand the questions being posed without the risk of misinterpretation.

Eight workers expressed interest in participating, and the researcher selected five of them based on their interesting employee profiles, that included a nice variety of backgrounds. As determining criteria, the researcher took into account the participants' gender, age, and whether they worked full or part time.

The researcher subsequently created an interview strategy with important subjects and follow-up inquiries that she planned to address with the participant.

The participants gave their email consent to take part in the interviews before the interviews began. Prior to their interviews, this was then verbally reconfirmed.

The participants had the option of having the interview in person, although Zoom was used to conduct all of the interviews. The interview was done in a quiet, private space by the researcher and participants.

Prior to the actual interview, the researcher did a test interview to make sure the recording function's clarity was adequate and that the interview could be heard properly. The researcher started the interview as soon as this was confirmed.

The researcher took notes during the interview, highlighting themes that caused emotional reactions and other areas of interest to the researcher. To make sure that the participants grasped the important terminology, the researcher

asked clarification questions at the beginning of the interview. She then moved on to more thought-provoking, open-ended questioning.

The researcher immediately after finishing the interviews emailed the participant the transcripts to confirm their accuracy. Each participant was free to suggest changes to any interview content, however the researcher did not encourage this.

In this study, the researcher used the grounded theory, which allowed for the finding of the phenomena while doing the research (Smith & Biley, 1997). Due to the fact that the theory is developed from the data, additional questions may be added as the interviews go on, or the suggested interview questions may change throughout the research study (Charmaz, 2006). While she did ask more in-depth questions throughout each interview, the researcher did not alter any of the questions from the interview plan.

Saturation is thought to occur when the researcher realises that no new categories may emerge from the code for any issue under consideration, meaning that no new hypotheses may be introduced. When the researcher has attained saturation, the hypothesis is considered to be "grounded" in the facts (Glaser & Strauss, 1967).

After the five interviews, this research was able to attain saturation since all of the participants were feeling the same way and dealing with identical circumstances in relation to their employment with Company X.

3.7 Data Analysis

After transcribing the interviews, the researcher coded each one separately, in order of the sequence in which they were conducted. The interview transcripts were coded by the researcher using open coding, axial coding, and selective coding. The discussion of these coding techniques will follow.

To help the researcher comprehend the viewpoints and feelings of the participants, coding was utilised to analyse the participants' experiences as a whole (Richards, 2015). In order to help with the analysis of the data, codes were developed during the research process based on the data that was read line by line. The success of the data analysis was greatly aided by the breakdown of the transcripts into smaller data chunks and the subsequent coding of those chunks. "Individual words or small or large data chunks" are examples of data chunks (Punch, 2014, p. 173).

It was crucial to code according to the grounded theory in order to concentrate the interview data analysis on the unique participant experiences. By breaking down data into smaller pieces, qualitative coding may offer a clear label for each section as well as an analytical interpretation (Glaser & Strauss, 1967). The researcher chose to utilise grounded theory coding, which necessitates pausing and posing analytical queries in regard to the data they had collected. Initial coding and focused coding are the two phases that make up this process. To understand their analytical input during the initial coding step, the researcher looked at pieces of data, including words, lines, and segments. The following stage, focused coding, makes use of the most important and common codes to sort through the preceding data and identify groups and themes (Chamez, 2006).

The researcher used grounded theory coding to ensure a complete analysis of the full interview and to avoid drawing attention to any one piece of data too early in the study. The researcher also used constant comparison, which is the process of reanalysing and comparing fresh data to the researcher's already-existing data (Elliot, 2018).

3.8 Open Coding

The method of analysing qualitative data typically begins with open coding. Researchers can then perform Axial Coding and Selective Coding after the Open Coding is finished. The concepts are revealed throughout the open coding process from the raw transcript data that has been extracted and afterwards organised into categories. Building a multidimensional, compact preparatory foundation that can be analysed afterwards is the core goal of open coding. One vital element in the grounded theory method is line-by-line coding (Charmez, 2006).

3.9 Axial Coding

Another method for qualitative research is axial coding, which entails figuring out how the open codes relate to one another. Axial coding, as defined by Glaser & Strauss (1967), is a collection of processes that, after open coding, reassemble data in a new format by connecting categories. According to Glaser (1978), the conceptual interests that have evolved from the data analysis should be invoked by the codes employed and the labels applied to the codes.

3.10 Selective Coding

The last phase of the data analysis procedure that has to be completed is selective coding. Selective coding is carried out after open and axial coding has determined the core ideas that emerged from the coded data categories (Blair, 2016). Finding the core variable is necessary before the researcher may review the transcripts and carefully code any information that corresponds to the core variable they had previously discovered (Crabtree & Miller, 1999).

3.11 Trustworthiness

According to Healy & Perry (2000), dependability and credibility are crucial elements in determining the reliability of qualitative research. A researcher can use a variety of techniques to guarantee the validity of qualitative data results. They recommend that each qualitative research that is undertaken should employ at least two of these techniques (Lewis, 2015).

Respondent validation, typically cited as the single most crucial technique to guarantee the credibility of a research study, was employed by the researcher to complete this one (Lincoln & Guba, 2011). Respondent validity seeks to guarantee the dependability and legitimacy of qualitative research projects. The term "respondent validation" refers to the respondents who participated in the interviews confirming the research study's conclusions (Long & Johnson, 2000). The fact that all participants received interview transcripts for validation from the researcher increased the credibility of the information derived from those transcripts.

Creswell (2007) asserts that continuous participation ensures a thorough examination of the research issue. It is advised to maintain contact with study participants over time in order to build rapport and earn their trust. This will make it easier for the researcher to learn from the respondents and collect more detailed information from them.

Over the course of two months, this researcher engaged with interviewees and got to know all of them well. The researcher thinks that this led to more open and honest responses in the interviews. Checking for researcher bias is one technique to prove confirmability. It's crucial to interpret the data the researcher receives in an objective manner. Coding them ensured a thorough comprehension of the interview's content and participants' intentions.

Additionally, comparative analysis was a crucial step in enhancing the validity of the theories that had been developed from the data since it allowed the researcher to point out the codes and categories that had the most analytical significance and that were then used to create the theories (Charmaz, 2006).

According to Shenton (2004), creating guidelines before the research and carefully adhering to them enables the researcher to minimise bias. Initially, the researcher had outlined a series of precise rules to demonstrate how the integrity of the data was verified. Every interview was recorded for the study, which prohibited the researcher from omitting or including any information from the participant interviews.

3.12 Ethical Considerations

Ethics has been defined as the difference between what is acceptable behaviour and what is inappropriate behaviour, as well as the proper way to conduct research (Resnik, 2020). I aim to take proactive measures to ensure that the research study's ethics are prioritised. I anticipate taking the following into account when conducting this study: voluntary participation, informed permission, confidentiality and anonymity, conflicts of interest, and the potential for damage.

The term "voluntary participation" refers to a person's free choice in determining whether to participate in a research project (Marshall et al., 2006). When participants in a research project are properly informed about the research subject, what their engagement will entail, and the possible risks and rewards of participating, they are said to have given informed consent (Musmade et al., 2013). According to Novak (2014), confidentiality refers to the separation of any personally identifiable information submitted by participants from the data gathered. Anonymity, on the other hand, refers to acquiring data without obtaining any personally identifiable information about the individual. In the context of a research study, the term "conflict of interest" refers to financial or other personal issues that have the potential to compromise, or appear to compromise, a researcher's professional judgment in performing the study. Potential for harm is defined as the negative outcomes that may occur because of a participant's engagement in a research project (Nastasi & Schensul, 2005).

The researcher took serious precautions to guarantee that ethics were at the forefront of the research investigation. The researcher took into account potential for harm, informed consent, conflicts of interest, confidentiality, and anonymity when she undertook this study.

3.13 Voluntary Participation

The term "voluntary participation" refers to a person's ability to choose whether or not to participate in a research project (Marshall et al., 2006). The researcher made sure to email the organisation where her participants worked to get their permission before doing this study. After receiving permission from the organisation, the researcher contacted a few of her former coworkers and extended an invitation for them to participate if they so desired. She made clear that participation was optional and guaranteed that no data would be shared with the organisation.

3.14 Informed Consent

Participants in a research study must give informed consent after being fully informed of the study's purpose, their role in it, and any possible risks and benefits associated with their participation (Musmade et al., 2013). The researcher made sure that every participant in this study understood the study's objectives, received assurances that their anonymity would eliminate any risks to them and that their involvement would be extremely helpful to the research. Participants were informed of this by email, and it was reaffirmed at the start of the interview. Each participant had to confirm by email that they had read the above, and the researcher made sure to get verbal consent once again at the start of the interview.

3.15 Confidentiality and Anonymity

According to Novak (2014), maintaining confidentiality involves separating any personally identifying information participants may have contributed from the data that is gathered. In contrast, anonymity refers to acquiring data without learning any personally identifying information about the individual.

The researcher aimed to safeguard both the confidentiality of the participants and the organisations' anonymity throughout this research investigation. The organization's name has been changed to Company X, and no information has been given about the organization that may allow for identification during the research project - this was reiterated through email to the organisation. The confidentiality of the information pertaining to participants' participation in the research project was also guaranteed. The participants were informed of this verbally and by email.

3.16 Conflict of Interest

In the context of a research study, the term "conflict of interest" refers to financial or other personal circumstances that can potentially have the capacity to compromise, or appear to compromise, a researcher's professional judgement in conducting a research study (Romain, 2015). There were no conflicts of interest during this research study that would have affected the way the researcher executed her research.

3.17 Potential for Harm

The term "potential for harm" refers to the negative effects that study participants might experience as a result of taking part in the study (Nastasi & Schensul, 2005). Few risk factors with the potential to harm the participants were noted by the researcher. The researcher took significant measures to assure confidentiality, informed consent, and willing participation, which significantly decreased the possibility of harm.

Employee wellbeing is a potentially sensitive topic, so the researcher sent follow-up emails to thank the participants for their time and offered them the chance to get in touch with her in the following weeks if they felt

overwhelmed, stressed, or upset about what was revealed during their interviews and participants were reassured that they could withdraw from the study at any point.

3.18 Summary

This chapter's aims were to describe the research methods used for this study's purpose. It included topics such as participant and researcher involvement, data collecting and analysis techniques, methodologies used, the validity of the study, and ethical considerations and the theory on employee wellbeing in the workplace was developed using a grounded theory methodological approach.

Chapter 4: Findings

4.1 Introduction

The researcher will summarise the key themes and conclusions that came to light during the data analysis process in this chapter. First, each participant's profile is briefly presented by the researcher. The researcher will next list and explain the major themes that came to light, which included managerial support, organisational culture, recognition, fairness and performance.

4.2 Participants

Participant 1: Participant 1 is a twenty seven year old male, who has been employed by Company X for more than four years in a full time position. He rose through the ranks of the company to a managerial position, but after only a few months he made the decision to step down because he wanted to "put (his) mental health first."

Participant 2: Participant 2 is a twenty-year-old female who has just over a year of experience working for Company X. She is a college student right now, working part time hours and has discovered that she sometimes needs to "adjust (her) life around work."

Participant 3: Participant 3 is a female employee of Company X, who is twenty three years old and has worked there in a full time position for about five years. She wanted to take part because she thinks it is "up to the company to make sure that their employees are being taken care of."

Participant 4: Participant 4 is a forty three year old male who has been employed with Company X for nearly fifteen years. He has noted that the company "isn't what it used to be" and has lost all sense of the culture that was once there.

Participant 5: Participant 5 is thirty one year old female who has nine years of experience working with Company X on a part time basis. Participant 5 is extremely passionate about wellbeing and "know(s) that they could be doing more to help us".

4.3 Managerial Support

All participants agreed that management, or the lack thereof, had a detrimental effect on their employee wellbeing. All participants brought up this issue multiple times when discussing the subjects of job satisfaction, employee burnout, engagement and occupational stress

One participant shares with the researcher an occasion when management fell short of her expectations and she was placed in a high-stress situation:

"I had a colleague arrive to work 4 hours late a few of weeks ago, and he didn't even apologise. The reason that stressed me out so much was because I had to work alone for 4 hours that morning and it was incredibly busy. When I notified my boss, he simply said, "Well that's just {name undisclosed}." He came up with an excuse for him and didn't give a damn about how stressful the situation was or how horrible it had made my morning."

- Participant 2

Another participant describes to the researcher a time when he sought the assistance of senior management to help address some problems he was experiencing with his line manager, and the participant later expressed extreme job dissatisfaction with how the district manager handled the situation:

“He (the district manager) read aloud the text message I had sent him expressing my concerns about how my manager was acting towards me, when he arrived at the shop. This was in front of both myself and my manager. I believed he would handle the issue much more discreetly than that and it immediately made me feel embarrassed and uncomfortable. Anyway, my manager promised to resolve the issues, and my district manager left shortly after, satisfied with that reassurance. Then over the next couple of days, my manager came to the conclusion that I had “gone above his head” and that this was disrespectful so he no longer liked me. This led to a great deal of tension and severe discomfort between me and my manager. It got to the point where I felt too uncomfortable there and had to leave the store to go to another.”

- Participant 1

Another participant shares with the researcher a moment where she believes that she was the victim of workplace bullying. She believes that when she explained her situation to her managers, they did not express enough concern or support. This was damaging to her wellbeing and had a significant effect on every part of her professional life:

“I discussed this (the issue) with my managers, and all they answered with was that they would keep an eye on it. They didn’t care about how this situation would affect me over the long term or how it would affect my mental health.”

- Participant 2

She then describes to the researcher how things increasingly worsened and the bully began acting out in front of management. Participant 2 was told not to worry and that the girl would be removed from the store, in order to fix the problem. Following this, the participant continued by stating that:

“Sadly, this wasn’t the case. My managers informed me that it wasn’t now practical to remove the other person from the store. I had already spoken to my management about how the situation was affecting my mental health at this point, but nothing had changed. I got the impression that their having to deal with the problem was inconvenient for them. Nothing changed, so I ended up switching districts so that I could remove myself from the situation.”

- Participant 2

Participant 2 goes on to describe how much this lack of managerial support had an impact on her wellbeing:

“It was so upsetting. I became really depressed as a result, and I began to question my worth. I felt like I was drowning when my this anxiety crept into my personal life as well as my work life.”

- Participant 2

She concluded by emotively saying:

“It really speaks a thousand words that my organisation values my mental health so little.”

- Participant 2

Another participant highlighted his struggle with Managerial Support during the lockdown in 2020, whereby all staff were requested to stay home apart from ad-hoc rotational duties in terms of store upkeep:

“My Father died whilst we were in lockdown which naturally impacted me and my mental health severely. I was at the lowest point in my life, isolated from friends and family and had no work routine to keep my mind busy. I knew I was spiralling and I needed help. I text my manager looking for the number for the Employee Assistance Programme hoping that could help me get my head straight. My manager replied with “what’s that”. I didn’t have the headspace to get into the details so I didn’t reply and emailed HR instead. I explained the reasoning for my request and asked for the contact details for the EAP and anything else that they might have available to help me. I didn’t get a reply.”

- Participant 4

4.4 Organisational Culture

All participants believed that organisational culture had a detrimental impact on their employees’ wellbeing. All participants brought up this theme multiple times when discussing engagement, work-life balance, employee burnout, occupational stress, and job satisfaction.

One participant shares with the researcher a scenario that negatively impacts his wellbeing as an employee. Cheltenham is one of the major festivals and the busiest week of the year for Company X because they are in the gambling business. The participant provides the researcher with information about the culture that was present in the organisation during this time:

“At Cheltenham, workers are always expected to pull their weight and work more than their contracted hours to help out their colleagues. I typically work five or six days a week during that time, and these are not 8-hour shifts but 10 to 13 hour shifts. Even though the overtime doesn’t benefit us because we pay so much in taxes on it, Company X expect us to do that regardless of how we feel, and we don’t want to deal with the consequences of refusing – the fight isn’t worth it.”

- Participant 4

One more participant informs the researcher about a different aspect of Company X’s culture that has an effect on her physical and emotional wellbeing. She explains how skipping lunch breaks is common practise at her company:

“Occasionally, I know before I even go to work that I won’t be eating that day because of the weird culture at Company X. You are expected to “just suck it up and get on with it,” despite the fact that you are entitled to a lunch break and don’t get one.”

- Participant 5

Another participant describes how skipping breaks has affected her physical and emotional wellbeing. Below, she describes how the working-through-lunch mentality has affected her and her coworkers:

“Company X has a huge problem with overeating since we are stuck working behind the counter all the time with no breaks. Actually eating our lunches is impossible here. The shops don’t have a table or a lunchroom. Customers just think that we are still working when we eat at the counter, so they push their dockets in and demand service. As a result,

you start to work through your lunch break every day because you become tired of constantly having to tell the customers that you're on your break. Also, it's weird and uncomfortable that we have to eat with customers watching us and asking for some occasionally."

- Participant 2

On Participant recommends a few methods in which the company may help in overcoming this unhealthy break culture and promoting healthy eating inside the organisation:

"Maybe if they installed drinking fountains or something similar inside the stores – that could help. To actually have a place to sit down and eat our lunch other than the counter or better yet a lunchroom would be fantastic. They have the money to accomplish something like this, maybe even a weekly fruit delivery. The fact that we don't get breaks is probably illegal, but you know, that's just the way things are at Company X."

- Participant 5

4.5 Recognition

All participants felt that recognition, or lack thereof had a negative effect on their employee wellbeing.

One participant tells the researcher that she would be a much better employee if she received some thanks and acknowledgment for a job well done:

"If I am working harder than I need to in my job every day, I'm not doing it for my health; I'm doing it to help others. I just want to hear things like, "Thank you very much for doing that," or "We truly appreciate that." I'm not looking for extra money or anything. Recognition and appreciation.. they're both just so important. Let me know that I am a good worker basically. That's all that I really want."

- Participant 1

Another participant also emphasised the significance of recognition for his wellbeing, particularly in terms of job satisfaction:

"I used to think that I consistently went above and above what was required of me in terms of my job, but never once—and this is not a fabrication—have I ever heard a superior say, "Thank you" or "good job". Employees at Company X are quick to get criticism for trivial things, yet nothing is mentioned when you do something well."

- Participant 3

Another participant told the researcher that despite consistently going above and above in her job, her bosses don't give her the praise she wants. Her overall wellbeing, engagement at work, and job satisfaction are all negatively impacted by this:

"At the moment, I'm managing shifts despite though my manager being scheduled to work alongside me. I'll open and shut the store, handle customer complaints, handle the finance, etc. Even though I'm doing the work that other

employees are hired to do, I still receive junior pay. The managers notice this but do not comment; they have made no effort to recognise my efforts.”

- Participant 5

4.6 Fairness

All participants believed that their wellbeing had been diminished as a result of unfairness within their organisation. All participants brought up this theme multiple times when discussing engagement, work-life balance, occupational stress, and job satisfaction.

One of the participants gave the researcher an illustration of how important fairness was in terms of employee wellbeing. She was unhappy with Company X since she was required to take on more work while still receiving the same pay:

“Everyone wants to be compensated fairly for the work they do. You know - input equals output. As a result, if my pay grade is lower, I won't perform the extra tasks that other employees are paid to complete. I used to do that because it's required of me, but I no longer do it. It's common for managers to earn the highest salaries while contributing the least to the shop. People like myself take on the bulk of responsibilities, work fast and harder but the managers get all of the glory”.

- Participant 2

Another participant described to the researcher how unfair managerial expectations at Company X might affect their wellbeing as follows:

“Even though I'm not a manager, I still get calls and texts about problems at the store on my days off. People just phone to give out about other people and such. It seems as though I never get a day off. I am aware that the company is not directly to blame, but its culture is. Senior Management are only contacted as a last option since they believe they have more important issues to handle. I consider that to be quite unfair since I don't want the responsibility.”

- Participant 4

4.7 Performance

All participants agreed wholeheartedly that each of the aforementioned themes had an impact on their overall performance. When discussing the subjects of job satisfaction, occupational stress, burnout, work-life balance, and engagement, this theme and the impact of performance were repeatedly brought up by each participant.

One participant told the researcher about an incident that happened at Company X that had a significant negative influence on their wellbeing and performance for Company X. The participant's safety had been at risk because of an encounter with another coworker. He thought Company X handled the situation poorly. He was however, still required to work with the guy who had threatened his life because the employer claimed that his complaint was he said she said and decided not to conduct an investigation:

“The following week, when I looked at the roster, I saw that guy on it yet again. I called and requested a shift change because I was apprehensive and uneasy about working with him. They claimed it was not possible, so I simply called in sick and then continued to do so each time I was supposed to work a shift with him. Only after that did they decide that I

could no longer be scheduled to work the same shift as him. I feel that Company X could have handled the matter much better, and they could have made sure that I was okay mentally following the incident. I know that I am a guy but the incident still made me feel unsafe and uncomfortable.”

- Participant 1

After that, he continued by explaining the consequences for his productivity inside the company:

“I believe that as an employee, I wasn't given the respect I deserved to warrant an investigation. A thorough investigation would have been carried out if a customer had accused me of doing the same thing. Simply said, it is depressing. That was the final straw for me, and I then gave up on Company X completely. I now only come to work to get the bare minimum done, get paid, and leave. I am currently looking for a new job.”

- Participant 1

A different participant was questioned about how they handles stress at work. They explained how stress causes performance levels to drop:

“When I'm stressed, it seems like the only thing I can concentrate on is the situation that just caused me stress. Nothing else comes to mind but the situation. Customers are attempting to speak with me, but I can only hear them partially. Stress prevents me from focusing on things completely, and when I am distracted by the stressful situation, I start making mistakes. Everything seems to go apart the moment I start getting stressed about something.”

- Participant 5

Another participant explained to the researcher how she became unsatisfied as a result of a number of different scenarios, which made him less productive than normal. She expresses her disappointment that Company X just view their employees as a number and not a person:

“When I first started working for Company X, I was really hopeful and internally driven to perform to the best of my ability, but as the months passed and new situations arose and you saw others getting paid the same as you while doing virtually no work, that simply made me wonder what the point was? I can still hear myself saying, “I don't even like this company; why am I wasting my time trying to help them out?” The job didn't do anything to make me happy. If anything, I was becoming incredibly unhappy and angry with my job. After that, my effort and productivity clearly dropped. They don't care about me so I need to stop caring about them”.

- Participant 3

4.8 Conclusion

This chapter summarises the results of the data collecting and analysis phase and relates the findings to the study's objectives. For this study using the qualitative analysis technique, five individuals were interviewed. They all had at least one year of experience working for company X and were a mix of full- and part-time employees. The interview questions were created in order to better comprehend the elements that influence employee wellbeing and the effects that wellbeing has on organisational performance.

There were three stages of analysis: open coding, axial coding, and ultimately selective, all in keeping with the grounded theory technique. From the initial coding, thirty eight codes and five themes were produced. Management, organisational culture, recognition, and fairness are the five themes that came out of this study. Everyone who participated made it clear that their time so far at Company X was a predominately negative one. Numerous incidents affected employees' job happiness, caused occupational stress, contributed to employee burnout, and created an imbalance between their personal and professional lives. The participants go into considerable detail about this in their interviews. The three individuals all agreed that the variables affecting their wellbeing also affected their levels of performance.

Chapter 5: Discussion

5.1 Introduction

The objective of this study was to examine the elements that affect employee wellbeing and how they affect organisational effectiveness. Due to their enthusiastic engagement and readiness to share in-depth personal stories about the issue, it is reasonable to assume that the participants who took part in the research study were engaged in the subject of employee wellbeing. The information gives insight into a well-known retailer rather than all workplaces in Ireland. Academics have cautioned against drawing general conclusions about the workforce when the sample size is relatively small since a bigger sample may be required to back up those conclusions (Cameron & Price, 2006). However, the decision to select a smaller sample size in this qualitative study was supported by Marshall (1996) who highlighted that researchers that use a quantitative approach frequently misjudge the value of looking at smaller samples.

The data that was gathered throughout this research investigation will be interpreted and discussed in this chapter. The relevance of the findings to the study's objectives will be briefly discussed, and the findings will then be compared to previously mentioned theoretical studies that were reviewed in the literature review. According to the findings, management, organisational culture, recognition, and fairness all had a role in promoting employee wellbeing. The results also imply that when an employee's wellbeing was not effectively managed at work, performance was hindered. In this chapter, we'll also talk about research gaps and limitations.

The following research aims will be covered in this chapter:

RO1: To determine if workplace stress, job satisfaction, and employee burnout have a significant impact on employees' wellness.

RO2: To demonstrate that worker satisfaction significantly affects overall organisational productivity.

5.2 Interpretation of the findings

We will first go over the findings in light of the research objective 1. Discussing about work-related stress, job satisfaction, employee burnout, work-life balance, and engagement are all part of this. We will then go over the findings in respect to research objective number two. This entails summarizing the material that was cited in Chapter 2 and relating our key findings in relation to their influence on organisational performance to them.

5.3 Occupational Stress

In Chapter 2, it was noted that a variety of factors, including personal factors (Orginska-Bulik, 2006), organisational factors (McCann, Hughes, Adair & Cardwell, 2009), environmental factors (Flanagan, 2006), and job-related factors, all contribute to occupational stress (McGowan, 2001). Figure 1 below shows excerpts from participant interviews that back this up:

Factors	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Individual		"I tend to get a bit depressed."	"I know that I'm a stressful person. I absorb other people's stress."		"I suffer with anxiety so that just adds to it and makes it worse."
Organisational	"It's mentally draining constantly having to deal with stuff like that when we are working 12/13-hour shifts."	"I come to work knowing that I'm not going to eat that day."	"we weren't given any training on how to deal with that."	"There's a glass ceiling for us that work in the retail side of the business. We have no opportunity to move into roles in head office."	
Environmental	"We just always have a shortage of staff. It's a never ending story"	"It's the people at work sometimes too."	"He just didn't care (management)."	"It's a culture where everyone pretends to be friends but they all talk about each other behind their backs - it's so toxic".	"Managers aren't trained in the areas that they need to be trained in."
Job Related	"unmanageable workloads."	"I do the managers job even though I am on junior pay."	"the workload is too much for one person."	"rostered in for the day with someone who does absolutely nothing."	"If someone goes sick you are just expected to single man (work alone) for the day."

Figure 1: Occupational Stress Findings

The information in the table above is consistent with the arguments presented by many academic writers; that employee stress levels are influenced by a variety of personal, organisational, environmental, and occupational factors. This information could be beneficial when devising a stress reduction initiative for wellbeing. Recognizing the causes of stress could assist organisations in avoiding and reducing future stress for workers inside an organisation.

It's also interesting to highlight that 100% of the female participants — compared to 20% of the male participants — highlighted individual factors that contributed to stress. This could imply that women are more sensitive, which is why they chose to emphasise their own inability to handle stress.

5.4 Job Satisfaction

The researcher discussed the Two Factor Theory, which Frederick Herzberg, a behavioural scientist, first proposed in 1959 to explain job satisfaction, in Chapter 2. Details on both hygiene and motivational factors in relation to job satisfaction are provided by Ruthankoon and Olu Ogunlana (2003). Figure 2 below shows excerpts from participant interviews that support this.

Factors	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Hygiene	"having positive relationship with colleagues and management."	"you're expected to work 12 or 13 hour shift by yourself if someone goes sick."	"It hard to build positive work relationships with other employees."	"everyone wants to be paid the right amount for what they do."	"if you have a problem with something you bring it up to them (management) and they don't sort it."
Motivational	"not once have I ever received a 'thank you' or an 'I really appreciate that' from a superior."	"I had to work alone for 4 hours that morning and it was incredibly busy."	"I just want to be told...thanks very much for doing that, we really appreciate that."	"There's a glass ceiling for those of us that work in the retail side of the business. We have no opportunity to move into roles in head office."	"I just want recognition for the work that I do from time to time."

Figure 2: Job Satisfaction Findings

The Herzberg Two Factor Theory is shown in the table above along with how it applied to the study's participants. According to the Two Factor Theory, when either the hygienic or motivating requirements are not met, dissatisfaction follows. Excerpts from the participant interviews are summarised in the table above, and it explains how their motivational and hygiene needs are not being fulfilled, which has led to their job satisfaction. It is evident that the participants' job dissatisfaction is more influenced by hygienic issues, which shows that organisational influence has a more negative impact on their job satisfaction.

5.5 Burnout

Emotional tiredness, cynical thinking, and a decline in professional effectiveness were recognised by Maslach, Jackson, and Leiter (2018) in Chapter 2 as the most prevalent symptoms that employees with burnout experience. The researcher went on to analyse Brewer and Clippard's (2002) hypothesis, which classified a number of elements that contribute to employee burnout into three primary categories: environmental/organizational, individual, and demographic. Figure 3 below shows excerpts from participant interviews that support this.

Factors	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Environmental	"Employees are just expected to work over their contracted hours."	"some weeks I am rostered in for 32 hours even though my contract is 8 hours. I will be expected to do those hours."	"I was doing lots of extra hours even though I didn't really want to."	"I basically had to step up to her position."	"If you have a problem with something you bring it up to them (management) and they don't sort it."
Individual		"I tend to get a bit depressed"	"I know that I am a stressful person. I absorb other peoples stress."		"I suffer with anxiety."
Demographic					
Symptoms	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Cynical Thoughts	"Regardless of how we feel, that's what our employers expect, and we don't want to deal with the repercussions."	"I am allowing them to take advantage of me."	"I couldn't turn to someone who was a superior and ask for help, because you just wouldn't get it."	"We don't want to deal with the consequences of refusing – the fight isn't worth it."	
Loss in Professional Efficiency	"That was the final straw for me, and I then gave up on Company X completely. I now only come to work to get the bare minimum done, get paid, and leave. I am currently looking for a new job"	"They aren't getting anything out of me that isn't outlined in my contract, I do the bare minimum."	I don't have the same energy output for anything when I am burned out, let alone for work activities.	"I may as well have not been in work as I am not doing anything that day correctly."	"You wouldn't have the same attitude towards customers and colleagues as you normally would."
Emotional Exhaustion	"you're so drained and you just can't motivate yourself to snap out of it."	"It all just starts to bubble over the top."	"It's the same sh*t every day, I just don't want to deal with it anymore."		"I am at my wits end."

Figure 3: Factors and Symptoms Associated with Employee Burnout

The table above shows that while two individuals demonstrated individual factors, all participants reported experiencing environmental factors that led to their burnout. None of the participants indicated any demographic factors that may have contributed to their development of employee burnout. This does not suggest that they are not influential; it simply indicates that this particular set of participants did not consider them to be so. It is pretty apparent that the signs of employee burnout were universally shared by all participants. This is consistent with the literature identified in Chapter 2 of the book.

5.6 Engagement

The researcher found a number of elements in Chapter 2 that encourage strong employee engagement, including organisational trust and integrity, supporting supervisors, possibilities for career growth, supportive coworkers, and effective organisational communication (Gibbons, 2006). The researcher chose two from this list that were affecting the participants' levels of engagement with Company X. Figure 4 below shows excerpts from participant interviews that back this up.

Factors	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Supportive Management	"my manager came to the conclusion that I had gone above his head...it got to the point where I felt too uncomfortable there and had to leave the store to go to another."	"Factors that would affect that (engagement) would be relationships with management"	"I think the main one for engagement would be managerial support, if you don't feel connected to or supported by management you aren't going to feel engaged."	"I explained the reasoning for my request and asked for the contact details for the EAP and anything else that they might have available to help me. I didn't get a reply."	"maybe just a bit of acknowledgement...you would never hear your manager say, good work today or thanks for doing that favour."
Supportive Colleagues		"I had a colleague arrive to work 4 hours late a few of weeks ago, and he didn't even apologise."	"If you don't have the right work relationships, you will feel like you don't belong and when you feel like you don't belong, you have no motivation to interact with anyone or anything."	"It's a culture where everyone pretends to be friends but they all talk about eachother behind their backs - it's so toxic."	

Figure 4: *Factors Effecting Employee Engagement*

According to the abovementioned table, managerial support was the main factor impacting participant's employee engagement. Even though having good relationships with one's coworkers was also emphasised in the literature, not all participants brought it up during their interview. While previous literature has noted a number of other elements that affect employee engagement, the researcher was unable to discover evidence to support this in the participant interviews.

5.7 Performance

The researcher came to a conclusion in Chapter 2 using evidence that suggests that performance and employee wellbeing have a substantial relationship inside organisations (Macey & Schneider, 2008). Finding a linkage between employee wellbeing and overall employee productivity was the second research objective. Since each of the topics we've covered has been investigated in terms of how it affects worker productivity, it can be said that occupational stress (Shapiro, Astin, Bishop, & Cordova, 2005), engagement (Robertson & Cooper, 2010), burnout (Hughes and Bozionelos, 2007), and job satisfaction (Clark, 1997) are key factors in determining whether worker productivity increases or decreases. Figure 6 below shows excerpts from participant interviews that back this up.

Factors	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Job Satisfaction	"No, definitely not. As the months went on and different scenarios were popping up, and you see other people doing literally no work and being paid the same amount as you, that just made me think what is the point."	"Lately I have been thinking to myself, is it worth coming in, and putting in the extra hours, and dealing with the everyday nonsense."	"They don't care about me as an employee, so I definitely don't perform to the same standard when I am dissatisfied because I am just not happy with my job as a whole."	"I am pretty much over everything. Their nonsense and clickiness. The divide between Head Office and the Retail Shops. No other company functions like this."	"I hate working here. I don't even look for balances at the end of the day anymore."
Occupational Stress	"Sometimes I'm so stressed in work, I just think to myself, you know what, I am done, I'm not doing this anymore. Late? I don't care. Customer query? I don't care."	"Oh, yeah. When I am stressed I feel drained and unfocused, and all together just not great. And when I feel like that I feel like what is the point? I just don't care anymore."	"No, and this genuinely hasn't got anything to do with my negative feelings towards Company X. It's like I just can't focus on anything when I am stressed except for the problem that is after making me stressed."	"As I mentioned before, I suffer with anxiety. When I am stressed this affects my anxiety and then I start spiralling out of control."	"I think that I can still work well even when stressed, however, if it's a case where I am constantly stressed or I am stressed a few shifts in a row.. that's when I start getting frustrated and throw my hands up and say F this."
Engagement	"In previous job, I always put in my best effort, and would struggle with not doing something to the highest standard, but with Company X, I just can't help it."	"I lost interest in doing things that benefit Company X, because they have no interest in things that benefit me."	"When I am engaged, I am the best employee ever. I get stuff done."	"when I am engaged at work I'll put my 110% into my work."	"I just couldn't be bothered working hard for them anymore."
Burnout	"Ah, definitely not. I don't have the same energy output for anything when I am burned out, let alone for work activities...you wouldn't have the same attitude towards customers or colleagues as you would normally."	"Definitely not.... They aren't getting anything out of me that isn't outlined in my contract, I do the bare minimum."	"At the end of the day, you're doing hour shifts, getting just above minimum wage, no breaks and terrible management. It's a recipe for disaster and it's their own fault that we're all burned out and can't perform to the best of our abilities."	"When I get home from a long day at work where I have faced the same problems again and again with no support, I check out mentally. I feel bad on my family because I can't be the real me because I am just so drained."	"I personally think when you're experiencing burnout you just cannot do anything. You can't focus on anything other than the situation that you're in. You can't even put 10% of your time trying to focus on something else. You just can't do it."

Figure 5: Factors Influencing Employee Performance

These results imply that each of these elements that affect employee wellbeing is unfavourable for the employee's performance expectations. All participants agreed that factors such as job satisfaction, occupational stress, employee burnout, and engagement may have affected how they feel about their work and how well they do it.

Chapter 5: Conclusion

5.1 Conclusion

From this research investigation, various conclusions may be reached. First, the study made great mention of how important employee wellbeing is. The thoughts of each participant about employee wellbeing, the many aspects, and their effects on the employee were thoroughly informed and understood by all.

The fact that various employment laws were being breached and that these individuals' wellbeing was not a priority at work then became abundantly clear. It should be highlighted that not all organisations function in this way, which is why the study placed a greater emphasis on the adverse effects on employee wellbeing because that is what was discussed with the researcher during the interview.

The information gathered is consistent with the already known literature. There was strong agreement that the previously stated variables were accurate, even if each employee may experience these characteristics in ways that are unique to them. This suggests that it is reasonable to assume that key elements for ensuring employees' wellbeing include job satisfaction, occupational stress, employee burnout, and employee engagement.

The study came to the additional conclusion that productivity is directly impacted when an employee's expectations about these factors are not fulfilled. There were differing opinions on whether this decline in productivity was intentional or just a result of poor health. There is a gap in the literature here with a promising opportunity for further investigation.

5.2 Limitations

While the researcher is still of the opinion that a qualitative study was the most appropriate approach and had literature to back up her choice of a smaller sample size, interviews are not meant to provide exact figures/data. Therefore, The researcher thinks that using a mixed technique approach would have helped her gain more credibility. Although a qualitative method is undoubtedly preferable for studying wellbeing since it tends to elicit more in-depth personal insights, having statistical data to back up the conclusions would have strengthened them.

The coding was another limitation that was noted. Although the researcher utilised a rigorous approach of grounded theory, she thinks that using electronic coding or having a second coder may have increased the data analysis process and revealed themes that she could have missed.

The interviewer had given the participants the option of a face-to-face interview or one through Zoom in order to accommodate the changing world in which we work. Every participant opted to use Zoom for their interviews. The researcher believes that a face to face interview may have fostered higher levels of trust and offered the opportunity to connect further with the participants.

Finally, although using a qualitative approach was appropriate for the issue of employee wellbeing, the insights obtained from the participants depends much on their accuracy in recalling the details of the experiences. The participants' pre-interview beliefs about Company X may have skewed their perceptions of this information.

5.3 Recommendations

The solution appears to be wellbeing programmes, which can aid in reducing poor employee wellbeing in organisations. However, this does not imply that businesses should roll out programmes haphazardly. Employers should conduct a confidential survey asking their staff what they need from them in terms of their wellbeing. The people who took part in the interviews had some very specific, succinct suggestions for wellbeing programmes that Company X might use. However, a lot of the time, employee suggestions get overlooked. Employee wellbeing, employee morale, and employee productivity could all undergo a positive transformation if employees are given the chance to have a say in how their wellbeing is developed inside the organisation.

Managers should also be trained in employee wellbeing so that they can notice the signs early, which will facilitate the opportunity to solve the problem before it arises. Training can be done once a year in a group setting to minimise costs. Alongside employee wellbeing, there is also an opportunity for managers to upskill in areas like empathy, communication and emotional intelligence. The learnings from these trainings can then be passed down from Managers to their Teams to further reduce costs.

5.4 Future Research

Two key concepts emerged to the researcher over the course of this research study that she considered compelling enough to encourage further investigation. Is the detrimental impact on productivity on employees' wellbeing a conscious one? Should a law require employers to provide for the wellbeing of their workers. Should the employer bear responsibility? Should a legislation requiring social responsibility be enacted to safeguard employees?

When participants were asked repeatedly during the interviews if specific workplace wellbeing factors had an influence on their productivity, it appeared that opinions on whether this was a deliberate choice or just the result of poor employee wellbeing varied. A research paper on this would benefit greatly from a thorough mixed method investigation.

Another intriguing finding was that participants consistently felt it was the responsibility of the business to guarantee great employee wellbeing. The researcher somewhat agreed, but she was curious to find out what people's opinions would be on a law that places the burden of proof on the employer. An Act on Social Responsibility. It would be quite fascinating to see the results of a research that questioned various organisations about their perspectives on this.

5.5 Personal Learning Statement

Upon the completion of this dissertation I reflect on the person who commenced this study. As a former employee of Company X, it was a thoroughly eye opening experience to hear such negative feedback from my former colleagues and to hear such heartbreaking stories of people's mental health that is on the brink of collapse. Whilst I

knew that the Retail employees were treated in a way that was below those in Head Office, it was still very scary to hear such similar stories from each participant.

Company X is a very profitable, very large organisation with the finances and resources available to make a positive change. Knowing this paired with the knowledge of how the employees treatments makes me wonder if more organisations are like this.

Working in a HR Business Partner role now, I have full control of my organisations wellbeing initiatives. Some of the participants highlighted the fact that appreciation was a huge factor in the mental wellbeing which provoked me to develop a quarterly employee appreciation day whereby managers send one or two lines to each member of their team thanking them for their hard work. This is then paired with an early finish on that day. I look forward to seeing the results of this in action come December.

This dissertation has also helped develop my love for employee wellbeing and I am strongly considering a future career that aligns with this. Employees are the secret recipe to every successful organisation; if you look after them, they will look after you.

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Appendix (A)

Interview Plan:

Introduction: Hi, thank you for agreeing to take part in this interview. I am hoping that the interview will take no longer than 30 minutes of your time. I would like to assure you that your organisation has given permission for these interviews to go ahead, and that your anonymity is at the forefront of my concerns. Nothing you say during this interview will be released to your organisation in order to encourage a free flow of thoughts and feelings. Does that all sound OK to you?

Question 1: So, just to start off, please tell me about yourself in terms of your work experience in 'Company X'?

Question 2: What is your understanding of the term 'Employee Wellbeing'?

- Do you understand the different branches of wellbeing and how they can impact you?
- Do you think that employee wellbeing is important? If so, why?

Question 3: What is your understanding of the term 'Job Satisfaction'?

- Do you think that job satisfaction is important? If so, why?
- What factors influence your own job satisfaction?
- Have you ever felt dissatisfied with your job? If so, what were the main contributors?
- Do you think that you put the same effort into your job when you are dissatisfied, in comparison to when you are satisfied?

Question 4: What is your understanding of the term 'Occupational Stress'?

- Do you find yourself getting stressed about work often? If so, what are the causing factors?

- When you get stressed in work, what are the outcomes? Do you experience any mental or physical symptoms?
- Do you think that you perform to the same standard when you are stressed?

Question 5: 64 What is your understanding of the term ‘Employee Burnout’?

- What is your understanding of the term ‘work-life balance’?
- Do you think that having a work-life imbalance contributes to employee burnout? If so, why?
- Have you ever experienced Burnout in work? What were the contributing factors?
- Do you believe that employees have the same work ethic when experiencing burnout in comparison to when they are not?

Question 6: What is your understanding of the term employee engagement?

- What are factors that could influence your engagement levels within your job? If so, why are they influential?
- Do you believe that you perform to a higher standard when you are engaged in your work? If so, why?

Question 7: From your own experience, do you believe that your wellbeing can influence your productivity levels in your job?

- If so, can you explain your rationale behind the perceived influence?
- Is the difference in productivity levels a conscious decision or a direct result of poor wellbeing?

Question 8: Does your organisation have any wellbeing initiatives in place?

- What is your opinion on these initiatives? Do they adequately meet the needs of their employee’s? Specifically, you?
- If not, do you think that a tailored, well designed wellbeing initiative/programme could benefit you as an employee?

- Do you think that a good wellbeing initiative/programme could help you become a better employee in terms of productivity?

Question 9: Tell me about a situation where your organisation had a positive OR negative affect on your wellbeing.

- How did you feel? (symptoms)

- What was your attitude towards work like?

- Did this impact your performance levels?