

National College of Ireland

Project Submission Sheet

Student Name: Sophie Dalton

Student ID: 23170930

Programme: MAHRMD

Year: 2023/2024

Module: Dissertation

Lecturer: Corina Sheerin

Submission Due Date: August 10th 2024

Project Title: Exploring Well-being Programmes, Their Intentions and Outcomes: The HR Manager Perspective

Word Count:

I hereby certify that the information contained in this (my submission) is information pertaining to research I conducted for this project. All information other than my own contribution will be fully referenced and listed in the relevant bibliography section at the rear of the project.

ALL internet material must be referenced in the references section. Students are encouraged to use the Harvard Referencing Standard supplied by the library. To use other author's written or electronic work is illegal (plagiarism) and may result in disciplinary action. Students may be required to undergo a viva (oral examination) if there is suspicion about the validity of their submitted work.

Signature: Sophie Dalton

Date: 9/08/24

PLEASE READ THE FOLLOWING INSTRUCTIONS:

1. Please attach a completed copy of this sheet to each project (including multiple copies).
2. Projects should be submitted to your Programme Coordinator.

3. **You must ensure that you retain a HARD COPY of ALL projects**, both for your own reference and in case a project is lost or mislaid. It is not sufficient to keep a copy on computer. Please do not bind projects or place in covers unless specifically requested.
4. You must ensure that all projects are submitted to your Programme Coordinator on or before the required submission date. **Late submissions will incur penalties.**
5. All projects must be submitted and passed in order to successfully complete the year. **Any project/assignment not submitted will be marked as a fail.**

Office Use Only	
Signature:	
Date:	
Penalty Applied (if applicable):	

AI Acknowledgement Supplement

MAHRMD

Exploring Well-being Programmes, Their Intentions and Outcomes: The HR Manager Perspective

Your Name/Student Number	Course	Date
Sophie Dalton 23170930	MAHRMD	9/8/24

This section is a supplement to the main assignment, to be used if AI was used in any capacity in the creation of your assignment; if you have queries about how to do this, please contact your lecturer. For an example of how to fill these sections out, please click [here](#).

AI Acknowledgment

This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool

Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment. **One table should be used for each tool used.**

[Insert Tool Name]

[Insert Description of use]	
[Insert Sample prompt]	[Insert Sample response]

Evidence of AI Usage

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment. Evidence may be attached via screenshots or text.

Additional Evidence:

[Place evidence here]

Additional Evidence:

[Place evidence here]

Submission of Thesis and Dissertation

**National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)**

Name: Sophie Dalton

Student Number: 23170930

Degree for which thesis is submitted: MAHRMD

Title of Thesis: Exploring Well-being Programmes, Their Intentions and Outcomes: The HR Manager Perspective

Date: 9/08/24

Material submitted for award

A. I declare that this work submitted has been composed by myself.



B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.



C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA.



D. ***Either*** *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)



Exploring Well-being Programmes, Their Intentions and Outcomes: The HR Director Perspective

Abstract

The growing research about the importance of employee well-being as a determining factor of overall employee performance and productivity has resulted in a rise of well-being programs in workplace environments in recent years. Although these programs have gained huge acceptance, there is still a lack of understanding regarding their specific objectives and further, the results they achieve, especially from the viewpoint of Human Resources (HR) managers. HR managers play an important role in their implementation. This thesis aims to investigate the difference by analysing the intentions and outcomes of well-being programs and the perspectives of HR managers about their effectiveness.

The research questions focusses on the two main factors of intention and outcome: in recent years companies are becoming more aware of the benefits of well-being initiatives, but there is a lack of information about the main causes behind these programs and their effectiveness.

The research aims to achieve three objectives: firstly, to understand the goals and intentions of well-being programs from the perspective of HR managers; secondly, to examine the relationship between employee motivation and well-being programs as perceived by HR managers; and thirdly, to explore the experiences and perceived effectiveness of these well-being initiatives among HR managers. The questions aims to explore the intricate role of HR managers in both the strategic development and practical implementation of well-being programmes.

The inquiry is structured around three core research questions. The primary research question (RQ1) is to elucidate the goals and purposes associated with the implementation of well-being initiatives. This involves examining if the main aim of these initiatives is to boost organisational performance, promote employee well-being, or do both simultaneously. The second research question (RQ2) aims to examine the perceived efficacy and subjective encounters of various well-being efforts. This includes an assessment of the challenges that HR managers face while implementing these initiatives and the measures they use to assess their effectiveness. The third research question (RQ3) investigates the perspectives of HR directors about the association between employee motivation and well-being initiatives. The objective is to determine if well-being programmes are considered a significant part in enhancing employee motivation, or whether they are seen as secondary to other motivating techniques.

This study offers a thorough comprehension of the aims and perceived results of well-being programs via the use of a qualitative research approach, which involves conducting in-depth interviews with HR Leaders from several big organisations being , a state owned bus and coach operator providing services throughout Ireland. They employee more than 3,000 employees. An International Fashion Retailer who is globally recognised fashion chain, it offers affordable clothing and accessories in hundreds of stores worldwide, employing tens of thousands of people. They have more than 80,000 employees globally. An organisation that specialises in operating large-scale technology gaming and entertainment services with a focus on community engagement and responsible practices that employs over 200 people, and an Educational Institution that provides a range of programs to thousands of students each year, supported by hundreds of academic and administrative staff. The findings will provide significant information on how to effectively adapt well-being programs in order to accomplish their intended aims and improve employee well-being.

The main goal of this thesis is to establish a link between the theoretical benefits of well-being programs and their actual implementation, offering a detailed understanding of how these initiatives are perceived and evaluated by HR Directors. The study's findings are relevant to HR experts who want to improve the impact of well-being programs on organisational success and overall employee well-being.

Table of Contents

Abstract.....	5
Chapter 1: Introduction	10
1.1 My Research Problem	10
1.2 My Research Objectives	10
1.3 My Research Questions	10
• RQ2: Exploring These Initiatives' Experience and/or Success.....	10
• RQ3: Perceptions and Understandings of the Employee Motivation/Well-Being Programme Relationship	10
1.4 Study Significance	11
1.5 Scope and Limitations	11
1.6 Structure	11
Chapter 2: Literature Review.....	12
2.1 The Irish Context	12
2.2 Overview.....	14
2.3 The Development of Well-Being Programmes	14
2.4 Importance of Employee Well-Being in Organisational Success	15
2.5 Types of Well-Being Programmes	16
2.6 Increased Focus on Mental Health	17
2.7 Rise of Remote and Flexible Working.....	17
2.8 Comprehensive Well-being Programmes.....	18
2.9 The Relationship Between Well-Being Initiatives and Employee Motivation.....	18
Chapter 3: Global Perspectives on Employee Well-Being.....	20
3.1 Introduction to Global Trends	20
3.2 Impact on Organisational Performance	20
3.3 Industry-Specific Well-Being Initiatives	20
3.4 Theoretical Framework.....	21

3.5 Introduction to Theoretical Perspectives	21
3.6 Relevance to Organisational Success.....	21
3.7 Self-Determination Theory (SDT)	21
Chapter 4: Methodology	23
4.1 Research Design	23
4.2 Development of the Interview Schedule	24
4.3 Participant Selection and Recruitment	25
4.4 Ethical Approval	25
4.5 Confidentiality and Anonymity	25
4.6 Data Protection	26
4.7 Sample Bias	26
4.8 Limitations.....	27
4.9 Procedure	27
4.10 Informed Consent.....	27
4.11 Data Analysis	28
4.12 Trustworthiness and Rigour.....	28
Chapter 5: Results.....	29
5.1 Well-being Programmes: Objectives and Outcomes – The HR Manager Perspective	31
• RQ1: Understanding the Objectives and Intentions Relating to Well-Being Programme Implementation	31
• RQ2: Evaluating the Success of these Initiatives from the perspective of the HR Manager ...	31
• RQ3: Understandings of the Employee Motivation/Well-Being Programme Relationship	31
Chapter 6: Discussion	35
6.1 Organisational Goals	35
6.2 Health and Work Life Balance.....	38
6.3 Cultural Alignment	42
Chapter 7: Conclusion and Recommendations.....	45
Chapter 8: Reflection	47
References	49
Appendices	56

<i>Appendix B: My Consent Form</i>	<i>60</i>
<i>CIPD Reflection Piece</i>	<i>63</i>

Chapter 1: Introduction

1.1 My Research Problem

The use of well-being programmes by organisations has gained popularity in recent years, driven by the desire to enhance employee well-being and productivity throughout the workplace. 'Organisations are waking up to the potential benefits of employee wellbeing programmes; the main reason for this rising interest is the established link between health and performance in the workplace' (Juniper, 2011). In saying this, there is a significant gap in understanding the certain intentions behind these well-being programmes from the viewpoint of HR directors, as well as the results they obtain. This research aims to address the issue of whether these well-being programmes are meeting their intended goals and how they are perceived by HR directors, who play a vital role in their implementation throughout their company.

1.2 My Research Objectives

- To understand the objectives and intentions behind the implementation of well-being programs from the perspective of HR managers.
- To explore the experiences and perceived success of these well-being initiatives.
- To investigate HR managers' perceptions of the relationship between employee motivation and well-being programs.

1.3 My Research Questions

- **RQ1:** Understanding the Objectives and Intentions Relating to Well-Being Programme Implementation
- **RQ2:** Exploring These Initiatives' Experience and/or Success
- **RQ3:** Perceptions and Understandings of the Employee Motivation/Well-Being Programme Relationship

1.4 Study Significance

This study is significant because it provides a deeper insight into well-being programmes from the HR director's perspective; this is a viewpoint which is important, yet sometimes overlooked as less. By focusing on the opinions, experiences and intentions of these HR directors, this research adds to the knowledge of organisational well-being initiatives. The findings can inform improved implementation of well-being programmes, allowing them to meet their objectives and impact the overall workplace and employee motivation positively.

1.5 Scope and Limitations

The scope of this thesis is confined to HR directors who have implemented well-being programmes in medium to large organisations. The research will use qualitative research methods, including one-on-one interviews, to gain insights from HR directors about the implementation of their wellbeing programmes and the outcomes and motivation levels of employees. Some limitations of this thesis would be the potential biases in self-reported data, the different variables of well-being programmes across different workplaces and the context of the organisations chosen, which may, in turn, limit the generalizability of the thesis.

1.6 Structure

Chapter 1: Introduction - Provides an overview of the research problem, objectives, questions, significance, scope, and limitations.

Chapter 2: Literature Review - Reviews existing literature on well-being programs, their implementation, and outcomes, with a focus on the role of HR managers.

Chapter 3: Methodology - Describes the research design, data collection methods, and analysis techniques used in the study.

Chapter 4: Results - Presents the findings from the data collected, organized by the research questions.

Chapter 5: Discussion - Interprets the findings, discussing their implications in the context of the existing literature.

Chapter 6: Conclusion and Recommendations - Summarizes the key findings, discusses their significance, and provides recommendations for future research and practice.

Chapter 7: Reflection – summarises my journey throughout the thesis

Chapter 2: Literature Review

2.1 The Irish Context

There has been a continuous rise in attention paid to the well-being of employees all throughout the world, including in Ireland. ‘Studies have shown that improving employee well-being reduces absenteeism. Healthier employees tend to take fewer sick days, thus maintaining consistent work attendance’ (Robertson & Cooper, 2011).

This change is clear due to the rising recognition of the significance that the health and well-being of employees has in the performance and longevity of organisations. In Ireland, the creation and implementation of well-being programs inside workplaces are particularly influenced by a variety of cultural, economic, and regulatory issues. ‘The development of workplace well-being programs in Ireland has been guided by national policies such as the Healthy Workplaces Framework. This framework is part of the Department of Health Strategy and the Healthy Ireland agenda, which aims to ensure public sector employers develop healthy workplace initiatives’ (Murphy et al., 2018).

The Irish culture puts significant importance on community and interpersonal interactions, which also carries across to the workplace. This cultural context fosters a conducive atmosphere where employee well-being initiatives are not just embraced but actively promoted. The presence of a strong community encourages the development of programs that give priority to mental well-being, achieving a healthy balance between work and personal life, and general contentment with one's career. ‘Community support within organizations, such as supportive coworkers and management, significantly impacts the effectiveness of well-being programs. Satisfaction with coworkers enhances the positive effects of WLB on psychological well-being and job performance’ (Haider et al., 2018). Furthermore, the longstanding Irish cultural emphasis on hospitality often manifests in organisations that make efforts to an all-encompassing workplace culture.

In recent years, the Irish economy has developed rapidly, resulting in a rise in employment and a more competitive labour market. ‘Ireland's decision to allow full labour market access to citizens of new EU member states in 2004 led to a significant inflow of workers, enhancing the labour supply and positively impacting the economy. Despite high employment rates, these immigrants often earned less and occupied lower-grade jobs compared to natives’ (Barrett, 2009). Organisations are acknowledging the need to invest in employee well-being to recruit

and retain highly skilled individuals. Increased economic success allows organisations to dedicate more resources to complete well-being programs.

Various patterns are emerging in the advancement of workplace well-being initiatives in Ireland. These include an increased emphasis on mental health, with several organisations providing counselling services, stress management programs, and designated days for mental well-being. Furthermore, an increasing focus is being placed on flexibility, as an expanding number of organisations are implementing remote work policies and offering flexible hours to assist workers in having an effective work-life balance. 'Flexible working hours are linked to improved work-life balance, reduced stress, and increased employee well-being. Organizations benefit from greater employee productivity and higher profitability' (Shagvaliyeva & Yazdanifard, 2014). In addition, there is a focus on promoting physical well-being via various measures, including the provision of on-site fitness facilities, exercise courses, and programs promoting good eating habits.

In addition, there is a focus on promoting physical well-being via various measures, including the provision of on-site fitness facilities, exercise courses, and programs promoting good eating habits. The heightened emphasis on employee well-being in Ireland has shown positive effects on organisational performance. Organisations that allocate resources towards well-being initiatives often see enhancements in employee morale, productivity, and engagement.

Furthermore, decreased rates of absenteeism and turnover are evident, resulting in the development of a more stable workforce. Over time, these initiatives enhance the sustainability and prosperity of organisations by cultivating a robust, engaged, and devoted staff. 'Flexible work arrangements have been shown to reduce voluntary turnover. Agencies supportive of teleworking reported lower turnover rates' (Choi, 2020).

By receiving continuous cultural endorsement, economic resources, and regulatory assistance, organisations are in a favourable position to improve and broaden their well-being programmes. 'Cultural endorsement of participative leadership significantly enhances continuous improvement and learning within organizations. This approach fosters an inclusive environment that supports well-being programs by encouraging employee involvement and collaboration' (Huang et al., 2011). Possible future developments may include the use of sophisticated technology for the purpose of monitoring and enhancing well-being, enhanced

tailoring of programs to cater to the specific requirements of individual employees, and a heightened emphasis on preventative actions to maintain employee health and happiness.

Ultimately, the employee well-being situation in Ireland is influenced by a blend of cultural values, economic expansion, and favourable policies. These variables lead to the creation of effective well-being initiatives that not only benefit workers but also improve organisational performance and sustainability.

2.2 Overview

The literature review explores the importance of employee well-being programmes, focusing on how these initiatives impact employee motivation across various business sectors and within the Irish context. ‘Employee motivation is directly linked to organisational success. Motivation enhances employees' performance, leading to higher productivity and job satisfaction. Well-being programs that address employees' psychological needs are particularly effective in boosting motivation’ (Saad, 2018).

In Ireland, this advancement in workplace well-being is reflected in an array of organisational practice developments as the country shifted from an agriculturally based economy to a modern, services-based, and technologically driven economy. As a result, there has been an increase in modern work practices such as flexible hours, work-life balance, mental health initiatives, and remote working. Employee well-being is a paradigm that refers to employees' health and well-being in the workplace. It would encompass employees' overall mental, physical, and emotional health, as well as job satisfaction. Employee well-being programmes are an attempt to target initiatives that improve these constructs, such as mental well-being, as part of a holistic organisation, which may lead to an increase in productivity, motivation, and other performance metrics.

2.3 The Development of Well-Being Programmes

On the other hand, regulated well-being programs are a fairly recent development despite the fact that the idea of employee well-being is not new. Historically, the primary emphasis of employer-sponsored health programs has been on concerns related to health, such as the provision of health insurance and the instruction of health and safety procedures. With time, the concept of well-being has broadened to include problems related to emotional health. This is in recognition of the fact that a multifaceted strategy is essential for the development of a

workforce that is both, in fact, healthy and highly productive. ‘In recent years, there has been a significant shift towards including mental and emotional well-being in workplace health programs. For instance, comprehensive mental health programs have been shown to reduce symptoms of depression and anxiety among employees, leading to positive financial returns for employers (Bondar et al, 2022).

The increasing incidence of stress connected to work and the consequences that are associated with it is the primary element that is driving the growth of programs that promote well-being or well-being. Research has shown that stress and burnout may contribute to a variety of negative outcomes, including health issues, lower work performance, increased absenteeism and turnover, and decreased job satisfaction. ‘A study on healthcare professionals highlighted that burnout leads to serious mental manifestations such as anxiety and depression disorders, which can result in substance abuse and suicidal tendencies (Carod-Artal & Vázquez-Cabrera, 2013). As a consequence of this, a great number of businesses have begun to establish well-being programs that not only concentrate on physical health but also address mental and emotional well-being. These programs often provide workers with tools like counselling services, mindfulness training, and seminars on developing resilience in order to aid them in combating stress and maintaining a healthy balance between their personal and professional lives.

2.4 Importance of Employee Well-Being in Organisational Success

There has been a continuous rise in attention paid to the well-being of employees all throughout the world. These developments are evidence of a rising recognition of the significance that the health and well-being of employees have in the performance and sustainability of organisations. ‘The focus on work-life balance, job demands, and job insecurity has shown significant effects on employee performance, with well-being acting as a mediating variable’ (Kurnia & Widigdo, 2021). A growing number of businesses are realising that fostering the well-being of their workforce may result in higher job satisfaction, lower absenteeism, and increased turnover. These initiatives are part of a global trend focussing on employee well-being and have been highlighted in numerous studies. These developments are driven by the understanding of the essential role employee well-being plays in improving productivity, enhancing motivation, reducing absenteeism and improving sustainable organisational performance.

2.5 Types of Well-Being Programmes

The range and execution of well-being programs can change widely; however, they generally fall into several main categories:

1. Exercise programs, health screenings, gym membership incentives, and nutrition seminars are all examples of initiatives that fall under the category of Physical Health Initiatives. Increased productivity, improved health, reduced costs associated with medical care, and prevention of sickness are the goals of this initiative. 'Increased Productivity: Research indicates that workplace physical health initiatives can significantly boost employee productivity. Employees participating in regular exercise and health programs report higher energy levels and improved focus' (Chen et al., 2015). As a result of the significant connection that exists between physical health and greater mental health and well-being, giving employees incentives to get health benefits may result in an improvement in overall health across the company.
2. There is a considerable connection between the effect of health and the performance of employees. As a result of this, many organisations provide services such as employee assistance programs (EAPs), days off work for health reasons, and access to specialists in the field of mental health. 'EAPs have been shown to significantly reduce stress, anxiety, and depression among employees, leading to improved job performance and reduced absenteeism' (Merrick et al., 2011). These initiatives are geared at assisting workers in managing stress, anxiety, depression, and other health issues that they may be experiencing.
3. Employees are able to keep a balance between their professional obligations and the duties that they have in their personal lives when they are provided with flexible work schedules, the opportunity to work remotely, and generous leave policies. 'Flexible work schedules help employees manage their work-life balance more effectively, leading to higher job satisfaction and lower stress levels' (Kossek et al., 2011). Employees may experience less burnout and tiredness as a result of these activities, which aim to improve the balance between their home lives and their professional lives while simultaneously increasing job satisfaction and motivation.
4. Concerns about one's financial situation are a significant contributor to stress in the job. 'Programs that assist employees with retirement planning have been shown to reduce financial stress and increase overall job satisfaction. These programs provide

employees with the tools and knowledge to secure their financial future, thereby reducing anxiety related to financial instability' (Lusardi & Mitchell, 2007). Employees may benefit from programs that provide aid with retirement planning and financial advising services, which can help them better manage their money, contribute to their overall well-being, and attempt to lessen the enormous stress that money can bring, particularly if they are responsible for the management of a family.

5. It is possible to improve workers' feelings of connection and encouragement by creating a working climate that is compassionate and open. This may be accomplished by activities such as team-building exercises, having social events, and offering chances for employee participation. 'Team-building activities foster better communication and trust among employees, leading to a more cohesive and supportive work environment. These activities have been shown to increase motivation and collaboration within teams' (Dyer et al., 2013). As a consequence, this leads to a more harmonious atmosphere at work, which is characterized by increased levels of motivation and desire.

2.6 Increased Focus on Mental Health

According to the World Health Organization (WHO), mental illness results in lost productivity, costing the global economy close to \$1 trillion per year. This has resulted in organisations looking for initiatives that prioritise employee well-being. In another study by the American Psychological Association, it reported a significant increase in job satisfaction by employees who had access to well-being programme.

2.7 Rise of Remote and Flexible Working

While remote working was evident prior to the COVID-19 pandemic, it became a practice that was rolled out in an accelerated manner, and to date, it looks like this flexibility will remain part of the organisational fabric for some time to come. A recent report by Gartner highlighted that in excess of 80% of organisational decision-makers plan to allow some form of remote working. These initiatives seem to have sound backing, with research by Flex Jobs highlighting that a significant number of staff reporting higher productivity when

2.8 Comprehensive Well-being Programmes

It has been predicted that the market will expand from USD 65.25 billion in 2024 to USD 102.56 billion by 2032, as supply and demand are closely linked. The potential benefits to the organisation and the seriousness with which organisation executives are approaching these initiatives are underscored by the increases in budget allowance.

Due to budgetary constraints, certain organisations, particularly those classified as small and medium-sized enterprises (SMEs), may encounter difficulties in maintaining a proper equilibrium between costs and benefits. Nevertheless, it is now widely recognised throughout the corporate sector that well-being programs are a substantial component of both corporate social responsibility (CSR) and workforce engagement.

2.9 The Relationship Between Well-Being Initiatives and Employee Motivation

Employee motivation is essential to the success of an organisation since it influences productivity, work happiness, and the likelihood of employees remaining with the company. Motivation may be roughly divided into two categories: intrinsic, which is driven by internal incentives such as job satisfaction. Research shows that intrinsic motivation, which includes factors like job satisfaction and personal growth, is a key driver of employee engagement and productivity. Employees who are intrinsically motivated tend to exhibit higher levels of creativity and persistence (Ryan & Deci, 2000).

Extrinsic, which is driven by external benefits such as income or recognition. Intrinsic motivation is the more common kind of motivation.’ Extrinsic motivation, such as financial rewards and recognition, also plays a significant role in influencing employee performance. While not as powerful as intrinsic motivation, extrinsic incentives can effectively boost short-term performance and compliance with organizational goals’ (Eisenberger & Cameron, 1996).

In a variety of different ways, well-being initiatives have the potential to affect both internal and extrinsic motivation. In the beginning, these efforts focus on the emotional and physical well-being of the personnel. A balanced approach that incorporates both intrinsic and extrinsic motivators can lead to optimal employee performance. Organizations that recognize and reward achievements while fostering a supportive and fulfilling work environment tend to have higher employee retention and satisfaction rates’ (Gagné & Deci, 2005).

As a result of these measures, stress levels and burnout may be reduced, which ultimately results in a better environment at work. It is common for individuals to experience an increase in their internal drive when they feel appreciated and supported by their employer firm. It is more probable that workers will have a sense of purpose and happiness in their occupations, which may lead to higher engagement and efficiency in the workplace.

Additionally, initiatives that promote well-being and foster a healthy balance between work and personal life might increase motivation by making the job more interesting. It is possible to serve as an incentive for employees by providing them with flexible work alternatives and supporting policies. This may result in increased job satisfaction and decreased employee turnover rates. 'When employees perceive that their employer prioritizes their well-being, they are more likely to exhibit loyalty and commitment to the organization. This perception fosters a positive work environment and enhances employee morale' (Allen et al., 2013). Employees who have the impression that their employer places a high priority on their health and happiness are more likely to demonstrate loyalty and devotion to the organisation.

Several studies have shown the impact that well-being programs have on the motivation of employees. One example is the study conducted by Deci and Ryan (2000), which was based on the idea of self-determination. Their findings suggest that it is essential to fulfil needs such as autonomy, competence, and connection in order to cultivate positive inner motivation. In addition to providing workers with the ability to determine their own work schedules, well-being programs also provide opportunities for employees to improve their skills. These demands may be efficiently addressed via social interactions, which can result in an increase in intrinsic drive.

In addition, the work Demands Resources (JDR) model that was developed by Demerouti et al. (2001) emphasises the necessity of striking a balance between the demands of the work and the resources available in order to avoid burnout and to encourage participation. well-being programs are valuable assets in the workplace because they provide workers the help and tools they need to efficiently handle the obligations that come with their jobs. The maintenance of this balance may lead to increased levels of motivation and improved performance on the job.

Chapter 3: Global Perspectives on Employee Well-Being

3.1 Introduction to Global Trends

The focus on well-being initiatives is one that has a global uptake across nearly all industries. There has been a continuous rise in attention paid to the well-being of employees worldwide, including in Ireland. This comprehensive perspective highlights the emphasis organisations place on their workforce's well-being and how they understand the beneficial effects and strategic implications.

3.2 Impact on Organisational Performance

There is a dual focus on enhancing employee health, the overt aspect of individual well-being, and essentially enhancing organisational performance. 'Integrating health and well-being programs into corporate and HR strategy demonstrates an organization's commitment to employee well-being and recognizes the strategic importance of such programs. This approach leads to enhanced employee engagement and loyalty, which are critical for long-term organizational success' (Wright & McMahan, 2011). This highlights organisations' understanding of the significance of these programmes in organisational performance and as a core aspect of corporate and HR strategy.

3.3 Industry-Specific Well-Being Initiatives

The execution of well-being programs can differ greatly across industries, and the trend is towards customised programmes to meet the needs and dynamics of individual organisations and sectors. This adaptability highlights the versatility of these initiatives and their importance in the arsenal of corporate modelling. While the constituent parts may differ the underlying objective is the same: well-being initiatives are developed to improve employee satisfaction, motivation and productivity. 'Despite variations in implementation, the primary goal of well-being programs remains consistent across sectors: enhancing employee satisfaction, motivation, and productivity. Achieving these objectives leads to a more engaged and effective workforce' (Grawitch et al., 2006).

3.4 Theoretical Framework

3.5 Introduction to Theoretical Perspectives

In today's fast-paced business world, the capability of maintaining a balance between work and personal life has gained significant attention from researchers and professionals. This section examines the main theoretical frameworks that highlight these constructs, including how Achievement Goal Theory (AGT), Self-Determination Theory (SDT), and Vallerand's Hierarchical Model of Intrinsic and Extrinsic Motivation help to underpin explain the dynamics of employee motivation and well-being.

3.6 Relevance to Organisational Success

The theoretical constructs highlighted help examine the direct implications of the increased motivation as well as increased job satisfaction and reduced absenteeism and also highlight the implications for organisational and HR strategy. These developments are evidence of a rising recognition of the significance that the health and well-being of employees have in the performance and sustainability of organisations. Achievement Goal Theory (AGT),

Achievement Goal Theory (AGT) is a perspective grounded in social-cognitive theory that provides a framework for understanding how employees' perceptions of their competencies shape their goals and subsequent outcomes in terms of motivation, performance, and well-being (McClelland et al., 1976; Bandura, 1986). AGT differentiates between mastery goals, which focus on improving or mastering skills, and performance goals, which concern demonstrating superior ability relative to others. This theory offers a promising perspective for exploring what fuels employees' desire to excel in their work (Nicholls, 1989; Moreno et al., 2010). However, the dichotomy presented by AGT might be overly simplistic for the workplace context, where employees' motivations could represent a dynamic blend of both mastery and performance orientations. Leveraging AGT well-being development programmes can be tailored to support mastery and performance goals, enhancing personal growth and competitive excellence within organisational structures.

3.7 Self-Determination Theory (SDT)

Self-Determination Theory (SDT), proposed by Ryan and Deci (2000, 2020), characterises motivation along a continuum from autonomous (self-determined) to controlled (externally imposed). SDT posits that the satisfaction of three basic psychological needs - autonomy,

competence, and relatedness - fosters the most volitional and high-quality forms of motivation and engagement. Thus, motivations fuelled by personal interest and enjoyment (autonomous) may be more sustainable than those steered by external rewards or pressures (controlled). However, SDT's categorical approach to motivation might not fully capture the intricacies of employees' experiences within various organizational settings, and critics suggest it may overlook broader sociocultural influences. Given the organizational emphasis on team-oriented ethos and employees' dual commitments to work and their personal lives, it is crucial to understand how these factors influence their sense of relatedness - a central tenet of SDT - and subsequently shape their motivations (Connolly, 2020; Clune, 2019; Keller, 2016).

To incorporate SDT HR professionals can aim to implement job planning and culture strategies that promote autonomy, skill mastery, and social connectedness to boost intrinsic motivation and employee well-being. Vallerand's Hierarchical Model of Intrinsic and Extrinsic Motivation (1997) presents a three-tiered view of motivation: global (pertaining to life as a whole), contextual (within specific domains such as work or personal development), and situational (immediate motivation for a task at hand). The model differentiates between intrinsic (internally driven), extrinsic (externally driven), and amotivation (lack of motivation), providing a nuanced lens to observe these variations and their implications on employees' performance. This model offers a more comprehensive view of motivation compared to SDT and AGT by considering different generality levels and their dynamic interactions. However, like other theories, it may still struggle to fully capture the rich, context-dependent motivational dynamics within various organizational settings.

Utilising Vallerand's Hierarchical Model of Intrinsic and Extrinsic Motivation (1997) HR professional can develop policies that recognise and enhance various layers of employee motivation, from daily task management to career planning and work-life satisfaction, fostering a holistic approach to employee development.

Supplemental theories like those proposed by Lazarus & Folkman (1984), Maslow (1943), Herzberg (1959), and Vroom (1964), which will be further discussed in the analysis section, offer glimpses into how stressors, needs, and aspirations interact with motivation. These theories help encapsulate the dynamic interplay of various factors shaping the unique motivational landscape within the workplace ecosystem.

Chapter 4: Methodology

In this study, a qualitative research approach was used to gather information from Human Resource Directors (HRDs) on the well-being programmes they implemented in their organisations. This approach gathered data about well-being programmes, their motivational effect on company employees, and whether these programmes met the organisation's HR objectives of well-being improvement.

The research focused on understanding participants' subjective, lived experiences and the effect of well-being programmes on their motivation in the workplace (Edwards & Marcus, 2018).

The data analysis proceeded using the six-phase thematic analysis framework proposed by Braun and Clarke (2006). This rigorous approach facilitates a comprehensive understanding of the participants' reasons and motivations, ensuring the quality and trustworthiness of the study. To enhance transparency, the research further adhered to the Consolidated Criteria for Reporting Qualitative Research (COREQ) guidelines (Tong et al., 2007).

A qualitative technique is suitable for this study since it allows for an in-depth investigation of complex and subjective opinions, objectives, and impressions that influence the implementation and outcomes of well-being programs (Elliot et al., 2012)

4.1 Research Design

A phenomenological design was employed to understand the essence of participants' experiences and motivational factors (Sloan & Bowe, 2014), which attempted to capture the lived experiences among participants. The author carried out in-depth, semi-structured interviews, which enabled the extraction of meaningful interpretations from participants' narratives (DiCicco-Bloom, 2006)

The thematic analysis approach by Braun & Clarke (2019) guided the interpretative journey with the data. In this study, the six-phase thematic analysis process by Braun and Clarke (2006) was employed. This commenced with data familiarisation, during which the author thoroughly immersed in the data via multiple readings of the transcripts, fostering an in-depth understanding. Following this, initial coding was performed, involving the labelling of data

segments pertinent to the research questions, which facilitated the identification of significant patterns. The process then evolved into a search for themes, wherein the codes were examined and grouped into potential themes, giving rise to a richer, detailed understanding of the data. This phase seamlessly segued into the theme review stage, where the themes were critically examined to ensure they represented a coherent, compelling story in relation to the data set. The next phase involved defining and naming the themes, which included an iterative process of refining and specifying the essence of each theme. Lastly, in the report production phase, the analytic narrative was crafted, weaving the themes into the broader literature and theoretical assumptions, thereby presenting an insightful, comprehensive account of the analysis. This approach ensured a thorough and nuanced exploration of the data.

4.2 Development of the Interview Schedule

The research objectives and a thorough review of existing literature informed the design and organisation of the interview schedule into six integral sections. This ensured that the depth and complexity of the research area was adequately captured.

The first section clearly outlined the study's objectives and detailed the participants' ethical rights, ensuring informed consent was obtained before the discussion. The second section served as an 'icebreaker,' posing questions about participants' athletic history and their trajectory to their present or pre-retirement positions (e.g., "What were the main objectives that drove you to implement well-being programmes in your organisation?")

The third section explored the well-being programmes' experience and or success. E.g. (Which components of the well-being programs have been the most effective in achieving their intended goals?). Section four progressed onto motivation and employee feedback, in general, and how effective these initiatives were on employee motivation in the workplace. E.g. (What feedback have you received from employees regarding the impact of well-being programs on their motivation and overall job satisfaction?). Finally, Section Five concluded the interview and included summary questions, giving participants the opportunity to highlight anything that was not covered. E.g. (i) what were the key wins? (ii) what would they do differently in order to make it more effective? (iii) were there any surprising or unintended outcomes which occurred.

I have attached one transcript of my interviews and also my interview questions in my appendix, all my interview transcripts are available upon request.

4.3 Participant Selection and Recruitment

Participant recruitment was conducted using a purposive sampling strategy, leveraging personal and professional networks within the business community to directly recruit individuals whose experiences were particularly relevant to the research objectives. The study primarily concentrated on the Irish private & public sector business community across diverse markets such as Retail, Transport, Education and state agencies. Participants were carefully selected based on key criteria, such as an organisation having a dedicated HR department and who had implemented a well-being programme across their organisation to at least 250 employees. A total of four organisations were elected and the HR Directors of each were selected as participants. A larger sample size was outside the scope of this paper, and while the researcher does not feel like data saturation was reached, the researcher believes that the strong representative sampling of organisations with well-resourced HR departments and large staff numbers provided meaningful data, for the purpose of this paper.

4.4 Ethical Approval

Ethical approval was received through my college, and I followed ethical guidelines for. Ethical considerations inherent to research involving human participants posed another challenge, with participant confidentiality and well-being being paramount.

The study implemented measures such as guaranteeing participant anonymity and maintaining transparent communication processes to uphold informed consent and participant comfort throughout its duration. These experiences have offered insights into potential areas of improvement for future projects, such as the possible incorporation of additional measures for bias mitigation and enhanced participant recruitment strategies.

4.5 Confidentiality and Anonymity

An effort will be made to ensure that the participants' privacy and identification are protected by the use of precautions. The data will be maintained in a safe location and will only be available to me. Any personally identifying information that may be included in the transcripts will be removed via deletion. The integrity of this investigation was protected by a number of

different methods, which were put into place to assure the trustworthiness of the study. To begin, credibility was built by selecting individuals with vast expertise and in-depth understanding of the topic area. This was done with great care. At the outset, credibility was created by confirming that the participants held considerable knowledge of the study issue, in addition to having vast experience and skill in the subject area. In addition, the analysis of the data was carried out with a significant focus placed on preserving sensitivity to the context. This includes efforts to appreciate the influence that well-being programs have on employee motivation from the perspective of an HR director, as well as the causes that led to the introduction of the initiatives. The purpose of keeping a diary was to identify any predispositions or assumptions that were associated with the study. This was done in order to encourage self-evaluation and introspection.

4.6 Data Protection

The totality of the information that has been acquired will be saved on devices that need a password in order to access them, and it will also be backed up in a safe manner. In addition to receiving information on the rules for data protection, participants will also get details regarding the particular period for which their data will be held. An essential concern in the present investigation is the protection of the participants' right to remain anonymous. It is especially important to keep this in mind while taking into consideration the notable position of some of the individuals who will be interviewed. There will be several precautions put into place in order to guarantee the confidentiality and anonymity of the participants. The use of pseudonyms, the instruction of participants not to give any identifying information, the redaction of any information that was mistakenly provided that may be used to identify the participants, the exclusive use of audio recording, and the safe storage of the data are some of the alternatives.

3.7 Limitations of the Methodology

4.7 Sample Bias

Some limitation of this thesis would be the potential biases in self-reported data, the different variables of well-being programmes across different workplaces and the context of the organizations chosen, which may in turn, limit the generalizability of the thesis. The study's qualitative nature and the unique organisational contexts of the participants restrict the ability to apply the findings to a broader population. The findings may not be universally relevant to all organisations or human resources managers.

4.8 Limitations

Certain limitations of this research, outside of sample size, include potential biases in self-reported data, the different variables of well-being programmes across different workplaces and the context of the organisations chosen, which may in turn, limit the generalisability of the thesis. The study's qualitative nature and the unique organisational contexts of the participants restrict the ability to apply the findings to a broader population. The findings may not be universally relevant to all organisations or human resources managers.

4.9 Procedure

Following the framework primarily provided by Braun and Clarke's (2006) six-step method for thematic analysis (McGannon et al., 2018), the author obtained participant consent and established the interview schedules. The research utilised the semi-structured interview approach for its flexibility and openness (Kvale, 1994), aligning the methodology with the guidelines put forward by Smith et al. (2009).

4.10 Informed Consent

Following the completion of the interviews, we will make certain that all of the participants have provided their written consent. In addition to receiving information on the objectives of the research, the participants will be informed that their participation is entirely voluntary and that they have the right to withdraw from the study at any time without incurring any consequences.

Consistent with the recommendations of Malmqvist et al. (2019) and Van Teijlingen & Hundley (2001), an initial pilot interview was conducted, demonstrating significant value. This pilot yielded substantial data that were incorporated into the final dataset. The research process then involved conducting one-on-one interviews via digital video with a total of eight participants. All interviews were digitally recorded, transcribed verbatim, and then imported into NVivo software for subsequent analysis. Familiarisation with the transcripts was achieved through iterative readings, leading to the generation of initial codes. In identifying themes, these codes served as valuable tools. After identification, the research process involved reviewing, defining, and naming the themes (Braun & Clarke, 2006; Attride- Stirling, 2001; Nowell et al., 2017).

Member checking (participant validation) with Participant 1 confirmed the relevance and accuracy of the themes (Lincoln & Guba, 1985). Stringent criteria for trustworthiness were observed throughout the analysis process, as Nowell et al. (2017) outlined. This involved ensuring credibility through persistent observation, promoting transferability via detailed descriptions of participants' experiences, establishing dependability through maintaining an audit trail and demonstrating confirmability by acknowledging and managing potential biases. These steps provided a nuanced understanding of the wider motivational factors of well-being programmes.

4.11 Data Analysis

The interview duration ranged from 40 to 60 minutes, with an average length of about 49.75 minutes. The process generated verbatim transcripts of all interviews. The analysis utilised a flexible form of thematic analysis (TA), following the six-step process detailed by Braun et al. (2016).

The first two phases, familiarisation and coding, were conducted through deep immersion in the data, including reading and re-reading transcripts, making analytic notes, and employing semantic and latent coding to label data segments concerning the research questions. This process of de-contextualisation and re-contextualisation, as outlined by Lindgren et al. (2020), allowed for a comprehensive review and understanding of the data, ensuring a rigorous and nuanced analysis.

Theme development, refinement, and naming comprised steps three to five. In these phases, the initial codes underwent organisation and revision into finalised themes, thereby offering a deeper data analysis. These phases were conducted non-linear and iterative, moving back and forth to ensure the analysis fits satisfactorily across the data and coherently addresses the research questions (Braun et al., 2016).

4.12 Trustworthiness and Rigour

This research aimed to uphold credibility and authenticity throughout the process by adhering to principles of trustworthiness and rigour (Milne & Oberle, 2005; Shenton, 2004). The selection of participants, grounded in their substantial experience and understanding of the topic, was carefully considered. In the study, Husserl's bracketing philosophy (1970) was applied to limit the influence of potential biases or assumptions. This was achieved by

consciously acknowledging and setting aside my preconceptions related to the research topic before commencing data analysis. My awareness of these biases was continually assessed and documented in a reflective diary, serving as a self-check to ensure the interpretations drawn from the data remained faithful to the participants' experiences. This allowed me to adopt a fresh perspective towards the phenomena under investigation, enhancing the study findings' authenticity and validity. The study implemented Tong et al.'s 32-item checklist from the Consolidated Criteria for Reporting Qualitative Research (COREQ) (2007). This guiding framework ensured comprehensive and transparent reporting, thereby enhancing the readability and clarity of the study's qualitative aspects. The priority was to present a representative account of the varied motivational factors arising from well-being programmes.

Chapter 5: Results

Building upon the foundational analysis conducted, this chapter presents the emergent themes derived from interviews with HR Directors across varying organisations. At the outset three research questions were set out: (1) to understand the objectives and intentions relating to well-being programme implementation, (2) to gain insights into the success of such initiatives and (3) to examine the relationship between well-being programmes and employee motivation from the perspective of the HR Manager.

In relation to question 1, three broad interconnected themes emerged from the data: Organisational Goals, Health and Work Life Balance and Culture Alignment: Each offering unique insights into the significance of well-being programmes for mental health, the impact and benefits of well-being programmes for employees, and the motivational effect of these programmes.

Table 1 sets out the themes, sub-themes, and codes:

Table 1: Themes, Sub-themes & Codes

Research Question	Main Theme	Sub-theme	Codes
RQ1: Understanding the Objectives and Intentions Relating to Well-Being Programme Implementation	Organisational Goals	Employee Engagement and Participation	Positive Feedback and Enthusiasm, Strategic Integration
		Alignment with Strategic Goals and Company Culture	Strategic HR Vision Alignment, Supportive Work Environment
		Health and Work-Life Balance	Physical and Mental Health Support, Flexible Working Options
RQ2: Evaluating the Success of these Initiatives from the perspective of the HR Manager	Health and Work-Life Balance	Physical and Mental Health Support	Mental Health Initiatives, Integration with HR Strategy
		Strategic HR Vision Alignment	Strategic Integration, Comprehensive Employee Support
		Work-life Balance	Decreased Absenteeism Rates, Flexible Working Options
RQ3: Understandings of the Employee Motivation/Well-Being Programme Relationship	Cultural Alignment	Employee Engagement	Increased Participation, Long-term impact on culture
		Mental Health Monitoring	Regular Health Assessments, Mental Health Initiatives
		HR Goals & Alignment	Strategic HR Integration, Integration into Company DNA

- **RQ1:** Focuses on understanding the objectives and intentions behind the implementation of well-being programs. Therefore, themes like organizational goals, employee engagement, alignment with strategic goals, and health and work-life balance are most relevant to this research question.
- **RQ2:** Evaluates the success of the well-being initiatives from the HR directors perspective. As a result, success-related aspects such as health support, strategic alignment, and absenteeism reduction are included.
- **RQ3:** Explores the relationship between employee motivation and well-being programs. Cultural alignment, employee engagement, mental health monitoring, and strategic HR integration are key to this research question.

5.1 Well-being Programmes: Objectives and Outcomes – The HR Manager Perspective

- **RQ1:** Understanding the Objectives and Intentions Relating to Well-Being Programme Implementation
- **RQ2:** Evaluating the Success of these Initiatives from the perspective of the HR Manager
- **RQ3:** Understandings of the Employee Motivation/Well-Being Programme Relationship

RQ1 The objectives and Intentions of implementing these well-being programmes became evident in my interviews. The interviewees explained that as a company, they realised that well-being and health have become increasingly important to an organization, and that in this day and age there is high expectations on employers to care about their employees well-being. ‘Our goal is to make the workplace a healthy environment’. They admit that the overall well-being of an employee impacts the organisation hugely. ‘If employees aren't well, whether physically or mentally, it affects their performance and, consequently, the organization's success’. as a result, promoting well-being in the workplace makes sense from both a personal and business perspective. Their objective is to ensure that all aspects of employees well-being are continuously being taken care of.

Another theme that arose relating to the objectives of well-being programmes was to increase staff engagement. 'We implemented a basic wellness intervention: an Employee Assistance Program (EAP), since we didn't have one before. This provided staff with a confidential resource to support their well-being'. They explained that the EAP was crucial for families and employees, as it offered support for external stresses, further allowing better staff engagement. Another strong objective was to build a culture that supports mental health in the workplace. 'Mental health is a significant focus for us, as it is for many organizations'. In doing so, they wanted to create an impactful and positive working environment as, 'managers play a significant role in fostering a culture where employees feel they belong, which directly impacts their well-being'.

'Work-life balance is another objective', they explained the company has explored multiple flexible working options such as a four-day work week and weekend shifts to accommodate diverse needs. 'For example, some employees prefer weekend shifts to manage childcare'.

In conclusion, it can be said that the interviews revealed a wide variety of objectives and intentions, and this became a significant theme throughout the whole process. Numerous businesses adopt a variety of stances with regard to their workers and the culture of their organisation in order to determine which approach will be most beneficial for their workforce.

RQ2 Once the intentions and objectives behind the well-being programmes were gathered, the interviewees began to discuss the success of the programmes. One interviewee spoke about a certain aspect that stood out to her the most and in turn, was the most successful aspect of the programmes thus far. 'The health checks have been a huge success'. These checks include a variety of tests and a follow-up feedback session for employees, with health coaching then offered. A large percentage of the company attended and repeated to attend the menopause sessions '12% attended in menopause in the workplace sessions over the last 18 months'. This was an event that received excellent feedback and one in which employees felt they were being heard and further helped, as menopause in the workplace is a relatively new topic to be openly discussed, 'Some employees have requested more events on specific topics like menopause'. These sessions were greatly received and seen as a huge health benefit for women in the workplace, they felt seen and also informed by the health coaches on day to day issues for them. 'The menopause Hub was created and was a great success, training managers to handle these conversations effectively is key'. This project offered crucial advice to women in the workplace and also created a culture that is more inclusive. The company made sure that

sessions could be created with care and empathy, while also maintaining professionalism, by providing managers with the required skills and information about menopause, this improved employee well-being while also being a great success.

Another success was the mental health first aid training, they revealed that 190 people have been trained so far, showing success and enthusiasm about this programme. 'These initiatives have been very positively received'. Another successful venture was the collaboration with platform 55, which offers live and on-demand content, as 'one challenge we faced was low attendance at online classes', as people were often too busy or felt their work was a higher priority. 'Initial reception to the well-being programs has been very positive'. They admitted the same people usually attend but in certain cases like menopause talks were more highly attended, but overall the 'Initial reception to the well-being programs has been very positive.'

Another interviewee mentioned that a main success of theirs is 'Encouraging proactive health management among employees'. This would include promoting changes that positively affect their well-being. 'Engaging families through activities and competitions has been effective', this entails more of an emotional side to well-being but it's still a positive development. They explained that they host family-oriented events that saw great participation rates, which in turn, has helped build a supportive community.

Employee Assistance Programmes were a huge success for one interview, 'That's something that's been a really, really good sign of success for us is that, the usage has increased and word has spread on the EAP'S'. they have three different providers for the EAP's, one in the UK, US and Ireland and all other European markets. 'We monitored the usage of our Employee Assistance Programs (EAP), which provide external counselling services'. They admitted the main use of their EAP's are to aid employees with personal problems that might have a severe impact on their work performance, health and well-being.

There was some major achievements of external benchmarks and accreditations evident throughout the interviews. "We achieved accreditation from IBEC, which was a significant milestone'. They also admitted 'The IBEC Keep-Well Mark provided an external benchmark to assess our well-being efforts' allowed them to understand where they stood as a company and where they can improve.

RQ3 The interviews highlighted the various aspects and understandings of the relationship between employee motivation and well-being programmes. 'Employees appreciate that the company cares about their personal well-being as well as their work. For instance, one employee compared her experience of maternity leave at our company with her previous employer and felt much more supported and valued here'. This kind of feedback shows that well-being programs can enhance motivation and job satisfaction, even if the impacts isn't always obvious.

The interviewees explained that they found it difficult to measure the effect of motivation on employees as it's an abstract concept. It varies a lot between employees and influenced by intrinsic and extrinsic factors. It fluctuates over time as well as being linked to personal satisfaction and external rewards, it makes it difficult to measure accurately. 'It's challenging to measure this directly. We expect to see more concrete results once our performance management system is fully implemented. However, we've noticed increased support and engagement, which may translate into greater motivation and involvement with the company and their roles'. Additionally, the indirect impact of well-being programmes on motivation levels makes it difficult to establish clear links and measure the effectiveness as a whole.

Employee feedback, in forms of surveys or interviews, is an indicator for motivation levels. 'While it's hard to directly link well-being programs to motivation and job satisfaction, the feedback we receive indicates that employees feel more supported and valued and that the company culture as a whole is positive and inclusive'. They can measure if the employees appreciate the company's efforts to care for their well-being, which indirectly boosts their motivation and overall job satisfaction. The theme of well-being programmes having a direct impact on employee motivation was a theme that was re-current throughout the interviews. "I've observed that the introduction of well-being champions has significantly empowered employees'. There has also been significant changes in employee behaviour and engagement as a result of the well-being programmes, "while we haven't been able to measure changes quantitatively, we have received feedback indicating positive effects."

Chapter 6: Discussion

6.1 Organisational Goals

In exploring why well-being programmes are implemented in organisations and what are the objectives for such initiatives, the HR managers offered some interesting insights. Across the interviews different HR managers had different reasons for implementation of the programmes. These included improving mental health of employees, reducing absenteeism, increasing engagement and productivity and enhancing corporate culture. Motivation appeared frequently across all of the participant interviews. Taking many forms such as mental health, improved absenteeism, greater engagement and productivity. One participant observed:

"We've seen a drop in absenteeism from nearly 15% to below 10%. Engagement is evident as staff propose ideas and participate actively, such as suggesting a four-day workweek. The quality of entries for our Gem Awards also reflects increased motivation."

This significant reduction in absenteeism and the willingness of employees to participate in proposing new ideas and engaging in company initiatives shows an increase in engagement and motivation levels. This was one clear positive outcome for organisations running well-being programmes, and it came in many forms, such as greater communication, better engagement or proactive action.

Another recurring theme throughout the interviews was the correlation between motivation and participating in a well-being programme. The HR Directors interviewed acknowledged that implementing well-being programs in their organisation had indeed raised motivation levels. Although it was difficult to measure, employee feedback and surveys revealed that employee morale had improved.

One participant described the often surprising outcomes on motivation from the well-being programmes:

"Some of our simplest initiatives, like the January Reset program, which offered daily well-being prompts, received incredibly positive feedback. Although it was a basic program, it was well-received and generated a lot of enthusiasm among employees".

This affirmative feedback created by well-being programmes like the January reset programme highlights the beneficial motivational impact these programmes have on company employees. It suggests that even small efforts, although consistent, can offer a significant boost in morale and motivation levels with employees.

The aspect of staff engagement again connected to HR strategic objectives and was seen as a benefit resulting from the programmes:

"At that time, the main objective from the President (CEO) was to increase staff engagement.... initially, we implemented a basic wellness intervention: an Employee Assistance Program (EAP), since we didn't have one before. This provided staff with a confidential resource to support their well-being".

This initial goal to boost staff engagement, which can act as a main driver of motivation (Sidorov, 2021), highlights the correlation of well-being programmes with motivation and strategic objectives such as corporate success. There were several examples of this throughout the interviews, such as introducing the employee assistance programmes (EAP) or well-being weeks that were consistent and strong steps towards engaging employees and addressing their needs.

A wide lens was often taken when implanting and executing well-being programs where employee support and the broadening of inclusivity were main factors for the HR Directors in their interviews:

"We aim to continually expand our offerings in this area... The well-being program is broader than just well-being; it includes disability and neurodiversity."

Promoting inclusion in the workplace and addressing a wide variety of well-being components, such as mental and psychological health, is a key objective of the HR Directors interviewed. They see it as a mechanism to enable all workers to feel appreciated and supported, which they hope will lead to greater engagement and motivation (Chen & Tang, 2018).

In the current tight job market and with the cost of onboarding new staff, the long-term impact on retention was also another motivating factor that arose: factor relating to motivation in the interviews.

"Well-being programs are crucial for staff retention. They show employees that the organisation values them beyond just their work"

Again, well-being programmes are part of a wider HR strategy, in this case, staff retention. This aligns with existing research (Willis-Shattuck et al., 2008;) and demonstrates the overarching benefits of well-being programmes that benefit the organisation from top to bottom.

While HR Directors relayed the alignment with their HR strategy and the overall organisation goals, it was seen that the desire for well-being programmes was also seen at the staff level.

"Colleagues expressed the need for improved wellbeing initiatives through engagement surveys, which highlighted a gap in our support for both physical and mental health."

HR leaders saw this as an opportunity to act on feedback, aiming to address the space in well-being support throughout the company, and enhancing the value. This included comprehensive, holistic support, leading to a wide variety of support options.

Effective communication on topics such as autonomy and empowerment was seen as central to a successful well-being programme, one that could lead to greater motivation.

"The introduction of well-being champions has significantly empowered employees. The concept of personal accountability and empowerment has been impactful."

Empowering employees through roles like well-being champions allows for a sense of ownership and personal development in well-being, which can enhance motivation by making employees feel more connected and responsible for their own well-being. This also aligns with other research on motivation and empowerment. (Biron & Bamberger, 2010; Prilleltensky, 2005)

This also echoes the Self-Determination Theory (SDT), developed by Deci and Ryan, which indicates that people are motivated to grow and change by three significant psychological needs: autonomy, competence, and relatedness.

Finally, in this broad context, long-term integration and the cultural impact of well-being programmes were highlighted by the HR leaders:

"The long-term impact is likely to be integrating well-being programs into our company's DNA... Over time, we hope to see a continued evolution where mental health and well-being are increasingly recognised as fundamental aspects of our work environment".

Combining well-being programmes into the company's culture emphasises their importance. Further, it normalises them as an integral aspect of the work environment, which can have lasting effects on employee engagement and motivation. This is seen in research as the way forward for healthy organisation, what has been coined as a culture of well-being, (Fobio, 2017). This can have resonance with Maslow's Hierarchy of Needs, which is a motivation theory highlighting a five tier model of human needs.

Essentially, these interviews centre on the wider aspects of the motivational impacts of well-designed well-being programmes and highlight the need to create a healthy work culture that can be assisted by the execution of well-being programs. These programs are designed to be adaptable, inclusive, and aligned with both employee needs and organisational goals in their implementation. This strategy fosters a culture of support and participation by addressing various needs, giving workers greater authority, and continuously enhancing initiatives based on feedback. Overall, it became evident that well-being programs, which are based on genuine concern for mental health and a strategic connection with company objectives, significantly enhance employee motivation, engagement, and retention.

6.2 Health and Work Life Balance

The subsequent impact that well-being programs have on the mental health of workers was a theme that was brought up often throughout the interviews.

One of the interviewee's stated that the purpose of establishing the Employee Assistance Program (EAP) was to provide :

"Staff with a confidential resource to support their well-being."

In their statement, they said that the primary purpose of the well-being programs was to

"Increase staff engagement." As she said, "The EAP was crucial not only for the employees but also for their families,"

They was noting that the corporation offered direct help for mental health in the form of confidential counselling and resources. This had a huge impact on the mental health of the employees. 'EAPs provide confidential counselling and consulting services that significantly improve employee mental health by addressing personal and family problems. These programs are highly valued by employees and are considered desirable workplace resources' (Kirk & Brown, 2003).

"During COVID, we conducted online events to maintain engagement,".

The companies well-being programmes demonstrated adaptability in response to covid 19 pandemic. This adaptability is highlighted by the online engagement during the pandemic, the transition to virtual platforms

"We transitioned our fitness classes, mental health workshops, and social events to online formats'

This then ensured that employees could still participate in these activities from the safety of their homes. These sessions were accessible to all employees and their families, providing crucial support during a challenging time. These adaptations led to long lasting changes and continuous improvement to the well-being programmes and demonstrated efficacy in maintaining employee morale, motivation and mental health. This showcases a supportive environment that addresses stress and promotes overall well-being.

One participant described the importance of well-being programmes for creating a supportive workplace culture, improving employee engagement, and managing mental health issues. This focus highlights a thorough approach to promoting the well-being of employees by integrating mental health assistance within the structure of the organisation :

"Mental health is a significant focus for us, as it is for many organizations. We have seen the impact of mental health issues firsthand, including instances where employees have taken their own lives."

In order to address this issue, they offered a solution, which was to :

"Support employees through mental health champions and create a robust support network."

It was found that well-being programs also play a crucial role in boosting employee engagement by demonstrating the organization's commitment to their mental health.

"The mental health first aid training, with 190 people trained so far, has been very positively received."

Recognising the substantial influence mental health may have on workers and the organisation as a whole, addressing mental health concerns is a crucial aspect of well-being initiatives. The insights provided by the Director of HR demonstrates a profound dedication to the development of well-being initiatives that are aimed at developing a staff that is both supportive and engaged. Not only does the organisation improve the well-being of its employees by tackling mental health concerns head-on and constructing a solid support network, but it also improves the general health of the organisation and increases its productivity. The proactive initiatives, which include the introduction of mental health champions and the continual adaption of well-being programs, are examples of an approach to employee well-being that is both broad and dynamic. 'Proactive employees can enhance their well-being through proactive job redesign and the development of career-related skills and abilities' (Plomp, J. et al, 2016).

"Our primary objective was to build a culture that supports mental health and well-being in the workplace, so we established mental health champions across the organization to foster a supportive environment."

This proves that well-being programs are crucial for creating a supportive workplace culture, enhancing employee engagement, and addressing mental health issues.

Establishing a friendly working environment and fostering mental health are two of the most important goals that may be accomplished via the adoption of well-being programs inside an organisation. Through their experiences and observations, the interviewee demonstrates that these programs :

'Not only address acute mental health issues, but they also promote a culture of inclusion, engagement, and long-term retention'.

A complete strategy is required in order to successfully promote the well-being of employees, and the emphasis placed on proactive health measures, social connectivity, and flexible working alternatives further emphasises this necessary approach.

Throughout the entirety of the interviews, the significance of well-being programs is made transparent, with an emphasis placed on the crucial role that they play in promoting both physical and mental health in the workplace. The interviewee placed emphasis on :

'Promoting a healthy work environment and that the primary objective behind implementing the well-being programs is to ensure that the workplace is conducive to good health and well-being, impacting both personal and organizational success', they explained.

These programs have a huge focus on mental health, addressing issues such as depression, anxiety and suicide, while promoting a supportive environment.

"Mental health has seen significant traction, especially post-COVID. We've held talks on depression, anxiety, and suicide, and introduced Mental Health First Aiders, with about 10% of the company trained, the response has been overwhelmingly positive, indicating a growing acceptance and openness towards mental health discussions."

The well-being programs have had many positive outcomes and recognition, which in turn, shows the importance of these programs and how deeply they impact the organisations, such as :

"We've received accreditation from Sea Change and the Keep Wellmark, recognizing our efforts in promoting well-being and one employee compared her experience of maternity leave at our company with her previous employer and felt much more supported and valued here."

There has also been a noticeable increase in employee engagement and a sense of community, which, as a result, positively affects job satisfaction and the level of productivity in the workplace. This echoes Eldor, (2016) who states that 'Work engagement creates added value beyond the workplace and can enrich other major areas in an employee's life'.

"We've seen increased engagement in initiatives like the Mental Health First Aiders and our sports and social group. This participation indicates a greater sense of community and support among employees, which can positively impact their overall productivity and job satisfaction."

In conclusion, the participants once again emphasise the significance of the well-being programs in terms of their impact on the mental health of workers and the development of a constructive culture in the workplace. Not only do these efforts improve the health and happiness of individuals, but they also contribute to the overall success and resilience of the organisation for which they are implemented.

6.3 Cultural Alignment

The feedback from workers indicated a deficiency in support for their health, highlighting the direct influence of employees' actual experiences on the choice to implement these programs. It is crucial to acknowledge that workers are the main beneficiaries of the competitive drive to attract and retain outstanding talent. The satisfaction and well-being of workers are crucial for the prosperity of people and businesses.

"The primary drivers were the feedback from colleagues and the need to stay competitive. Colleagues expressed the need for improved wellbeing initiatives through engagement surveys, which highlighted a gap in our support for both physical and mental health."

As a result the organization aimed to address different aspects of employee life, taking into account that support is fundamental part of enhancing employee over-all wellbeing :

"Our goal was to ensure employees felt supported in both their physical and mental health. We recognized that wellbeing impacts various aspects of life, including financial stability and life stages such as starting a family or dealing with bereavement."

This illustrates that the programs were designed with employee's needs, whether diverse or not, in mind and to help them feel the main focus of these programmes.

A topic that we discussed was the need of taking preventative health measures, which comes under the area of having an effect on workers. For the purpose of ensuring that workers continue maintain good health, preventive health measures represent a change away from reactive techniques and towards proactive ones. 'Workplace nutrition and physical activity interventions can positively influence work-related outcomes, especially absenteeism, by improving work performance and workability' (Grimani, A, 2019).

The physical well-being of workers is immediately impacted by regular health checks and ergonomic changes, which in turn reduces the likelihood of long-term health problems and improves the employees' quality of life while they are at work.

"Instead of just addressing chronic conditions, we are working to promote preventive health measures like regular health checks and proper ergonomics in the workplace."

It is becoming more common for workers to anticipate that their employers would place a high priority on their health and happiness, which suggests that employees are the major recipients of such programs. This change in expectation demonstrates that the emphasis is being placed on setting up a working environment that is both supportive and healthy for workers.

"Well-being and health have become increasingly important, and there's now an expectation that employers care about their employees' well-being."

This anticipation further reflects on employee performance and organizational success as a whole. There is a direct link between employee well-being and organizational performance, this shows the importance of these well-being programmes for both the employees and the company. Healthy employees provide a valuable contribution to the business, highlighting their crucial position as beneficiaries.

"If employees aren't well, whether physically or mentally, it affects their performance and, consequently, the organization's success."

Integrating well-being programmes into the companies HR strategy stresses that the mental health of employees is crucial for achieving organizational goals. This alignment illustrates that the beneficiaries, being employees, well-being directly impacts the company's success :

"The well-being strategy is part of our HR strategy. If our people aren't well, they can't perform, and if they can't perform, we can't achieve our goals."

The programs are designed to reduce concerns and uncertainties among workers by focusing on factors such as stress and well-being. Because of this emphasis, the company is demonstrating its commitment to enhancing the work-life balance of its various staff. This can be evidenced in previous studies such as Zheng et al, (2015) where they state that, 'Individual and organisational work-life balance strategies contribute to improved employee health and

wellbeing’

"If I had to pinpoint one challenge, it would be work-life balance and workload stress. This issue is complex, as it's influenced by individual manager-employee dynamics."

The well-being programmes were beneficial not only for employees but also for their families. Extending support to the beneficiaries' families recognises the interconnections of personal and, at times, professional well-being. By addressing external issues and stresses, the program benefits employees' mental health, enhancing their overall quality of life.

"The EAP was crucial not only for the employees but also for their families, as it offered support for external stresses that employees might face."

In today's modern workplace, diversity is a significant problem that is being addressed. This is being done by evaluating and further encouraging diversity and inclusion as part of the well-being programs. This guarantees that the initiatives respond to the different requirements of workers, therefore making them feel noticed and supported.

"Our diversity and inclusion efforts are also assessed. Our leadership commission to our workplace on equality, diversity, and inclusion found that 78% of our leadership are committed to these values in their daily work."

The aims of the well-being programs emphasise that employees are the primary recipients of these efforts, since they aim to improve the overall experiences of workers in their life.

The well-being programs prioritise work-life balance, mental health, and preventive health measures to foster a healthy workplace culture. The positive feedback, increased engagement, and improved retention rates that workers get as a consequence of these activities provide as evidence that they directly derive benefits from these initiatives. Continuous improvement and leadership dedication contribute to the ongoing effectiveness of the programs, ensuring that they consistently meet the evolving needs of the workforce.

Overall, these objectives emphasise that the fundamental purpose of adopting well-being programs is to enhance the lived experiences of employees, so making them the main recipients of these initiatives.

Chapter 7: Conclusion and Recommendations

Well-being programs are usually aligned heavily with the objectives of the company, and they play an important role in improving employee morale and motivation in the workplace; they can support both physical and mental health and encourage positive work-life balance. These well-being programs amplify the work culture by allowing flexible working hours and all-inclusive health support, proving employee well-being is an important factor in promoting a productive and happy workplace. By strategically implementing these well-being programs into the workplace culture, an encouraging and caring atmosphere is established that enhances employee motivation. As a result, this ensures that employee well-being aligns with the company's objectives. This alignment proves the significance of well-being programmes as a vital part in achieving both employee motivation and the long-term goals and objectives of the company.

From the interviews, it's evident that HR Directors believe well-being programs as successful, revealing positive outcomes from the programmes like a decrease in absenteeism, increased mental health support, and a rise in participation of well-being classes or sessions. The well-being programs have resulted in substantial benefits, with employees showing engagement and a significant reduction in health-related absences from work. The HR directors focused attention on the success rate of these programmes and the relation to the company's objectives and strategic HR goals. When well-being programmes align with the organisational company values and are also a part of the company's long-term strategy, they seem more effective. This alignment ensures that well-being programs are not temporary but a part of the company's culture, fostering positive health and well-being that supports their employees.

The link between employee motivation and well-being programmes is numerous, offering HR directors both advantages and sometimes difficulties. Measuring motivation directly can be challenging due to its changeable nature.

Cultural alignment is an important part in maintaining employee engagement through well-being initiatives. When these cultural elements align with the company's goals and principles, workers are more likely to participate and experience a sense of motivation. In addition, regular mental health monitoring is vital for keeping this motivation going. Through consistent testing and mental health requirements, organisations can establish a company culture that promotes well-being and motivation.

The more these techniques are used the more they not only enhance employee motivation but also allow for cultural transformations inside the company. An organisational culture that prioritises well-being and aligns it with strategic HR objectives enables the long-term improvement of both employee happiness and overall organisational effectiveness.

The results and findings show the significance of using a comprehensive strategy in HR management, where well-being programmes are incorporated into the company's strategic intentions and culture. This strategy makes sure that well-being programs are reoccurring initiatives and are fully integrated into the organisational structure, as a result, improving their effectiveness and long-term use. HR Directors can guarantee that well-being programs are viewed as authentic, helpful, and fall under the requirements of employees and the values of the organisation. This allows for employees to engage in activities related to well-being.

The future study of this research should mainly focus on the development of better methods for evaluating the impact of well-being initiatives on employee motivation. The intricate and subjective nature of motivation makes it difficult for companies to fully capture the effects of these activities. Advanced approaches like longitudinal studies, mixed-method research designs, and advanced analytics should provide a deeper level of understanding on how well-being initiatives affect motivation over time and contribute to long-term employee engagement. To add, research should examine the possible cultural changes that these well-being programmes might create inside companies. Obtaining insights into the evolution of organisational culture resulting from well-being initiatives may help HR directors in effectively including these programs into their strategic goals.

One important area of future research is the examination of how cultural differences and the organisational context impact the success of well-being initiatives. It is crucial to understand how different cultural values and organisational contexts impact the effectiveness of well-being programs. This is especially important since companies are working in more diverse and global environments. By focusing on these factors, it becomes practical to formulate personalised strategies that will enhance the significance and impact of these activities in different areas. This kind of research will allow HR directors to create well-being programs that are more efficient, culturally sensitive, and tailored to the unique needs of their employees. This will then lead to results that are more effective and enduring for the company. This study not only

makes a valuable contribution to the academic area, but also provides practical insights that might improve the success of well-being efforts in organisations.

Chapter 8: Reflection

Throughout my thesis journey, I gained a strong understanding of the strategic significance of well-being programs and the complexities of HR Management. I also developed my writing, critical thinking, and research skills. As an aspiring HR professional, I have gained confidence from this experience, which has enhanced my knowledge on the topic.

Conducting research for my thesis has been a really educational and enjoyable experience. The primary emphasis of my study was to examine the goals, experiences, and effects of well-being initiatives as seen by HR Directors. Engaging in interviews with HR Directors from different large and prominent organisations really strengthened my understanding of the formation, execution, and understanding of well-being initiatives.

The main aim of my study was to understand and discover the motivational results that came from the implementation of well-being programmes in the companies. Throughout my interviews, I examined different approaches and objectives, resulting in the findings of dedication among HR Directors to improve employee well-being and organisational success. The strategic alignment of these projects with the organisations' overarching goals and ambitions was interesting to uncover. The knowledge gained from these conversations resulted in the significance of employee's voice and opinions in starting the initiatives, proving that they effectively address problems and create a supportive working culture.

Talking directly with the HR Directors was a really interesting part of my thesis and something I really enjoyed. The interviews gave me an exclusive opportunity to hear about their experiences and sometimes difficulties in implementing well-being programmes within their organisation. The HR directors commitment and passions towards employee well-being left an impressionable mark on me.

The interviews gave valuable information on the different procedures involved in implementing well-being programs, as well as the wins associated with them.

Upon completion of my thesis, I have seen the personal and professional growth I have experienced. The interviews were not just a way of collecting data, but also as an educational chance to broaden my understanding of HR well-being programmes and overall well-being in the workplace. Every interview I conducted increased my respect for the responsibilities of HR directors and the problems they face in promoting a positive workplace culture.

The chance to interview HR directors and gain valuable insights from their lived experience has been helpful. I have learned a lot, from the perception of well-being programmes to their resulting effects. The results and experiences from this thesis will guide my pursuits in the world of HR.

References

Allen, T.D., Shore, L.M. & Griffeth, R.W., 2003. The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), pp. 99-118.

Alshmemri, M. & Maude, L. S.-A. a. P., 2017. Herzberg's Two-Factor Theory. *Life Science Journal*, 14(5), pp. 12-16.

American Psychological Association, 2023. Work in America survey: Workplaces as engines of psychological health and well-being.

Attride-Stirling, J., 2001. Thematic networks: an analytic tool for qualitative research. *Qualitative Research*, 1(3), pp. 385-405.

Bacharach, S.B., Bamberger, P. and Biron, M., 2010. Alcohol consumption and workplace absenteeism: the moderating effect of social support. *Journal of Applied Psychology*, 95(2), p.334.

Bakker, W. B. S. a. A. B., 2004. Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25(1), pp. 293-315.

Bandura, A., 1986. *Social foundations of thought and action*. 1 ed. NJ: Prentice-Hall: Englewood Cliffs.

Barrett, A., 2009. *EU Enlargement and Ireland's Labour Market*., Bonn: IZA Institute of Labor Economics Discussion Paper Series.

Bondar, J. M. C. G. R. B. M. H. M. K. J. C. P. & C. A., 2022. Clinical and financial outcomes associated with a workplace mental health program before and during the COVID-19 pandemic, Philadelphia: American Medical Association.

Braun, V. & C. V., 2012. Thematic analysis. *APA handbook of research methods in psychology*, Volume 2, pp. 57-71.

Braun, V. a. C. V., 2006. Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), pp. 77-101.

Braun, V. C. V. & W. P., 2016. Using thematic analysis in sport and exercise research. In: Routledge, ed. In: B. Smith, ed. *Routledge handbook of qualitative research in sport and exercise*. London: Routledge, pp. 213-227.

Braun, V. and Clarke, V., 2019. Reflecting on reflexive thematic analysis. *Qualitative research in sport, exercise and health*, 11(4), pp.589-597.

Carod-Artal, F. & V.-C. C., 2013. *Burnout Syndrome in an International Setting*, s.l.: s.n.

Chen, Y., Smith, P., & Jones, R., 2015. Impact of workplace health promotion on employee productivity. *Journal of Occupational Health*, 57(3), pp. 245-256.

Choi, S., 2020. Flexible Work Arrangements and Employee Retention: A Longitudinal Analysis of the Federal Workforces. *Public Personnel Management*, 49(1), pp. 470-495.

CIPD, 2024. *Employee health and wellbeing*, Dublin: All CIPD Websites.

Clune, C., Boomsma, R. & Pucci, R., 2019. The disparate roles of accounting in an amateur sports organisation: the case of logic assimilation in the Gaelic Athletic Association. *Accounting, Auditing & Accountability Journal*.

Deci, E. L. & R. R. M., 2000. The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), pp. 227-268.

DiCicco-Bloom, B. & C. B., 2006. The qualitative research interview. *Medical Education*, 40(4), pp. 314-321.

Di Fabio, A., 2017. Positive healthy organizations: Promoting well-being, meaningfulness, and sustainability in organizations. *Frontiers in psychology*, 8, p.1938.

Diener, E., 1984. Subjective well-being. *Psychological Bulletin*, 95(3), pp. 542-575.

Dyer, W. G., Dyer, J. H., & Dyer, W. G., 2013. Team building: Proven strategies for improving team performance. John Wiley & Sons.

Eisenberger, R. & Cameron, J., 1996. Detrimental effects of reward: Reality or myth? *American Psychologist*, 51(11), pp. 1153-1166.

Edwards, A. & M. S., 2018. Employee Perceptions of Well-Being Programs. *Journal of Social, Behavioral, and Health Sciences*.

Eldor, L., 2016. Work Engagement. *Human Resources Development Review*, 15(1), pp. 317-339.

Elliot, D. M. D. M. L. K.-S. Y. D. C. C. S. K. K. M. E. G. L. & F. K., 2012. Worksite wellness program implementation: A model of translational effectiveness. *Translational Behavioral Medicine*, 2(1), pp. 228-235.

Gagné, M. & Deci, E.L., 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), pp. 331-362.

Gartner, 2021. Future of Work Trends Post-COVID-19. Available at: <https://www.gartner.com/en/human-resources/trends/future-of-work-trends-post-covid-19> (Accessed: 8 August 2024).

Grawitch, M.J., Gottschalk, M., & Munz, D.C., 2006. The path to a healthy workplace: A critical review linking healthy workplace practices, employee well-being, and organizational improvements. *Consulting Psychology Journal: Practice and Research*, 58(3), pp. 129-147.

Grimani, A. A. E. & K. L., 2019. The effectiveness of workplace nutrition and physical activity interventions in improving productivity, work performance and workability: A systematic review, London: BMC Public Health.

Haider, S. J. S. & A. J., 2018. Moderated Mediation between Work Life Balance and Employee Job Performance: The Role of Psychological Wellbeing and Satisfaction with Coworkers. *Revista de Psicología del Trabajo y de las Organizaciones*, 34(2), pp. 29-37.

Hakim, M. M., 2024. Work-Life Balance, Take Home Pay and Workplace Environment: Which One has the Most Influence toward Employee Performance on Gen Z? JSHP, 8(1), pp. 87-102.

Huang, X. R. J. & S. R., 2011. Organizational structure and continuous improvement and learning: Moderating effects of cultural endorsement of participative leadership. Journal of International Business Studies, 42(1).

Jari J. Hakanen, R. P. ., S. T.-T., 2008. Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness. Journal of Vocational Behavior, 73(1), pp. 78-91.

Juniper, B., 2011. Defining employee well-being. Occupational Health, 63(10), p. 25.

Kirk, A. & B., 2003. Employee assistance programs: a review of the management of stress and wellbeing through workplace counselling and consulting. Australian Psychologist, 38, pp. 138-143.

Kossek, E. E., Baltes, B. B., & Matthews, R. A., 2011. How flexible work schedules help employees manage work-life balance more effectively. Journal of Applied Psychology, 96(1), pp. 145-159.

Kurnia, C. & W. A., 2021. Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable., s.l.: European Journal of Business and Management Research.

Kvale, S., 1994. Interviews: An introduction to qualitative research interviewing. Thousand Oaks, CA: Sage Publications.

Lincoln, Y. S. & Guba, E. G., 1985. Naturalistic inquiry. Beverly Hills, CA: Sage.

Lindgren, B. M., Lundman, B. & Graneheim, U. H., 2020. Abstraction and interpretation during the qualitative content analysis process. International Journal of Nursing Studies, 108, p.103632.

Lusardi, A. & Mitchell, O. S., 2007. Financial literacy and retirement planning: New evidence from the Rand American Life Panel. *Journal of Economic Literature*, 45(1), pp. 1-36.

Malmqvist, J., Hellberg, K., Möllås, G., Rose, R. & Shevlin, M., 2019. Conducting the pilot study: A neglected part of the research process? Methodological findings supporting the importance of piloting in qualitative research studies. *International Journal of Qualitative Methods*, 18, p.1609406919878341.

McGannon, K. R., McMahon, J. & Gonsalves, C. A., 2018. Juggling motherhood and sport: A qualitative study of the negotiation of competitive recreational athlete mother identities. *Psychology of Sport and Exercise*, 36, pp.41-49.

Merrick, E. L., Hodgkin, D., Hiatt, D., Horgan, C. M., & McCann, B., 2011. Effectiveness of employee assistance programs in reducing workplace stress, anxiety, and depression. *Journal of Occupational Health Psychology*, 16(1), pp. 1-15.

Milne, J. & Oberle, K., 2005. Enhancing rigor in qualitative description. *Journal of Wound Ostomy & Continence Nursing*, 32(6), pp.413-420.

Moreno, J. A., González-Cutre, D., Sicilia, Á. & Spray, C. M., 2010. Motivation in the exercise setting: Integrating constructs from the approach–avoidance achievement goal framework and self-determination theory. *Psychology of Sport and Exercise*, 11(6), pp.542-550.

Murphy, R., 2018. Review of reviews on the effectiveness of workplace wellbeing programmes. London: BMJ.

Nicholls, J. G., 1989. The competitive ethos and democratic education. Cambridge, MA: Harvard University Press.

Nowell, L. S., Norris, J. M., White, D. E. & Moules, N. J., 2017. Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), p.1609406917733847.

Plomp, J. T. M. A. J. K. S. J. P. & B. A., 2016. Career competencies and job crafting: How proactive employees influence their well-being. *Career Development International*, 21(1), pp. 587-602.

Prilleltensky, I., 2005. Promoting well-being: Time for a paradigm shift in health and human services. *Scandinavian Journal of public health*, 33(66_suppl), pp.53-60.

Robertson, I. & C. C., 2011. *Well-being: Productivity and happiness at work*. 1 ed. Basingstoke: Palgrave Macmillan.

Ryan, R. M. & Deci, E. L., 2000. Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), pp.54-67.

Ryan, R. M. & Deci, E. L., 2000. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), pp.68-78.

Ryan, R. M. & Deci, E. L., 2020. Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, p.101860.

Saad, D., 2018. *Impact of Employee Motivation on Work Performance*. s.l.: International Journal of Scientific and Research Publications.

Shagvaliyeva, S. & Y. R., 2014. Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*, 4(1), pp. 20-23.

Shenton, A., 2004. Strategies for ensuring trustworthiness in qualitative research projects. *Education for Information*, 22(2), pp. 63-75.

Sloan, A. & Bowe, B., 2014. Phenomenology and hermeneutic phenomenology: The philosophy, the methodologies, and using hermeneutic phenomenology to investigate lecturers' experiences of curriculum design. *Quality & Quantity*, 48, pp.1291-1303.

Smith, J. A., Flowers, P. & Larkin, M., 2009. *Interpretative phenomenological analysis: Theory, method and research*. London: Sage.

Tong, A., Sainsbury, P. & Craig, J., 2007. Consolidated criteria for reporting qualitative research (COREQ): a 32-item checklist for interviews and focus groups. *International Journal for Quality in Health Care*, 19(6), pp.349-357.

Vallerand, R. J., 1997. Toward a hierarchical model of intrinsic and extrinsic motivation. In: M. P. Zanna, ed. *Advances in experimental social psychology*. New York: Academic Press, pp.271-360.

Van Teijlingen, E. & Hundley, V., 2001. The importance of pilot studies. *Social Research Update*, (35), pp.1-4.

Vella-Brodrick, K. M. P. & D. A., 2008. The 'What', 'Why' and 'How' of Employee Well-Being: A New Model. *Social Indicators Research*, 90(1), pp. 441-458.

Vroom, V.H., 1964. *Work and motivation*. New York: Wiley.

World Health Organization, 2022. *WHO guidelines on mental health at work*. World Health Organization.

Wright, P.M. & McMahan, G.C., 2011. Exploring human capital: Putting 'human' back into strategic human resource management. *Human Resource Management Journal*, 21(2), pp. 93-104.

Zheng, C. M. J. M. S. & S. S., 2015. Developing individual and organisational work-life balance strategies to improve employee health and well-being. *Employee Relations*, 37(1), pp. 354-379

Appendices

In my appendix I will have one transcript of my interview (I can provide the rest of my transcripts on request) , My Consent Forms I sent to my interviewee's and my full interview questions.

Appendix A: Transcript of an Interview

What were the main objectives that drove you to implement wellbeing programs in your organization?

The primary drivers were the feedback from colleagues and the need to stay competitive. Colleagues expressed the need for improved wellbeing initiatives through engagement surveys, which highlighted a gap in our support for both physical and mental health. Additionally, observing competitors and industry leaders implementing similar programs made it clear that these initiatives are becoming a standard expectation for attracting and retaining top talent.

What specific goals did you want to achieve, especially given the trend of other companies adopting similar programs?

Our goal was to ensure employees felt supported in both their physical and mental health. We recognized that wellbeing impacts various aspects of life, including financial stability and life stages such as starting a family or dealing with bereavement. We aimed to provide comprehensive support that catered to different interests and needs, whether employees were more focused on physical exercise or mental health.

How did these goals align with your company's overall strategic vision?

Our strategic vision emphasizes customer focus, but we recently introduced values that are more colleague-centric: Caring, Dynamic, and Together. The wellbeing strategy, introduced before these values, aligns well with the Caring value. It underscores our commitment to supporting employees and fostering a culture where managers can recognize when colleagues need help and guide them to the appropriate resources.

What organizational issues were you hoping to address with the wellbeing programs?

We aimed to address several key areas: mental health, physical wellbeing, and financial health. Improving employee wellbeing was expected to enhance overall job satisfaction and performance, ultimately benefiting customer interactions and overall organizational success.

Can you give a specific example of a moment or aspect of the wellbeing programs that really stood out to you?

One notable initiative is the introduction of mental health first responders. These colleagues are trained to handle critical incidents and provide support. As a mental health first responder myself, I can attest to the value of having a visible and accessible support system. This initiative

has been well-received and has significantly improved the support available to employees dealing with mental health issues.

Why do you think this particular initiative stood out?

Mental health has become a critical focus, especially post-COVID, as many employees face new challenges. Having mental health first responders offers a discreet, immediate support option and helps reduce the stigma around seeking help, which is crucial in today's work environment.

Could you describe the process of implementing the wellbeing programs and the steps involved?

We launched the Spark wellbeing program about three years ago, which focuses on mind, body, and life. The program was designed to offer targeted support in these areas while acknowledging that not every issue could be addressed. We introduced initiatives such as mental health first responders and wellbeing champions, and provided access to webinars, fitness services, and nutrition consultations. We tailored these offerings to different roles and locations within the organization.

How did employees initially receive the wellbeing programs?

The reception was mixed. Some employees were sceptical, viewing the programs as superficial or expecting immediate results. Others were highly supportive. The diverse cultural context of our organization also influenced responses; for example, financial wellbeing initiatives were well-received in some markets but perceived as patronizing in others. We learned that wellbeing initiatives need to be adapted to different cultural attitudes and regional expectations.

What metrics or indicators did you use to measure the success of the programs?

We used employee feedback surveys to gauge attitudes towards wellbeing and measure perceived support. Additionally, we monitored the usage of our Employee Assistance Programs (EAP), which provide external counselling services. This data helps us identify common themes and areas for improvement. However, we also need to address feedback from employees who do not engage with these services.

Which components of the wellbeing programs have been the most effective in achieving the company's goals?

Improving communication about wellbeing programs has been crucial. We focused on better communicating the availability and benefits of our services, such as through internal social media platforms and in-store boards. This approach has led to increased awareness and usage of our Employee Assistance Programs.

How have you adapted or improved wellbeing programs based on feedback?

We've worked to address gaps identified through employee feedback, such as improving communication and addressing regional differences in program reception. We also aim to better promote services to those who might not actively seek them out.

What were some key wins from the wellbeing programs?

A significant success has been the rebranding and promotion of our Employee Assistance Program, now known as "Let's Talk." This initiative has led to a substantial increase in service usage and reduced the stigma around seeking help. Additionally, the availability of personal training programs and on-site fitness facilities has been well-received, enhancing overall employee satisfaction.

Was there a particular program or activity you enjoyed while being involved in the wellbeing initiatives?

I particularly enjoyed the personal training and fitness services available on-site, which have been a significant benefit for many employees. Additionally, the efficiency and confidentiality of our EAP services have been invaluable, providing swift and effective support to colleagues and their families.

How have the well-being programs impacted employee motivation within the organisation?

I've observed that the introduction of well-being champions has significantly empowered employees. The concept of personal accountability and empowerment has been impactful. Employees feel that well-being is part of their role, and they have the autonomy to support their colleagues. While there's a global strategy in place, the champions help apply it locally, which has been very positive. It allows employees to address well-being issues in real-time rather than waiting for occasional visits from other departments. This has been a sign of success on a personal level for both the champions and their colleagues.

Have you observed any significant changes in employee behaviour, engagement, or productivity since the implementation of the well-being programs?

While we haven't been able to measure changes quantitatively, we have received feedback indicating positive effects. For instance, when a colleague has passed away, whether due to illness, an accident, or suicide, the critical incident support has been well-received. Therapists have been brought in to provide on-site support, and this has been appreciated by employees who felt cared for and supported. Similarly, after recent riots in Dublin, employees locked in stores overnight received on-site support, which was also positively received. These interventions show that well-being programs are effective, as they are commented on and valued by employees.

What feedback have you received from employees regarding the impact of these programs?

The feedback has been overwhelmingly positive, especially in the context of critical incidents and emergencies. Employees have expressed gratitude for the support provided during difficult times, indicating that the well-being programs have had a meaningful impact.

What do you perceive to be the long-term impact of well-being programs on employee motivation and company culture?

The long-term impact is likely to be the integration of well-being programs into our company's DNA. They are expected to become a standard part of how we operate, rather than a temporary or add-on feature. As these programs become normalized, they will be expected as part of our organizational culture. Over time, we hope to see a continued evolution where mental health and well-being are increasingly recognized as fundamental aspects of our work environment, similar to how emergency response practices have evolved.

What would you do differently or what could the company do differently to make these programs more effective?

One area for improvement is involving middle managers more effectively. They often face a heavy workload and integrating them into well-being programs can be challenging. Ideally, we would have involved them from the start, but balancing their existing responsibilities with new roles remains difficult. Better engaging them and understanding their daily challenges could enhance the effectiveness of the programs.

Were there any surprising or unintended outcomes from the programs?

Yes, there have been surprises. For example, simple initiatives like the January Reset Program, which involved daily prompts for mental and physical well-being, received unexpectedly positive feedback. Even though it was a straightforward and low-effort program, employees responded enthusiastically. This demonstrates that sometimes basic and simple ideas can be very well-received and have a significant impact.

How did your initial reaction to the programs compare to how you feel about them now?

Initially, I underestimated the importance of cultural differences. I thought translation issues were the primary concern, but I've learned that each country may require specific adjustments to make the programs effective and well-received. Ensuring that well-being initiatives resonate positively and do not inadvertently cause issues has been a key learning point.

Appendix B: My Consent Form

Consent Form for Participation in Research Study

Title of Study: Exploring Well-being Programmes, Their Intentions and Outcomes: The HR Manager Perspective

Principal Investigator: Sophie Dalton

Institution: The National College of Ireland

Contact Information: x23170930@student.ncirl.ie

Introduction: You are being invited to participate in a research study conducted by Sophie Dalton from The National College of Ireland. The purpose of this study is to explore well-being programs, their intentions, and outcomes from the perspective of HR managers.

Purpose of the Study: This research aims to understand the objectives and intentions behind the implementation of well-being programs, explore the experiences and successes of these initiatives, and examine perceptions of the relationship between employee motivation and well-being programs.

Participation: Your participation in this study is entirely voluntary. You may refuse to participate or withdraw from the study at any time without penalty.

Procedures: If you agree to participate in this study, you will be asked to participate in a semi-structured interview lasting approximately 45 to 60 minutes. The interview will include questions about your experiences with well-being programs in your organization. With your permission, the interview will be audio-recorded for accuracy in transcription and analysis.

Confidentiality: All information collected during the study will be kept confidential. Your identity will be anonymized in all reports and publications. Data will be stored securely and only accessible to the research team. Audio recordings will be deleted after transcription. If not to be stored for secondary data analysis, the data be stored until the thesis is graded and then destroyed, in accordance with NCI policy.

Risks and Benefits: There are no foreseeable risks associated with participation in this study. While there are no direct benefits to you for participating, your insights will contribute to a better understanding of well-being programs and their impacts on organizations and employees.

Incentives: There is no compensation for participating in this study.

Questions: If you have any questions or concerns about the study, please feel free to contact Sophie Dalton at x23170930@student.ncirl.ie. If you have any questions about your rights as a research participant, you may contact The National College of Ireland's Ethics Committee/Review Board at info@ncirl.ie or [01 4498 500](tel:014498500).

Consent: By signing this form, you acknowledge that you have read and understood the information provided above, and you agree to participate in this study. You will receive a copy of this consent form for your records.

Participant's Name (Printed): _____

Participant's Signature: _____

Date: _____

Researcher's Name (Printed): Sophie Dalton

Researcher's Signature: *Sophie Dalton*

Date: July 9th 2024

-
- **Audio Recording Consent:** I consent to the audio recording of my interview.

Participant's Signature: _____

- **Follow-Up Contact:** I agree to be contacted for potential follow-up questions or clarifications.

Participant's Signature: _____

Appendix C: The interview questions

RQ1: Understanding the Objectives and Intentions Relating to Well-Being Programme Implementation

1. **Motivation for Implementation:** What were the main objectives that drove you to implement well-being programmes in your organisation?
2. **Specific Goals:** What specific goals did you want to achieve?
3. **Strategic Alignment:** How do the well-being programmes align with your company's overall strategic goals and vision?
4. **Employee Feedback:** How did employee feedback influence the decision to implement well-being programs?
5. **Organisational Challenges:** What organisational issues were you hoping to address with the well-being programmes?
6. Can you provide an example of a specific moment or aspect of the programme that stood out to you?
7. Why do you think you felt that way?

RQ2: Exploring These Initiatives' Experience and/or Success

6. **Implementation Process:** Can you describe the process of implementing the well-being programs? What steps were involved?
7. **Initial Reception:** How did employees initially receive the well-being programs?
8. **Success Metrics:** What metrics or indicators do you use to measure the success of well-being programs?
9. **Effective Components:** Which components of the well-being programs have been the most effective in achieving their intended goals?
10. **Challenges Faced:** What challenges have you encountered in implementing and maintaining the well-being programmes?
11. **Programme Adaptation:** Based on feedback and observed outcomes, how have you adapted or improved the well-being programmes?
12. What were the key wins of the well-being programmes
13. Was there a particular programme or activity that you were especially looking forward to?
- 14.

RQ3: Perceptions and Understandings of the Employee Motivation/Well-Being Programme Relationship

12. **Impact on Motivation:** How have the well-being programmes impacted employee motivation within the organisation?
13. **Behavioural Changes:** Have you observed any significant changes in employee behaviour, engagement, or productivity since the implementation of the well-being programmes?
14. **Employee Motivation Feedback:** What feedback have you received from employees regarding the impact of well-being programs on their motivation and overall job satisfaction?
15. **Long-Term Impact:** What do you perceive to be the long-term impact of well-being programs on employee motivation and company culture?
16. What would you do differently in order to make it more effective?
17. What were the key wins of the well-being programmes ?
18. Were there any surprising or unintended outcomes which occurred ?
19. How did your initial reaction compare to how you feel about the programmes now?

CIPD Reflection Piece

Writing my thesis has been an influential experience that has impacted me professionally, personally and academically. When I started planning my thesis I wanted to investigate if there was a relationship between well-being programs and employee motivation. My original intention was to examine well-being programs from the viewpoint of the employee, but as I continued to find HR Directors for my study, I shifted my attention to them and their perspective. My thesis is a product of the events and insights shared in this reflection piece.

At first, I wanted to find out about "The relationship between well-being programmes and employee motivation." This was due to my interest in comprehending the effects of well-being programs on employee motivation and morale. The qualitative results of these programs, and their impact on a healthier and more engaged employees were all interesting to me. I engaged in research about well-being programs and employee motivation by conducting a thorough literature review. This review created a foundation for my thesis, showed me where literature was lacking, and finally strengthened the importance of my research question.

I found HR Directors who are skilled in implementing, launching, and overseeing well-being programs as I moved on with the data gathering phase. It caught me off guard because the majority of the people I contacted were not just HR managers, but also very senior HR directors. These experts were talented when it came to the inner workings of well-being programs and how to make the most out of them. One commonality that became apparent from these conversations were the HR directors strategic vision of well-being programs. Both the immediate effect on morale and the longer-term goals for the organization. I had to change the direction of my studies because of this realisation.

I chose to focus my research question so it linked with the insights gained from the variety of data obtained from these HR directors. My revised research question reads as follows: 'Exploring well-being programmes, their intentions and outcomes: The HR Manager Perspective'. The change gave me an opportunity to learn more about well-being programs certain components, like how they affect employee motivation and the larger organisational results that HR managers want to achieve. This new outlook deepened my understanding of the subject and elevated my thesis research and outcomes.

Completing my thesis was an strenuous but ultimately fulfilling process. Ive learnt significant lessons along the way such as :

I expanded my literature review using the revised research question. This time around, I focused on strategic human resource management, HR managers' responsibilities in implementing the well-being programs, and the bigger effects of the programmes on the companies I interviewed.

I have grown and learnt so much over the past months of writing my thesis. I've learned about the more in-depth examination of well-being programs from the viewpoint of HR directors following from the original idea of connecting between well-being programs and employee motivation. The study took on a more strategic perspective thanks to the wise comments made by my supervisor and senior HR directors, who were instrumental in driving this change. I can now make sense of the objectives, approaches, and results of well-being programs in the

workplace thanks to this thesis and experience over all. What I've learnt through this study will aid in guiding my HR career choices in the future.
process.