

# Employees' perception of well-being at work: A qualitative study

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# Agenda

1 Introduction

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2 Literature Review

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3 Empirical Study

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4 Conclusions

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## RESEARCH TOPIC

What and Why is important?

**Well-being at Work** is a driver of employee engagement and organizational performance (CIPD, 2022)

# LITERATURE REVIEW

What helps to understand the topic?

## Well-being at work

- a complex concept with multiple dimensions.
- three main components: psychological, physical, and social (Grant et al., 2007).

<b>PSYCHOLOGICAL</b> well-being	<b>PHYSICAL</b> well-being	<b>SOCIAL</b> well-being
<b>Hedonic</b> dimension: <ul style="list-style-type: none"><li>• Job satisfaction</li></ul> <b>Eudaimonic</b> dimension <ul style="list-style-type: none"><li>• Meaning</li><li>• Engagement</li></ul>	<ul style="list-style-type: none"><li>• Job stress</li><li>• Burnout</li><li>• Anxiety</li><li>• Risk of injuries and illnesses</li></ul>	<ul style="list-style-type: none"><li>• Trust</li><li>• Social Support</li><li>• Reciprocity</li><li>• Leader-member exchange</li><li>• Cooperation</li></ul>

# LITERATURE REVIEW

What helps to understand the topic?

## Work environment

- factors influencing well-being at work (Zutavern and Seifried, 2021)

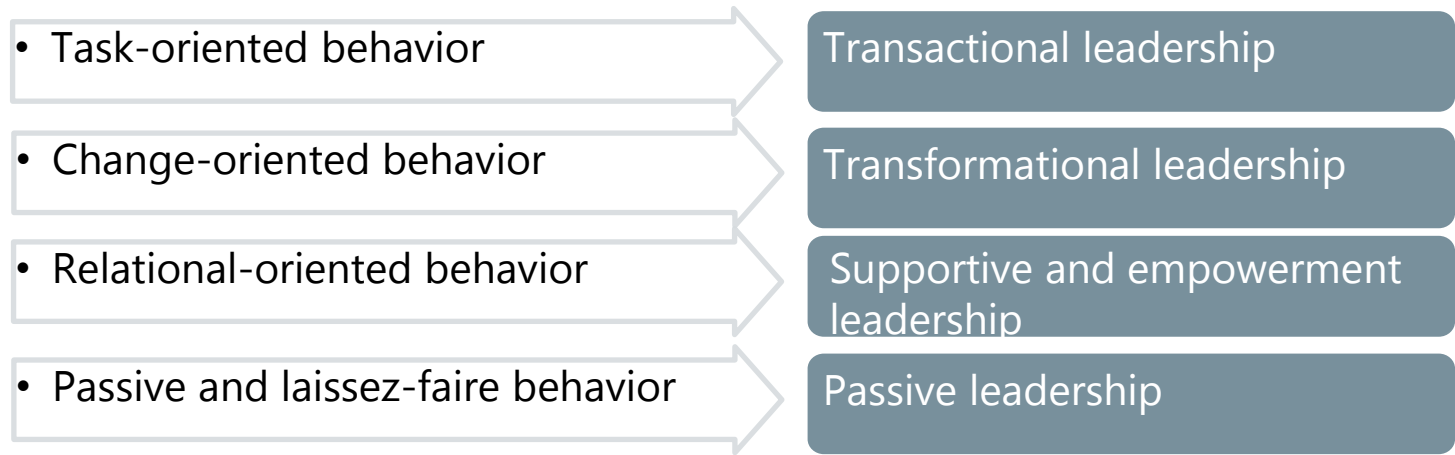
<b>SOCIAL Environment</b>	<b>WORK Characteristics</b>	<b>EMPLOYER Characteristics</b>
<ol style="list-style-type: none"><li>1. Work climate</li><li>2. Internal cooperation</li><li>3. External cooperation</li><li>4. Relationships with colleagues</li><li>5. Relationships with supervisors</li></ol>	<ol style="list-style-type: none"><li>1. Responsibility</li><li>2. Feedback</li><li>3. Autonomy</li><li>4. General work conditions</li><li>5. Psychological demands</li><li>6. Cognitive demands</li><li>7. Quantitative demands</li><li>8. Significance of work</li><li>9. Holistic nature of work</li><li>10. Task variety</li></ol>	<ol style="list-style-type: none"><li>1. Corporate culture</li><li>2. External process quality</li><li>3. Internal process quality</li><li>4. Information flow</li><li>5. Image</li><li>6. Job security</li><li>7. Leadership</li><li>8. Development opportunities</li><li>9. Work-life balance</li></ol>

# LITERATURE REVIEW

What helps to understand the topic?

## Work environment:

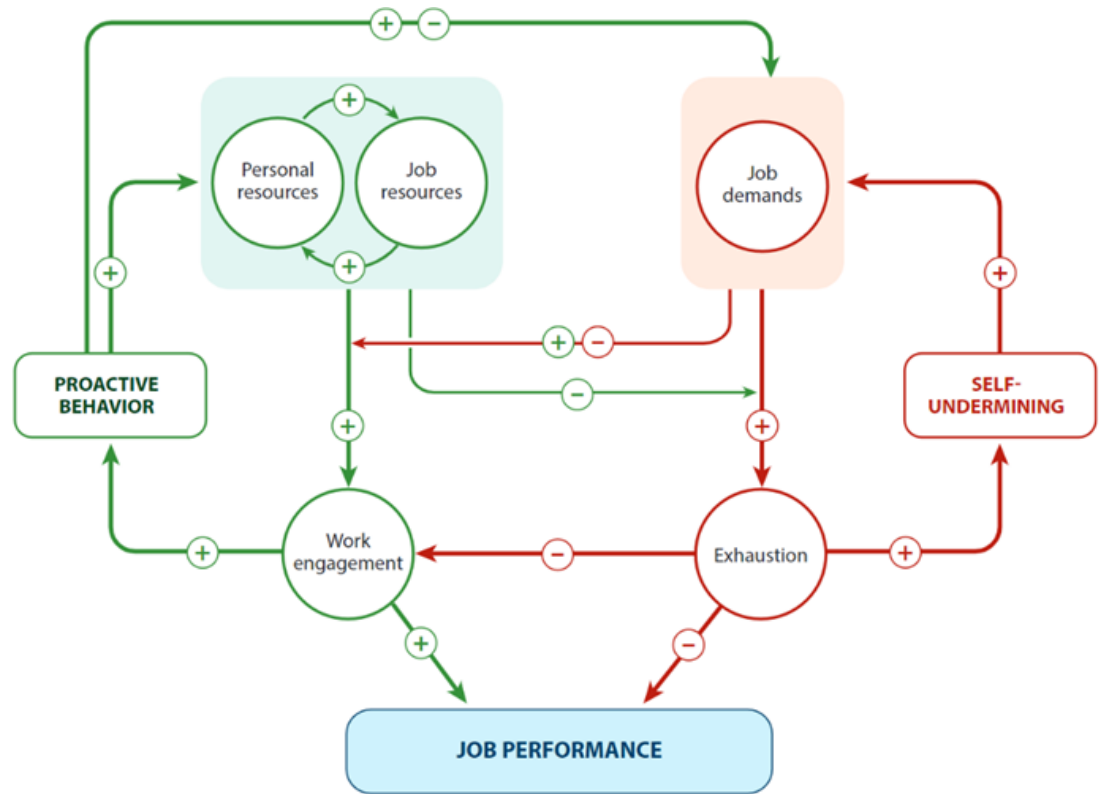
- **Leadership** influences employee well-being at work (Zutavern and Seifried, 2021; Donley, 2021).
- **Leaders' behaviors** (DeRue et al., 2011):



# LITERATURE REVIEW

What helps to understand the topic?

## Job Demands-Resources Model



# EMPIRICAL STUDY

What were the research questions?

**Research aim:** to explore how employees experience their well-being at work

**Research questions:**

How do employees experience well-being at work?

What work-environment factors do employees perceive as influencing their well-being at work?

What line managers' behaviors do employees perceive as influencing their well-being at work?

# METHODOLOGY AND METHODS

Who were the participants? How were the data collected?

## **Purposeful, heterogeneous sampling**

- various occupations, organizations, and industries
- professional experience of at least 1 year
- report to a line manager for at least 1 year
- diversity of respondents' gender, age

## **Data collection**

- semi-structured interviews with 11 employees
- conducted between April 7 and May 8, 2023
- location: nationally (Romania)
- language: Romanian
- length of the interviews : 40-74 minutes, average of 56 minutes

# METHODOLOGY AND METHODS

Who were the participants?

## Ethical Principles of the study

- Inform consent was sent to each participant
- The participation was voluntary
- Consent to interview and record the interview
- Confidentiality and anonymity assured

## Participants' Information

Gender	Industry
Female	Digital Commerce
Female	HR Services
Male	Advertising Services
Male	Telecommunication
Female	Retail
Female	Energy
Female	Telecommunication
Male	IT & C
Female	Education
Male	IT
Female	Pharma

# METHODOLOGY AND METHODS

How the interview guide was designed?

## Interview guide

### **Topics** – interview guide

- well-being at work
- resources and demands from the work environment
- line managers' behaviors

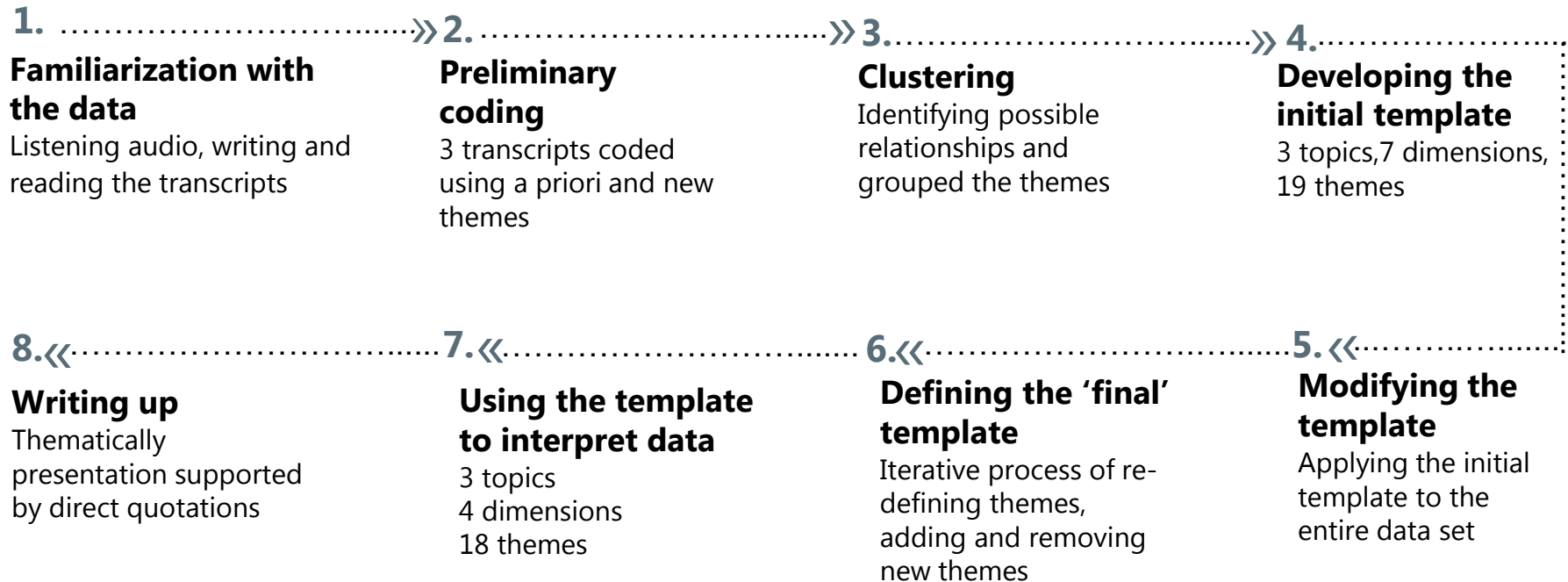
### **Themes** – interview guide

- Relationships and collaboration
- Social support
- Feedback
- Autonomy
- Work-life balance
- Professional development

# METHODOLOGY AND METHODS

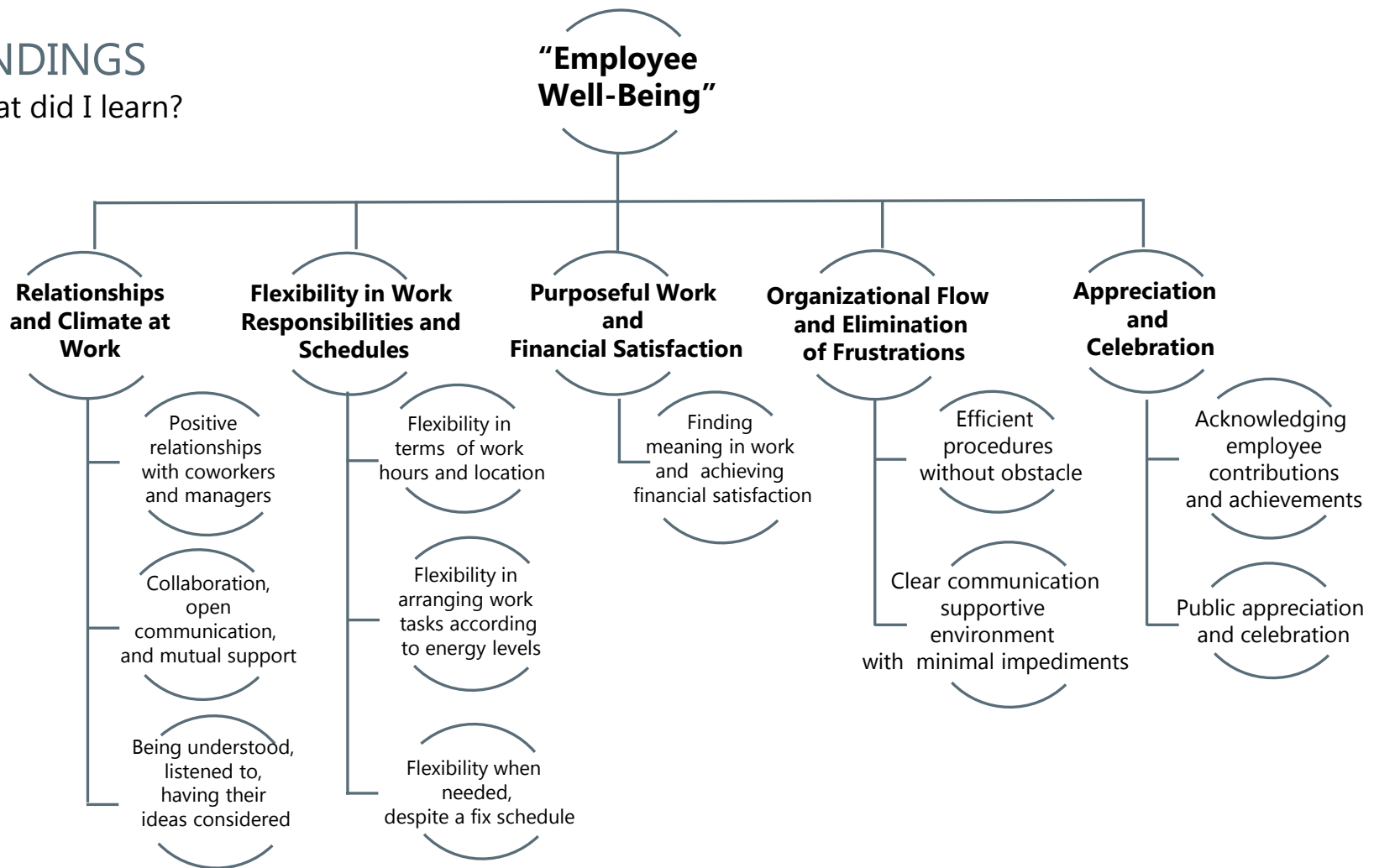
How were the data analyzed?

**Data analysis:** template analysis procedure (King et al., 2018)



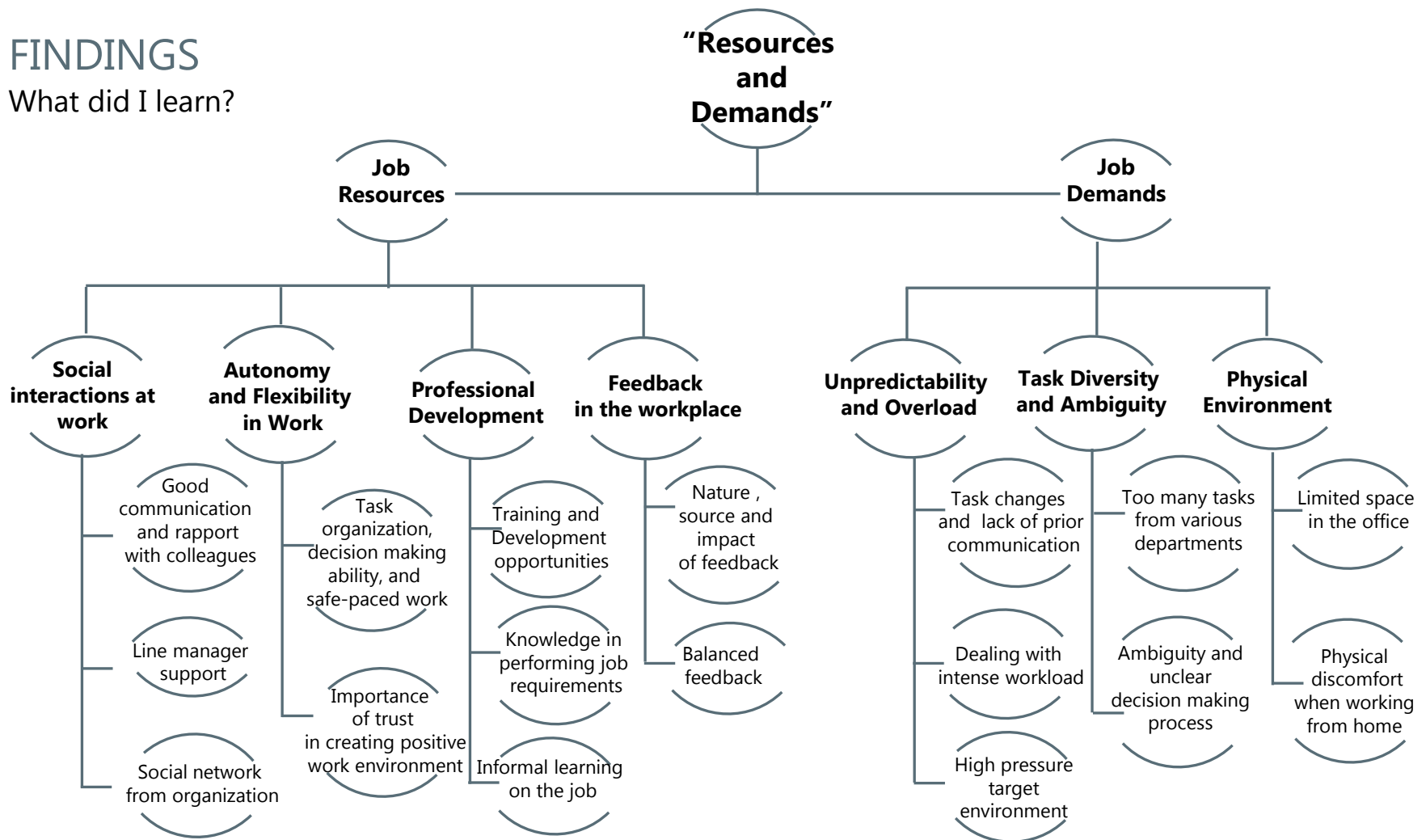
# FINDINGS

What did I learn?



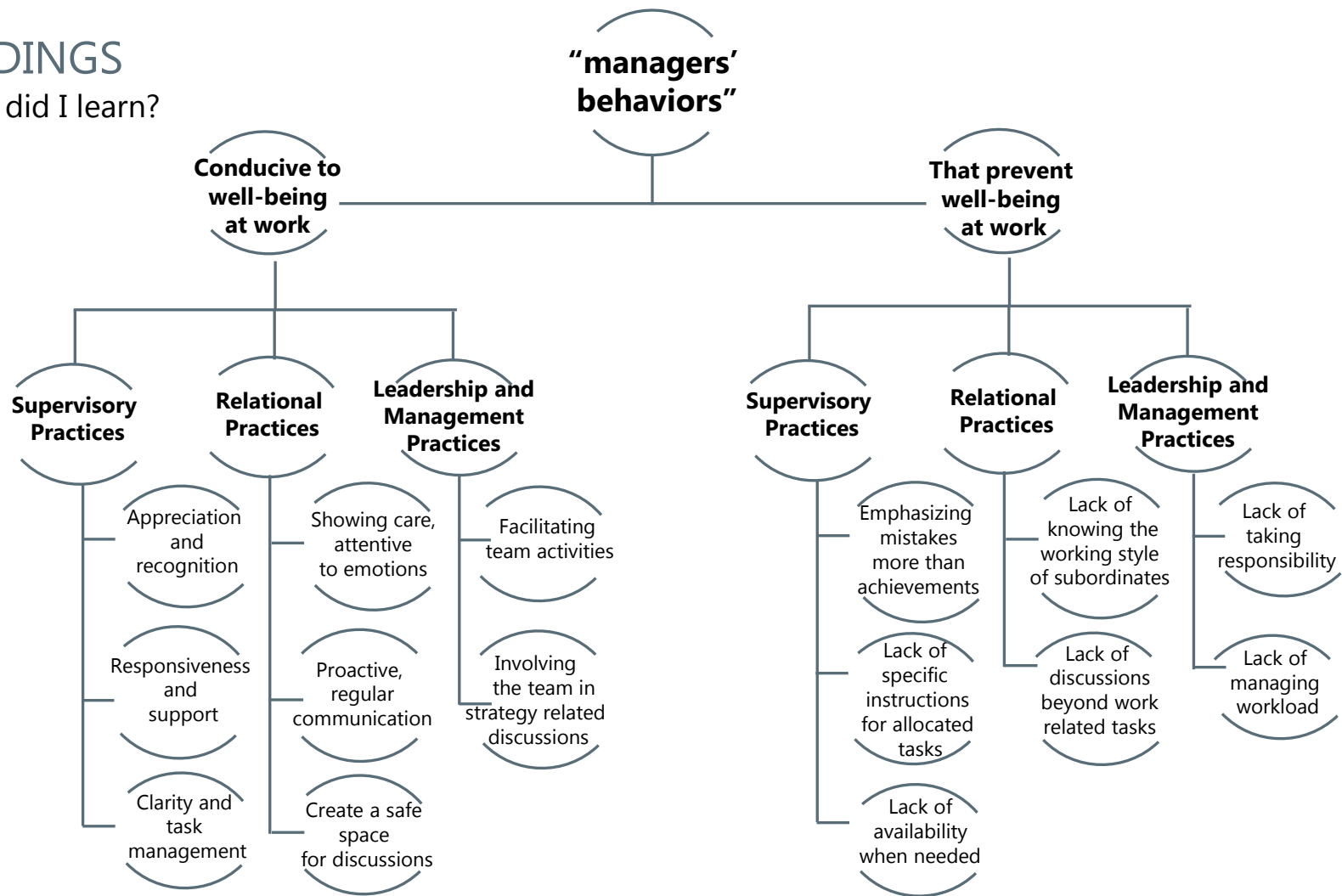
# FINDINGS

What did I learn?



# FINDINGS

What did I learn?



# DISCUSSION

The influence of  
**social environment**  
on employee  
well-being

- Social support from colleagues
- Lack of collaboration or support from colleagues
- Face-to-face, social interactions, and effective coordination when working remotely

The influence of  
**work characteristics**  
on employee  
well-being

- Flexibility in working hours, location, and task organization
- Specific and relevant feedback
- Unpredictability, ambiguity, and workload
- Physical discomfort when working remotely

The influence of  
**managers' behaviors**  
on employee  
well-being

- "Initiating structure" or "task-oriented" managers
- "Considerate" managers who are responsive and celebrate achievements
- Excessive control, failure to allocate resources or manage workloads, unbalanced or unjust treatment

The influence of  
**contextual factors**  
on employee  
well-being

- Type of occupation and industry
- Organization specifics
- Job responsibilities or environment
- Available resources and demands
- Working from home

# CONCLUSIONS

How do employees experience well-being at work?

What work-environment factors do employees perceive as influencing their well-being at work?

What line managers' behaviors do employees perceive as influencing their well-being at work?

- **positive** working **atmosphere**
- job **flexibility**
- a sense of **purpose**
- **financial** satisfaction
- **efficient organizational flow**
- **recognition** of achievements

- **autonomy** and **flexibility**
- professional **development opportunities**
- relevant **feedback**
- **unpredictability** and **overload**
- managing **ambiguity**
- dealing with **multiple tasks** without adequate resources
- **physical discomforts** when **working from home**

- **appreciation** and **recognition**
- **responsiveness**
- **support** and **clarity**
- **care** and regular **communication**
- foster a **safe** and **collaborative** environment
- **lack of responsiveness**, excessive **control**
- **failure** to **allocate resources** or **manage workloads**

# RECOMMENDATIONS

From the experience of participants

- 1 Encourage **social support** within the organization
- 2 Create a **psychologically safe** environment
- 3 Implement an employee **recognition program**
- 4 Promote **autonomy** and **flexibility in work**
- 5 Encourage a **learning culture** that includes both informal and formal learning
- 6 Create a **feedback culture**
- 7 Develop **clear procedures** and provide **clarity on objectives and requirements**
- 8 Create **policies for working from home**

# STRENGTHS, LIMITATIONS AND FUTURE RESEARCH

## **Strengths**

- Exploring employees' perceptions
- Qualitative research approach
- Rigorous methodology
- Findings align with previous research

## **Limitations**

- Limited sample size
- Majority of participants from the private sector
- Focus only on employees' perceptions
- Cross-sectional nature of the study
- No final consultation with participants
- Potential information loss when translating into English

## **Future research**

- Larger number of participants, diverse employee groups and employment sectors
- Additional components of well-being at work
- Longitudinal research designs
- Final consultations with participants