

IMPORTANCE OF WELLBEING STRATEGIES AT THE WORKPLACE

A Case Study Of Organizations In Hungary

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Abstract

Improving wellbeing at the workplace is the most talked-about topic in human resource management these days. Organizations now are not just focusing on the output of employees, but they are also focusing on how they manage to give input and how they feel at the workplace. Substantial research has been conducted in the area which reveals that the sustainable performance of employees is directly related to the mental health, vitality, and wellbeing of employees. Organizations need to put employee vitality and wellbeing as a priority in their operations. This study aims to understand the factors that influence the well-being of employees in the workplace and how they can improve. The study also reveals how the organizations that have a sound wellbeing strategy impact the overall performance and mental health of employees working in those organizations. 162 respondents filled the questionnaire. The data was analyzed using SPSS. The results show that the size of the budget for well-being and the existence of a well-being strategy impacts the ability of companies to offer well-being programs. Another important finding from the research is that the geographical location of the company impacts the existence of well-being strategies in companies, and they can differ depending on the geographical location. It was also found that if a company needs a well-being strategy, it is not impacted by the size of the company. The more companies invest in ensuring the wellbeing and mental health of employees, the more the employee motivation and meaningfulness at work improves, resulting in better performance.

Keywords: *burnout, well-being, happiness, psychological distress, positive emotions, so-cial environment.*

JEL: J24, J28, M54

Introduction

Work has an important role in establishing health conditions in a person's life. It gives wages and advantages, shapes life openings and assets for individual laborers, their families, and networks, and may improve prosperity, strength, and life fulfillment. On the other hand, working conditions – regardless of whether physical exposures, work requests, or psychosocial encounters – may cause or add to business-related injury and sickness and may expand the hazard of persistent infection and mental distress. A developing assemblage of examinations is looking to comprehend these crossing pathways through which work functions as a vital social determinant of wellbeing. Physical, hierarchical, and psychosocial conditions at work contribute straightforwardly to the security of the worker, his wellbeing, and his health. (Schulte et al., 2019), and impacts the firm's outcomes such as shrinkage, productivity, turnover, and the costs related to healthcare. (Goh et al., 2016; Bloom et al., 2015; Williams et al., 2018a).

Socio-economic patterns, like developing dependence on innovation and globalization, straightforwardly influence laborers' everyday work encounters. For instance, expanding globalization may re-structure supply chains, uplift efficiency requests, and expand the speed of work. "Just-in-time"

ways to deal with production, in which staffing levels depend on continuous responsibility instead of being set ahead of time, lessen consistency of laborers' timetables. With long work hours and increased job demand, employees might confront mounting health issues related to stress and increased risk of injury. (Sorenson et al., 2021). Also looking at the service sector, the increasing demands at the workplace concerning time, effort, customer engagement, and focus needs mental and physical health to be upbeat and intact. To keep wellbeing and vitality intact, employees need to experience positive emotions at the workplace.

The main objectives of the study are:

- To analyze the importance of well-being strategies at the workplace.
- To study the relation of Well-being Strategy and Workplace Performance.
- To analyze factors that impact Well-being at the workplace.
- To study the correlation between well-being strategy and well-being budget in an organization.

Key to our proposal that positive emotions trigger upward spirals is the proposition that positive emotions broaden attention and cognition. Proof supporting this case comes from studies that utilize local and global paradigms for visual processing, to evaluate predispositions in attentional focus. Negative states—like nervousness, wretchedness, and disappointment—foresee local prejudices reliable with limited consideration, while positive states—like abstract prosperity, hopefulness, and achievement—anticipate worldwide prejudices predictable with widened consideration. (Basso, Schefft, Ris, & Dember, 1996; Derryberry & Tucker, 1994). Different researches have shown that positive emotions produce models of thought that are eminently surprising, adaptable, innovative, and open (Isen, 1987). In common terms, positive emotions "extend" the intellectual setting (Isen, 1987), an effect connected to expansions in mind dopamine (Ashby, Isen, and Turken, 1999). On the off chance that positive emotions widen consideration and perception, empowering flexible and imaginative reasoning, they ought to likewise work with adapting to pressure and affliction (Aspinwall, 1998). To be sure, individuals who experience positive emotions during grief will in general foster sustainable goals and objectives. Along with positive emotions, plans and objectives predict more noteworthy prosperity a year post-loss (Stein, Folkman, Trabasso, and Richards, 1997).

One way individuals experience positive emotions despite difficulty and adversity is by discovering the positive value in ordinary occasions and in the misfortune itself (Folkman and Moskowitz, 2000; Fredrickson, 2000). Discovering positive value likewise predicts improvement in prosperity and wellbeing (Davis, Nolen-Hoeksema, and Larson, 1998). The connection between positive value and positive emotions is viewed as complementary: Not just does discovering positive value trigger positive emotions, but it also expands thinking—improves the probability of discovering the positive value in subsequent occasions (Fredrickson, 2000).

Wellbeing at Work

Human Resource Management is perceived as every one of the exercises related with individuals the executives in organizations (Boxall and Purcell, 2008), thinking about various administration exercises yet additionally the way that there is no agreement on 'the acts of HR that create a rational HRM framework' (Delery, 1998). It is appropriate to join distinctive HR practices because both the workers and organizational outcomes are affected by several administration exercises, not just one (Wright and Boswell, 2002).

Concerning the scope of exercises, there is no single concurred or fixed rundown of HR practices (Paauwe, 2009; Purcell and Kinnie, 2007). Many articles feature the impacts of execution (Paauwe, 2009) on individual practices, for example, planning of staff (Koch and McGrath, 1996), compensation based on performance (Dowling and Richardson, 1997; Lazear, 1996; McNabb and Whitfield, 1997), staff training, development, and capacity building (Kalleberg and Moody, 1994), and the potential outcomes of careers within the organization (Verburg, 1998) and also the combinations or sets of human resource management practices (e.g., (Arthur, 1994; Guest, Conway, and Dewe, 2004). Practices, for example, job design and work-life balance not included that frequently (Boselie, Dietz, and Boon, 2005; Wall and Wood, 2005). The primary evidence is that HRM practices not only support but also improve employee effectiveness and efficacy at the workplace (Delery, 1998). It has been observed that high-performance frameworks have a greater impact than the individual high-performance work practices in the organizations (Combs, Liu, Hall, and Ketchen, 2006). Likewise, several outcome variables can have various effects and correlations with individual HR practices (Van De Voorde, Paauwe, and van Veldhoven, 2012).

Concerning the thought of well-being (WB), we can define it as the 'state of successful performance throughout a life course integrating physical, cognitive and socio-emotional function' (Pollard and Davidson, 2001, p.10), or as the quality of experience that an employee receives during work and performance (Warr, 1987). The literature on WB at work presents a three-dimensional methodology. The primary component of well-being centers around work performance itself and subjective experiences (Appelbaum et al., 2000; Christianson, and Price, 2007), thinking about gratification and dedication as the key components of happiness at work (Appelbaum et al., 2000; Gould-Williams, 2003).

Both happiness and commitment are components that contain cognitive and affective elements and refer to certain attitudes (Fisher, 2010). Having said that, while satisfaction is work-related, on the other hand, commitment has to do with the organization as a whole (Fisher, 2010). The second dimension takes into consideration the concept of well-being from a health point of view, both mental and physical (Appelbaum et al., 2000; Orlitzky and Frenkel, 2005; Ramsay et al., 2000), that include critical aspects such as work stress, anxiety, and fatigue (Grant et al., 2007). In particular, as brought up by Grant et al. (Award et al., 2007), wellbeing needs to be considered in a different perspective within the organizational setting that distinguishes between job strains and job stressors, and differentiation between job strains and job stressors (Spector and Jex, 1998). Factors like workload and intensification of work are those, that lead to events and situations which produce stress, whereas people's response to these stressors is what we call strain, for example, physical and mental fatigue. The third dimension focuses on relationships (Bartel, 2004; Gelade and Ivery, 2003; Tzafirir, 2005), in which we define social well-being as the quality of relationship that employees have among themselves, the relationship between employee and boss, and the employee's relationship with the organization (Appelbaum et al., 2000; Boxall and Purcell, 2008; Grant et al., 2007; Purcell and Kinnie, 2007).

There is a difference between the indicators that reflect the interactions and relationships of employees among themselves (i.e. cooperation), between the records that mirror the communications, and those describing the interactions and relationships between employee and their supervisor and organization (i.e. organizational trust, social support within the organization and organizational support). It is crucial to consider these distinctions among them the dimensions of well-being; this is because HRM can have conflicting impacts on these dimensions, having favorable and positive effects on employee satisfaction, commitment, and trust at the cost of a rise in stress levels (Appelbaum, 2002). Lastly, as far as organizational performance (OP) is concerned, the outcomes that Human Resource Management yields can be categorized in different ways (Paauwe,

2009): monetary outcomes (e.g. market share, profits sales, etc.); organizational outcomes (e.g. efficiency, productivity, quality, etc.); outcomes linked with HR (e.g. change in behavior and attitudes of employees like enthusiasm, satisfaction, commitment, dedication, etc.).

Burnout



Figure 1: Level on Burnout in Europe (On a scale of 1-5)

Source: 6th EWCS-2015

Burnout is a subject of high, open, and research interest mirroring its serious outcomes, with expenses for the worldwide economy assessed at more than \$300 billion yearly and a burnout "pandemic" gauge by the World Health Organization (WHO) in the following decade (Bretland and Thorsteinsson, 2015).

Be that as it may, researchers and professionals banter the exact meaning of burnout, its key indications, and regardless of whether it is a particular emotional wellness condition (Bianchi et al., 2019; Cox et al., 2005; Heine-mann and Heinemann, 2017). Burnout needs formal demonstrative rules –not being remembered for DSM-5 (APA, 2013) and recorded in the ICD-11 "not as an ailment" (WHO, 2019) but rather as a "factor impacting wellbeing status" (WHO, 2018). Despite such issues, for the overall population "there is by all accounts presumable that burnout is a genuine and grave issue" (Heinemann and Heinemann, 2017), and the disorder is a diagnosable condition in some European nations, with a finding making people qualified for monetarily remunerated sick leaves and insurance cover (Schaufeli et al., 2009). Burnout's indicative status is therefore clearly uncertain, with the need to decide how best to characterize and gauge the disorder essential for assessing its status as a definite nosological classification. Burnout is characterized as an extended reaction to continued psychosocial and socially related stressors comprised of three aspects: fatigue, negativity, and professional inefficacy (Maslach and Leiter, 2016a). Many years of exploration uncover that burnout is related to six areas of hazard factors: work over-burden, absence of occupation control, lack of reward and recognition, helpless work collegiality, unfairness in decision making, and a disagreement between an employee and organizational core values (Maslach and Leiter, 2016b). The presence of these danger factors in the working environment has been related to work disappointment and decreased engagement and commitment among laborers (Chowdhury, 2018). Ongoing encounters of burnout and lack of resources at work and lack of

resources at the workplace compels the laborers to leave the organization and switch elsewhere (Schaufeli, Leiter, and Maslach, 2009).

Turnover in associations can be expensive for associations. For instance, the normal expense of turnover of medical attendants for clinics is \$44,400 per attendant, costing hospitals between \$3.6 to \$6.1 million (NSI Nursing Solutions, 2020). On an individual level, unfavorable results related to burnout among laborers mostly include psychological and emotional drain (Kelly, Lefton, and Fischer, 2019), separation (Lopez et al., 2019), and depression (Schonfeld and Bianchi, 2016).

As per a Burnout Report on Europe distributed in 2018 by the Catholic University of Leuven Belgium, 66% of representatives have sleep issues as a result of work pressure. 56.4% experience the ill effects of at least one component of work pressure. If we talk about the stats of Hungary, 9.7% of employees are facing burnout in Hungary. This is close to the average percentage of burned-out employees in the EU i.e. 10% and the numbers are increasing. One important factor is the Covid pandemic that disrupted the work styles and dynamics of all organizations in the country. According to the report, 70% of the employees look for a new workplace actively or think about it. Positive emotions and happiness in the workplace enable employees to work harder show more loyalty towards the organization.

Positive Emotions

The term "positive emotion" alludes to complex, multicomponent enthusiastic reactions evoked by the impression of opportunities and the rewards an employee received in the work environment. This version of 'positivity' highlights the emotion-stimulating situation, and our appraisal of the degree to which it offers opportunities to accomplish our goals, instead of a feeling that is subjective or motivational direction. The Evaluative Space Model suggested by Cacioppo et al.' posits that we scan the environment constantly for positive/alluring and negative/unfortunate components, which can easily detect 'positivity' and 'negativity', both leading to each leading to a comprehensible set of psychological and physical effects (Cacioppo et al., 1997). Shiota et al. define positive emotions as multifaceted, at least partly native responses towards certain kinds of typical resources and opportunities that enhance a person's adaptive fitness, such as good food, one's adaptive fitness, necessary friends, young family members, and kids who demand the person's care, likelihoods to improve the persons' social status, and original information (Shiota et al., 2017).

This methodology establishes 'positivity' at the convergence of aspects of the existing environment and the persons' needs and concerns, where positive emotions play a role in guiding a flexible response to the opportunities at stake. This form of positivity is most closely associated with the elementary or distinct emotion theoretical perception, which defines emotions as short-term, comprehensible sets of changes in physiology, understanding, motivation, and communicative and instrumental behavior, induced by fitness-relevant encounters or opportunities and serving distinct adaptive purposes (Shiota et al., 2017; Cacioppo et al, 1997; Levenson, 1999). According to these concepts, 'coherence' or co-occurrence between different facets of emotional responses is produced by some neural system that, when triggered by assessment/appraisal of a suitable provoking stimulus, reinforces the full set of responses at once (Shiota et al., 2017). In these theories, consequently, the main purpose of positive emotion is to enable complicated, adaptive responses to opportunities to develop evolutionary fitness. This is very different from the viewpoints above,

each of which highlights a single characteristic of emotional response as primary and detects positivity within.

Positive emotions relate to the relatively powerful affective experiences that focus mainly on certain situations (Fredrickson, 2013). Happiness, gratitude, satisfaction, love, interest, and pride are included in these emotions (Fredrickson, 1998, 2008), positive emotions are said to trigger high life satisfaction, widen the space of persons' attention, and help develop psychological and physical resources that are instrumental for personal growth. Positive emotions are short and multi-system responses that people make when understanding or assessing changes in situations (Fredrickson, 2013). When these situations are evaluated to be good, positive emotions will hence, be generated.

Material and Methods

People working in government, multinational, and small & medium enterprises in Hungary were selected for the survey. This was a quantitative study carried out with the employees working in the private and public sectors of Hungary. The survey consists of 17 questions. The questions are designed in order, starting from the general perception of employees regarding well-being, to more specific questions that ask about the type of well-being activities employees would want to have in their organizations. The questionnaire was sent to 550 out of which 192 participants responded so the response rate was 35%. Out of these 192 responses, 30 were incomplete and the successful complete responses that were analyzed were 162 responses. The research instrument was self-designed and tested for reliability and consistency.

This research is a part of the Wellbeing project executed by the Wellbeing Association Hungary. The survey has been conducted from employees working in 15 companies operating in Hungary, which include Hungarian, multinational, SME's, and government organizations. According to the latest statistics provided by Wellbeing Association. People have been asked different questions regarding the absence of a wellbeing strategy at the workplace as well as their desire to have one. The data was analyzed using SPSS including the descriptive statistics and Spearman correlation.

Results

It is seen that more than 90% of the employees' surveyed in this research feel that a well-designed well-being strategy is really important and should be having it in the organization for the mental health of the employees. However, when they were asked how many of them have a well-being strategy in their organization, the numbers were opposite.

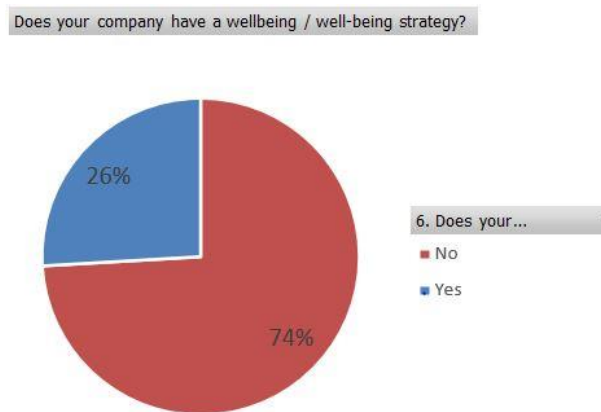


Figure 2: %age of Companies having Well-being Strategy

Source: Self

Figure 2 shows that 74% of companies in Hungary don't have a well-being strategy and this is one of the reasons Hungary ranks 53rd in World Happiness (World Happiness Report, 2020). In times of pandemics, when all the people working in different sectors are going through a severe work-life imbalance, there is a need to introduce programs in organizations that can contribute to the well-being, positive emotions, and happiness of employees at the workplace. When asked about the intent of organizations planning to devise a well-being strategy, most of the responses support the argument that the organizations do intend to have one.

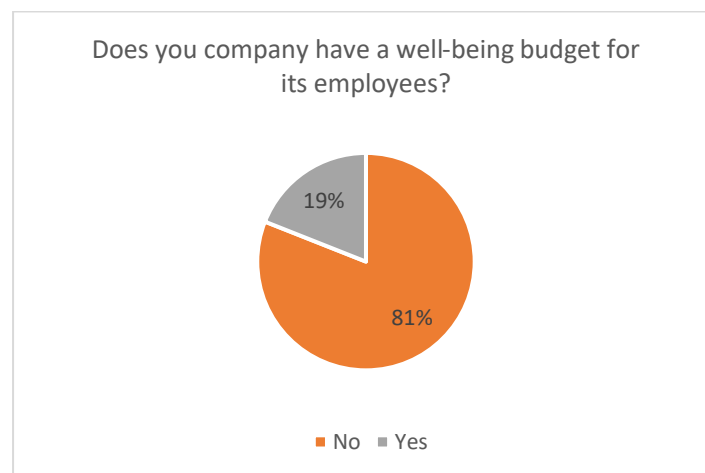


Figure 3: %age of Companies having Well-being Budget for its Employees.

Source: Self

Figure 3 shows that in Hungary, most of the companies do not allocate a certain amount of budget for employee well-being. This also shows that well-being is not a priority for companies as long as the company is meeting its goals. However, in the longer run, companies which do not invest in employees well-being have a greater churn and burnout rate than the companies which invest in it.

Correlations

1. Does the budget for well-being determine the existence of a well-being strategy in a firm?

Table 1: Correlation between budget and existence of Well-being strategy

			Q7	Q6
Spearman's rho	Q7	Correlation Coefficient	-1.000	.988**
		Sig. (2-tailed)	.	.000
		N	162	162
	Q6	Correlation Coefficient	-.988**	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Self

Table 1 shows that there is a high positive correlation between the budget for well-being and the existence of well-being strategy in a firm since the correlation coefficient is 0.988 i.e. close to 1. The significance level is less than 0.05 which shows that the correlation is significant.

2. Does the existence of a wellbeing strategy determine whether the company offers wellbeing programs in several areas?

Table 2: Correlation between the existence of Well-being strategy and well-being programs in several areas?

			Q12	Q6
Spearman's rho	Q13	Correlation Coefficient	1.000	-.088
		Sig. (2-tailed)	.	.267
		N	162	162
	Q6	Correlation Coefficient	-.088	1.000
		Sig. (2-tailed)	.267	.
		N	162	162

Source: Self

It is evident from Table 2 that there is a negative correlation between the existence of a well-being strategy and the institution offering well-being programs in different areas. The p-value can also be seen which is .267 and it is not significant. These two variables are not independent and thus the null hypothesis is rejected. They are interdependent and we can say that the existence of a well-being strategy does impact the well-being programs offered in different areas in the organizations.

3. Does the number of people employed by the company determine the existence of a well-being strategy?

Table 3: Correlation between the number of people employed and the existence of well-being strategy?

		Q15	Q6	
Spearman's rho	Q15	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.048	
		N	162	
	Q6	Correlation Coefficient	.156*	1.000
		Sig. (2-tailed)	.048	.
		N	162	162

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Self

Table 3 shows that there is a very weak positive correlation between the number of people working in a company and the existence of a well-being strategy. Well-being strategy is not impacted by the number of people/size of the organization to a high extent. Although the significance of the correlation is there because the p-value is 0.048.

4. Does the impact of Covid-19 on well-being strategy determine the budget allocated for well-being in organizations?

Table 4: Correlation between the impact of Covid-19 on Well-being and Well-being budget in organizations

		Q7	Q8	
Spearman's rho	Q7	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.000	
		N	162	
	Q8	Correlation Coefficient	.722**	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Self

Table 4 shows that there is a strong positive correlation between the impact of Covid-19 on Well-being strategy and the well-being budget in organizations. The budget of well-being has been impacted by the Covid-19. Companies are spending more on well-being strategy during Covid-19. Also, we can see that the correlation is highly significant because the p-value is 0.00. These two variables are interdependent and thus the null hypothesis is rejected. They are dependent on each other, and we can say that the impact of Covid-19 on well-being also impacts the well-being budget allocated in organizations.

5. Do the existence well-being programs and activities improve employee motivation and performance?

Table 5: Correlation between the impact of Covid-19 on Well-being and Well-being budget in organizations

		Q11	Q9
Spearman's rho	Q11 Correlation Coefficient	1.000	.632**
	Sig. (2-tailed)	.	.000
	N	162	162
	Q9 Correlation Coefficient	.632**	1.000
	Sig. (2-tailed)	.000	.
	N	162	162

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Self

Table 5 illustrates that there is a strong positive correlation between the existence of well-being programs and employee motivation/performance in organizations. These programs emphasize of employee engagement, vitality and strive to maintain a healthy balance between work life and home life. The management and HR in such companies ensure that there is minimum communication gap among the employee layers, ensuring that the employees can always reach to the management communicate their well-being and health needs to the management.

Conclusions

This research extensively examines the wellbeing in Hungarian organizations and the factors that impact wellbeing strategies in these organizations. 78% are not motivated about their work. The reason this is visible in Hungary is that the wellbeing strategy is not inculcated in the business strategy by a lot of companies. The results show that the number of people working in a company does not impact the existence of a well-being strategy in an organization. It doesn't matter whether it's an SME, or a huge corporate, wellbeing strategy needs to exist in organizations of all sizes.

The results also show that the effectiveness of a wellbeing strategy in an organization depends on the amount of budget allocated for the wellbeing strategy.

A company that focuses on employee wellbeing and mental health in a true sense will allocate a budget to ensure successful execution of a wellbeing strategy and employees will acknowledge that. Lastly, Covid-19 has also impacted organizations across the globe. The same is the situation in Hungary. Ever since the pandemic, people have gone through a lot of changes, some of which they were not even prepared for, for example, work from home, digital offices, digital meetings, reduction of leaves, etc. In this situation, the research results show that organizations in Hungary have taken a step forward to ensure the mental and physical wellbeing of their employees. The budgets allocated for the wellbeing strategy have been revisited and organizations, irrespective of the industry, are spending huge amounts of wellness and vitality at the workplace.

Employees must have sound mental and physical health to deliver at the workplace. Employees need to feel positive emotions in the workplace to consistently perform well at the workplace. Research in the area of organizational sciences has shown that monetary reward only is not what employees are looking for in an organization. Instead, they want to work for a place, where people collaborate and win as a team. They want to feel valued at the workplace and feel positive about the environment. Burnout increases at the workplace when the physical and mental health of employees is compromised. Organizations focus more on productivity, efficiency, and output, instead of their wellness, vitality, positive emotions, and satisfaction. If employees are happy and satisfied, they tend to stay longer and remain loyal to the organization. Happiness and satisfaction can in turn result in substantial improvement in the productivity and efficiency percentage.

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