Why should an organisation consider wellbeing?

Modern working life poses psychosocial risks such as job insecurity, work intensification, high demands, high emotional load, violence and harassment at work and work-life imbalance (European Agency for Health and Safety at Work, 2016; International Labour Organisation (ILO), 2016). Good employment and working conditions have powerful positive health effects (World Health Organisation (WHO), 2012; European Network for Workplace Health Promotion (ENWHP), 2010). When employees are fit and healthy, they consume fewer health care resources, have less accidents, have lower absenteeism rates, are more productive and contribute more (Goetzel et al., 2007). In the competitive global economy leaders must groom high-performing workers, run complicated enterprises and establish mutually beneficial working relationships with customers (Kent et al., 2016; Goetzel et al., 2007). Therefore, *a healthy workforce is the foundation of an organisation's success.*

What do we mean by wellbeing and what can the organisation do?

Wellbeing is a multifaceted construct which means different things to different people. According to the ILO (2020), "workplace wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organisation". Essentially, *wellbeing encompasses social, physical, financial and psychological elements,* which are influenced by the organisation. The current Covid-19 pandemic places a great strain on both organisations and employees. New challenges to wellbeing include difficulties detaching from work, social isolation, fear of catching the virus and fear of unemployment. Simultaneously, organisations are under increasing pressure to maximise productivity and reduce costs. Importantly, an array of empirical evidence demonstrates what resources and demands impact wellbeing outcomes such as stress, burnout, dissatisfaction, motivation, workaholism and work engagement (Griffiths et al., 2018; Li et al., 2016; Crawford et al., 2010; Demerouti et al., 2001). This means that *organisations play a critical role in the health of their employees and can take action to improve wellbeing and organisational outcomes.* For instance:

1. Through careful job design organisations *can **avoid monotonous work or overload which has been associated with stress** (Health and Safety Authority, 2016).

2. By building psychological safety they can ***increase engagement*** (Kahn, 1990) and ***improve team relationships*** (Edmondson, 2004; 2003; 1999).

3. By providing an optimal balance of resources and demands they can bolster ***employee enthusiasm, inspiration, pride and sense of challenge*** (van Beek et al., 2011; Schaufeli & Bakker, 2003) and ***avoid workaholism*** (Hynes, 2020; Andreassen et al., 2019; Converso et al., 2019; Molino et al., 2019; Keller et al., 2016; Schaufeli, 2016)

4. Through good leadership, they can cultivate a ***climate of trust*** (Zak, 2017).

5. Through consideration of norms and perceived rewards they can ***promote positive working behaviours and self-esteem*** (Hynes, 2020).

How can we help you?

Evidence suggests that organisations often have problems measuring wellbeing (Goetzel et al., 2007). *We solve this problem* by collecting and analysing data from your staff to *identify baseline wellbeing at the employee (micro), team (meso) and organisational (macro) level*. This will focus on:

1. **Social resources:** relationships at work, team climate and culture
2. **Physical resources:** job demands and job resources
3. **Psychological resources:** personal resources, stress, work engagement and workaholism

Outputs will include:

- A full *report of the findings* of the research, including a summary of key factors which impact significantly on well-being
- A set of *recommendations* for improvements and future steps based on the findings
- A *presentation* to the Leadership Team
- Access to the *latest thinking and academically driven research* on well-being

Benefits for your organisation

This research will provide your organisation with the opportunity to gain very useful information from employees which could be beneficial for HR strategies dealing with employee well-being or employee retention. For example:

1. Through the discovery of specific wellbeing baseline levels, your organisation could utilise information when sculpting **manager training programmes.**
2. The data will clearly outline the needs and wishes of your staff, which is a critical step in designing a bespoke **workplace wellness programme** (Kent et al., 2016).
3. Since work contributes to mental health and wellbeing through self-esteem, fulfilment, social interaction and financial security (ENWHP, 2010), the data will assist your organisation to **reduce ill-being.**

About the Programme Leaders

Brian Crooke Brian is a wellbeing educator, speaker and adviser supporting Irish organisations to promote and sustain wellbeing within their workplaces. He is the founder of Workplace Wellbeing Ireland and is responsible for the design and delivery of the Postgraduate Certificate in Workplace Wellness at Tangent, Trinity College Dublin. In his spare time Brian is bringing free resistance training to every county and community in Ireland through his parkHIIT project.	

Dr. Jennifer Hynes Jennifer has several years' experience lecturing in the areas of Workplace Wellness, Human Resource Management, Organisational Behaviour and Economics in Trinity Business School. She holds a PhD in Organisational Psychology/Behaviour, a Master of Education, a Master of International Economics and a Bachelor of Business Studies (Honours). Her interests lie in the areas of employee well-being, work engagement, psychological capital, workaholism and employee motivation. She is a member of the British Academy of Management (BAM), Education Studies Association of Ireland (ESAI) and European Association of Work and Organisational Psychology (EAWOP).	