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MASTER'S THESIS

**AN ANALYSIS OF EMPLOYEE WELL-BEING BENEFITS FROM
EMPLOYEE AND COMPANY PERSPECTIVE**

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AUTHORSHIP STATEMENT

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LIST OF ABBREVIATIONS

sl. – Slovene

- **AMO** – (sl. Zmožnost-motivacija-priložnost); Ability-Motivation-Opportunity
- **CSE** – (sl. Jedrno samovrednotenje); Core Self Evaluations
- **HPWP** – (sl. Visoko učinkovite delovne prakse); High Performance Work Practices
- **HR** – (sl. Kadrovski oddelek); Human Resources
- **HRM** – (sl. Upravljanje človeških virov); Human Resource Management
- **NEF** – (sl. Nova ekonomska raziskovalna ustanova); New Economics Foundation
- **PWB** – (sl. Psihično dobro počutje); Psychological Well-Being
- **SBB** – (sl. Subjektivno dobro počutje); Subjective Well-Being
- **SWB** – (sl. Družbeno dobro počutje); Social Well-Being

- **WWB** – (sl. Dobro počutje na delovnem mestu); Workplace Well-Being

INTRODUCTION

Well-being is a multi-dimensional construct, unable to fit a single definition. As we delve into the various definitions and studies of it, we realize that individuals perceived well-being in different ways and measured it using different variables throughout history. For instance, Bradburn being one of the first people to define psychological well-being stated: “an individual will be high in psychological well-being in the degree to which he has an excess of positive over negative affect and will be low in well-being in the degree to which negative affect predominates over positive” (Bradburn, 1969, p. 9). On the other side there is Ryff, who introduced the six-factor model of psychological well-being and defined how the six factors in his model are key for well-being (Ryff, 1989). What all can agree upon is, that we are aware of objective and subjective well-being. According to Diener and Suh (1997), objective well-being refers to well-being in terms of quality-of-life indicators, which are material resources such as income, food, and housing followed by social attributes such as education, health, political voice, social networks, and connections. Subjective well-being accentuates people’s internal judgment of their lives and consists of three interrelated components: life satisfaction, pleasant affect (happiness), and unpleasant affect (unhappiness) (Diener & Suh, 1997). The master thesis evaluates both, subjective as well as objective well-being from an employee’s point of view and defines the trade-offs of employee well-being.

Employee well-being became an important topic in organizational life. Companies and individuals recognize the positive aspects of making employees healthier and happier in their workplace as it improves innovation, contributions, productivity, and effort (Fisher, 2003). To understand the benefits behind the well-being of employees, we first need to understand the meaning of well-being in broader terms. Employee well-being is often perceived in a very strict, narrow manner and related to job satisfaction of the employees alone. It consists of subjective well-being, workplace well-being, and psychological well-being, all three being further elaborated in the thesis. However, to completely capture it, it is crucial to analyze it as the overall quality of an employee’s experience and functioning at work (Warr, 1987). Hence, leaders and managers devote their attention and resources to improve employee well-being. Throughout the analysis of employee well-being, the emphasis is put on the factors affecting it and the measuring systems used.

Managerial practices are the actions that lead to the wanted employee well-being outcomes. As they might vary extensively, it is reasonable that the practices used may vary as well. The master thesis scrutinizes the previously established practices acknowledged and used worldwide along with their outcomes and benefits. Creating a healthy workplace environment is one of the additional contributions to increase employee well-being. Therefore, a subchapter is dedicated to discussing the term and how to achieve it. A report World Health Organization stated: “A healthy workplace is a place where everyone works

together to achieve an agreed vision for the health and well-being of workers and the surrounding community. It provides all members of the workforce with physical, psychological, social, and organizational conditions that protect and promote health and safety. It enables managers and workers to increase control over their own health and to improve it, and to become more energetic, positive, and contented” (Burton, 2010, p.15). As we are currently exposed to different times than per usual due to Covid-19, it is of great importance to mention and explore organizations' navigations through aforesaid times and their concern for employees with regards to their well-being and the actions taken during the crisis.

The master thesis aims to explore the global know-how on employee well-being. The first chapter explores the evolution of well-being throughout history and evolves upon the most prominent contributions to it from authors suchlike Bradburn (1969), Keyes (2002), Ryff (1989), and Diener (1979). Furthermore, it delves into employee well-being and defines the factors that affect it and its measures. Grant, Christianson, and Price (2007) elaborate upon the three core dimensions of employee well-being: health well-being, happiness and relational well-being. Factors affecting the construct are disclosed through three separate models: drivers of well-being at work, core-self evaluations, and job demands-resources model. The last subchapter tackles the measuring of employee well-being, and defines the several different methods developed throughout history such as assessing job satisfaction, Daniels' Measures of Five Aspects of Affective Well-Being at Work model, and lastly Pradhan & Hati's 31-item scale, measuring all four dimensions of employee well-being. The second chapter focuses on the organisational practices that improve employee well-being. In the beginning it elaborates on the the most common sets of practices such as work redesign, compensation, team-building, health and safety as well considering the current focus put on discretionary practices. Later on, it discloses the matter of creating a healthy workplace by refining the seven dimensions of workplace well-being model which outlines mental, physical and social domains of well-being. Lastly, the second chapter covers navigating well-being of employees through Covid-19 by concentrating on the most damaged dimensions of employee well-being, namely physical, mental, social, and financial well-being. Last theoretical chapter specifies the organisational outcomes of investing in employee well-being. The chapter is divided in two parts; positive outcomes and negative outcomes. As the positive outcomes (creativity, retention, productivity, ...) being more common have been thoroughly investigated through the years, negative in contrast were quite overlooked. Nonetheless, outlines from the Guerci, Hauff, and Gilardi's research clarify how an increase in one dimension of employee well-being can cause a decrease in the others. Fourth chapter, introducing the empirical part investigates the current standpoint on employee well-being in Slovenia along with the already implemented practices, and the general employee well-being in correlation with Covid-19, to reflect upon the difference and examine whether Covid-19 affected individuals and organizations' rapport to employee well-being. The proposed research addressed the following research questions:

- RQ1: How does employee well-being affect employee attitudes and behavior?
RQ2: How does employee well-being affect employee productivity?
RQ3: What is employee well-being's relationship to engagement and retention?
RQ4: How does Covid-19 affect employee well-being?
RQ5: Did Covid-19 influence/change the input in employee well-being from the organizational perspective? If so, how?

For the purpose of gathering a large sample an online survey was conducted. The sample size used for analysis is 255. After constituting and publishing it, the data was exported to SPSS for further analysis. The online survey results indicate that the overall well-being of employees in Slovenia is on an adequate level, despite the extraordinary circumstances. The analysis confirmed the desired results, verifying employee well-being's positive correlation to retention, productivity, and engagement. Bivariate analysis confirmed a negative semi-strong correlation for employee well-being and "think about resigning from your job", indicating employee well-being does affect employee attitude and behaviour, making them less likely to resign from their job. Moreover, survey outcomes bear out that employee well-being is significantly affected as a result of Covid-19 that brought changes in factors suchlike stress, productivity, psychological health, and concern for the future. Additionally, in relation to Covid-19, less than half of respondents confirmed they are receiving support from their employers whereas the most common means used are health promotion, support of new working processes and socialization. The use of HR practices is not as prevalent as anticipated, nonetheless the companies that use them indicate wide spread of different sets of practices. Prudently, the emphasis of employee well-being has increased over the past decades as a growing number of studies were conducted. The main objective is overall to prove that investing in employees benefits both parties. As the longing for it is becoming increasingly important nowadays, the final question is; are the benefits large enough to create visible and enduring adjustments for the whole?

1 WELL-BEING

The concept of well-being has been evolving extensively throughout history. Its exploration began with foundations in Ancient Greece in the origins of philosophy itself. The philosophers noted their theories in regards to what "the good life" or as we call it today "well-being" is and how to obtain it (Stoll, 2014). They conceptualized well-being as several different states such as eudaimonia, hedonism, and stoicism, which still guide plenty of the theory behind the past and current research of subjective well-being (SWB).

1.1 Evolution of well-being

Socrates, being the first philosopher to consider necessary conditions for happiness in detail, describes happiness as something the gods possess (Stoll, 2014). There are no works written

by the philosopher himself, yet Plato, his famous student, captured his thoughts about well-being. As written in Plato's works, Socrates' recipe for living well is through lifelong learning. On the other hand, Plato himself believes humans could acquire well-being through the process of learning self-control. Aristotle, Plato's student, also presenting a key figure in the history of well-being, related the term to what we today know as eudaimonia. He proposed that it is the aim of life, a sort of well-living and well-acting, and defined clear distinctions between well-being itself and the necessary conditions for achieving it.

Moving forward to the enlightenment period in the seventeenth and eighteenth centuries in Europe, in which writers and scientists agreed that it is possible to construct a science of well-being. They claimed that just like physics' basic substances were atoms, well-being's basic substance was a pleasure, and the mentioned could be measured, analyzed, and quantified. This resulted in broad accentuation on well-being as a series of good experiences instead of arising from the entire narrative of one's life. By then there was already extensive research done with regards to happiness from several places around the world such as Britain, France, Germany, Italy, and America.

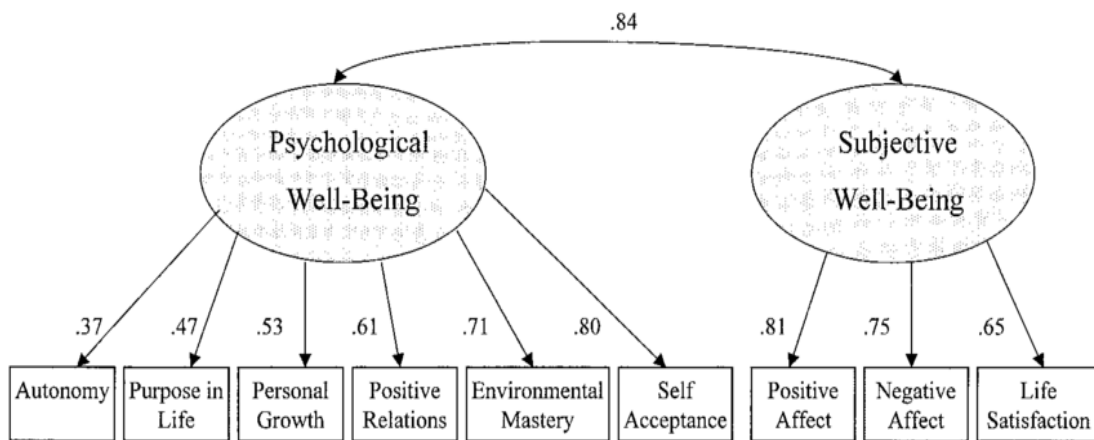
In the nineteenth century, the mindsets of researchers of well-being from all across the globe differentiated extensively concerning the factors that were needed to have a good life, yet the majority agreed upon two things; the causes of unhappiness, and the fact that well-being applies to the whole population, meaning that none could be happy unless all are. As the nineteenth century was coming to an end, psychologists began to research and develop theories concerning well-being. Up until this day, there are several most famous theories known of well-being, which will be explained in the following paragraphs.

Bradburn (1969) is an American social scientist, who began with his experiment, trying to define psychological well-being and its structure, in 1962. The framework's fundamental dependent variable is happiness or the feeling of psychological well-being. The author claims that an individual's position on the dimension of psychological well-being is shown as a result of his position on two independent dimensions; a dimension of positive and negative affect. An individual will be high in psychological well-being when he is experiencing an excess of positive over negative affect, contrary, an individual is low in psychological well-being when there is an excess of negative over positive effect. Bradburn's contributions to the topic noted a move from the diagnosis of psychiatric cases to the study of psychological reactions of ordinary people in their everyday lives (Dodge, Daly, Huyton & Sanders, 2012). He emphasized how psychological well-being is a variable that stands out due to its primary importance.

Ryff (1989), an American academic and psychologist is known for developing the six-factor model of psychological well-being. The main goal of the research was operationalizing the six dimensions of psychological well-being, that were developed from the integration of already existent theories. The model in Figure 1 identifies dimensions that constitute well-

being: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Each dimension is measured with the Ryff Scale of Measurement, where respondents rate statements on a scale from one (strongly disagree) to six (strongly agree). A high score for a dimension indicates high psychological well-being in that aspect. Nevertheless, the model is only a part of the phenomenon, and there are still other critical influences on well-being that needed identification and analysis to better understand the state.

Figure 1: Standardised Parameter Estimates of a Model of Well-being



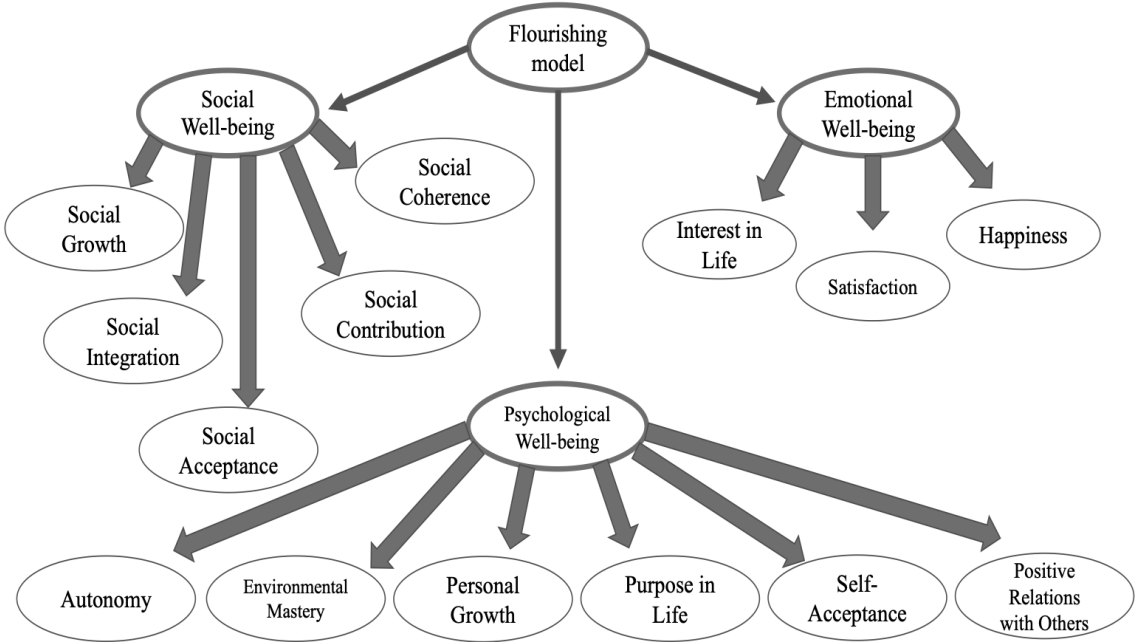
Source: Keyes, Shmotkin & Ryff (2002).

Diener, an author, professor, and psychologist born in America is one of the lead researchers in subjective well-being. He is accountable for the tripartite model of subjective well-being, which describes how individuals experience the quality of their lives (considering both emotional reactions and cognitive judgments), and accentuates three distinct, yet often related components of subjective well-being: pleasant affect, infrequent unpleasant affect, and life satisfaction (Tov & Diener, 2013). Diener emphasizes how subjective well-being is composed of people’s evaluations of their lives and the three components. His research also extends to culture’s influence on subjective well-being, as he argues that unique patterns of well-being in societies exist, and those cannot be compared across cultures (Tov & Diener, 2007). Therefore, subjective well-being can be understood in universal terms to some degree, but must as well be understood within the frameworks of individual cultures.

Keyes (2007), known for his research in positive psychology, is an American psychologist and sociologist. His most influential contribution to well-being is the development of the Flourishing Model (Figure 2). For an individual to be diagnosed as flourishing in life, he must exhibit high levels of at least one measure of hedonic (emotional) well-being and high levels of at least six measures of positive functioning. The Flourishing Model in Figure 2 elaborates on the aspects needed in three areas of well-being to make up a flourishing life.

Therefore, for an individual to be considered “flourishing” he must have one of the emotional well-being traits and six traits together from both, psychological and social well-being.

Figure 2: Flourishing Model by Corey Keyes



Source: Keyes (2007).

The evolution of well-being holds strong roots in several historical periods starting in Ancient Greece already. Through continuing periods, the term once debated by philosophers transformed and became considered as a science in the enlightenment period. In the following two centuries, well-being was researched by sociologists, psychologists, and political philosophers who tried to describe the term and its determinants. Today, well-being is already a well-established and researched term, yet there is still growing interest in it as its importance and emphasis in everyday life are remarkable.

1.2 Employee well-being

Employee well-being is a complex construct and relates to the overall quality of an employee's experience and functioning at work (Warr, 1987). The industrial revolution that moved the majority of the workforce from working in agriculture to being employed in factories in the early 19th century was one of the toughest transitions for the employees (Kinder, Hughes & Cooper, 2008). The switch from following the rhythms of nature to the new demands of mechanized industries introduced unnatural shifts and working patterns that people found hard to adjust to. Compared to what the workplace used to be at the beginning of industrialization, it is significantly more humane today, yet the question arises whether it is the employee-focused place today.

The introduction of new technologies, artificial intelligence, and new processes that are increasingly used every day drives the focus away from the individual. In general, the main goal for organizations is to achieve the best possible performance and results, but for doing so it is crucial to be good at managing and sustaining the well-being of the employees that work in it. Nevertheless, organizations have specific key outcomes they are looking for such as high productivity, low levels of sickness/absence, high numbers and quality of applicants for jobs, retention of good people, excellent behavior towards customers, good levels of organizational citizenship, and effective learning and problem-solving (Kinder et al., 2008). To achieve the mentioned it is important to first focus on the key-resources in the organization-employees. As already emphasized, employees experiencing higher well-being are more efficient, loyal, and productive in the organization rather than employees with lower well-being (Šarotar Žižek & Mulej, 2017). The ongoing positive job experiences allow individuals to establish positive relationships around them, hence their well-being can have a positive impact on the quality of their coworkers' performance.

Positive mood and emotions are both linked to well-being; thus, employees should be feeling positive in an organization for their well-being to increase. Managers are one of the key forces in an organization that can influence the experiencing of these feelings in their employees (Kinder et al., 2008). They should strive to encourage positive experiences and allow employees to relish their past success, and by that promote positivity in mood and emotions. Crafting an environment that allows an employee to feel safe and able to explore can encourage employees to feel both content and interested. As positive emotions are subsumed under mood this means that the organization should create situations where employees feel many positive emotions, and subsequently influence the overall positive mood and well-being.

Grant et al. (2007) identified three core dimensions of employee well-being:

1. Health well-being. This dimension incorporates the freedom from physical (eg. backache, headache, skin problems, and stomach ache) and mental illnesses (eg. depression, anxiety, insomnia, and overall fatigue).
2. Happiness. The second dimension relates to psychological well-being and spotlights an employee's positive subjective experience in regards to his job. There are two recognized approaches used when examining psychological well-being. The hedonic approach outlines well-being as the subjective feeling of happiness about something and is mostly measured by job satisfaction and positive affect in association with a job. The second, eudaimonic approach describes well-being as human fulfillment and realization of valued human potential. In the work sphere, it is most often measured by work engagement and a sense of doing a meaningful and beneficial job. Both approaches are included in the concept of happiness well-being, where the elements focusing on job satisfaction are recognized as hedonic happiness well-being, and elements focusing on work engagement as eudaimonic happiness well-being.

3. Relational well-being. The last dimension is as well acknowledged as social well-being and it refers to the perceived quality of a worker's rapport with other people and communities. The indicated dimension was studied by methods of a diverse range of constructs such as social integration and perceived fairness.

Researchers emphasize the two dimensions; happiness and health well-being, for which they argue possible trade-offs (Grant et. Al, 2007). An example of a trade-off would be HRM practices positively affecting happiness, yet negatively affecting health-related well-being. Happiness well-being discloses an employee's subjective feelings of fulfillment and purpose.

Happiness well-being is operationalized through noncognitive department commitment that appoints to a positive emotion for the department. The emotion is reflected in an employee's desire to see it succeed in its goals and a feeling of pride about being part of that department. The health well-being dimension defines employees' experience of stress and is measured via the need for recovery (Grant et al., 2007). The need for recovery is an important indicator of job strain which identifies short-term work-related fatigue characterized by temporary feelings of overload, irritability, social withdrawal, lack of energy for a new effort, and reduced performance (Van Veldhoven & Broersen, 2003). In situations where employees do not have sufficient opportunities to recover from work, they begin the consecutive working day with an enduring urge for recovery. Observing the situation in the long-run perspective it might lead to serious stress and negative health outcomes (Veld & Alfes, 2017). Therefore, employees who often experience the need for recovery have higher possibilities of becoming ill in the long-run.

Employees that perceive the organization as caring for the well-being of employees are provided with more resources (Veld & Afes, 2017). The resources play an internal motivational role by encouraging learning, development, and growth, and an external motivational role by supporting employees to work towards and achieve their goals, hence encouraging employee well-being.

An important aspect of employee well-being is observing both perspectives; how the working conditions offered by the organization can influence employees as well as how employees influence their working conditions. Moreover, employee well-being does not function only on the individual levels, but also on the organization and team levels, which are all interconnected. Bakker and Demerouti, 2018 use the latest version of Job Demands-Resources theory to elaborate on the two perspectives along with how managers and supervisors can help employees enhance performance, well-being, and avoid job stress. As the theory specifies the factors related to the well being of an employee it is discussed furtherly in the following subchapter, which defines the factors that affect well-being.

On the whole, focusing on employee well-being has a strong ethical case and brings benefits to the organization as a whole. Investing in it shows care for workers, who are often

neglected. The organization and managers, besides the employee itself, are the ones responsible for the employees and their well-being in the workplace. Expressing general interest for employees and contributing to an overall positive mood in the workplace are two of the simplest examples of investing that can already make a difference.

1.3 Factors that affect employee well-being

For organizations to better understand and have the ability to foster employee well-being it is crucial to define the factors affecting it. Due to the variety of jobs and their natures, it is impossible to capture all of the existing factors, yet the majority of them are described in the following paragraphs.

1.3.1 Drivers of well-being at work by the NEF

The first section elaborates upon several factors impacting well-being at work according to the research conducted by the New Economics Foundation (NEF). It analyses the four domains: personal resources, organizational system, functioning at work, and experience of work (Jeffrey, Mahony, Michaelson & Abdallah, 2014).

1. Personal resources are pieces that outline the general state of an employee's overall life. It is the health, happiness, resilience, self-confidence, and other factors that are brought to work every day by the employee and thus have major contributions to their well-being at work.
 - **Health and vitality:** A presence of an illness, for example, has an impact on well-being, yet this impact is lower than the impact of some other factors due to people's ability to adapt to illnesses. Subjective well-being and self-assessed health show a very strong relationship. The analysis of the European Quality of Life Survey has shown that self-assessed health was the strongest predictor of hedonic well-being, and the research of the UK Annual Population Survey found that self-assessed health is the strongest predictor of personal well-being. Healthy behavior (physical activity, eating healthy) likewise impacts subjective well-being as it positively affects an individuals' mood and increases a sense of self-efficacy. The last influential factors are sleep and vitality. Sleep portrays an essential role in subjective well-being, whereas vitality helps with a better understanding of well-being.
 - **Work-life balance:** Individuals often find it hard to negotiate the tensions between work and home demands, therefore it is common for the two to clash sometimes. Achieving the right work-life balance is important, as research shows that having a poor balance is one of the strongest predictors of stress, thus decreasing well-being. Research suggests that the objective numbers of hours worked are of minor importance to the work-life balance compared to the actual fit between hours worked and an individual's preferences regarding hours worked, which are indeed responsible for a considerable part of the relationship between the work-life balance and well-being.

2. The organizational system, being the second domain, explains how the workplace is experienced by employees by focusing on aspects such as job design, management systems, work environment quality, and social value.
- Job design: Being one of the essential components at promoting well-being at work as it contributes to work roles being paid enough, secure, and having achievable requirements. Creating fairly paid jobs is very meaningful in an organization due to the relationship between well-being and income being affected by the absolute level of income an individual earns along with the income's role within a society, age, and gender of the individual. Job security refers to an individual's fear of losing his job, which is associated with reduced well-being. The general job insecurity has a stronger negative impact on well-being than holding a temporary contract (in contrast to holding a permanent contract), especially for women. Overall, both genders' fear of losing a job correlates to a significant drop in overall well-being. An additional key pillar of job design that promotes well-being is environmental clarity, which refers to understanding one's role, position, and responsibilities in the workplace. Correspondingly to having a clearly defined role, having an achievable job and well-formulated goals contributes to overall well-being, job satisfaction, and reduces stress. In contrast, having goals that are too demanding or not demanding enough negatively affects well-being.
 - Management system: It carries the load for the organization's success as it displays the fundamental operational approaches. An organization has to be well-managed in order for employees to learn and grow. Research shows that employees are likely to experience higher levels of well-being when they are within a trusted, well-managed organization where everyone, including managers, receives feedback. The direct and clear assessment of an employee's performance is positively related to well-being, motivation, job satisfaction, and progress at work. However, there is a limit to feedback as it can have negative impacts if there is an inadequate amount of feedback given. The behavior of the manager is the second element within the management system that affects the employee's well-being. Positive manager behavior is positively correlated with well-being, whereas poor manager behavior is negatively associated with overall job satisfaction. On the whole, it is imperative to pay attention to the quality of organizational management systems as they enable the implementation of features that enhance well-being in the workplace.
 - Work environment: Introduces the relevance of the atmosphere and design in the workplace, as they have the ability to alter both, employee behavior and feelings. The physical conditions in a workplace include the actual resources available to employees along with the physical security offered such as the absence of work danger, ergonomic equipment, temperature, noise, lighting, and air quality. The physical conditions are positively associated with employee well-being, whereas there is a negative correlation between physical deficiencies at work and employee well-being.
 - Social value: It is gaining its importance as individuals strive to work for an organization that delivers social value. As each society has its own social value for specific job roles, this factor might be more open to the subjective interpretation of

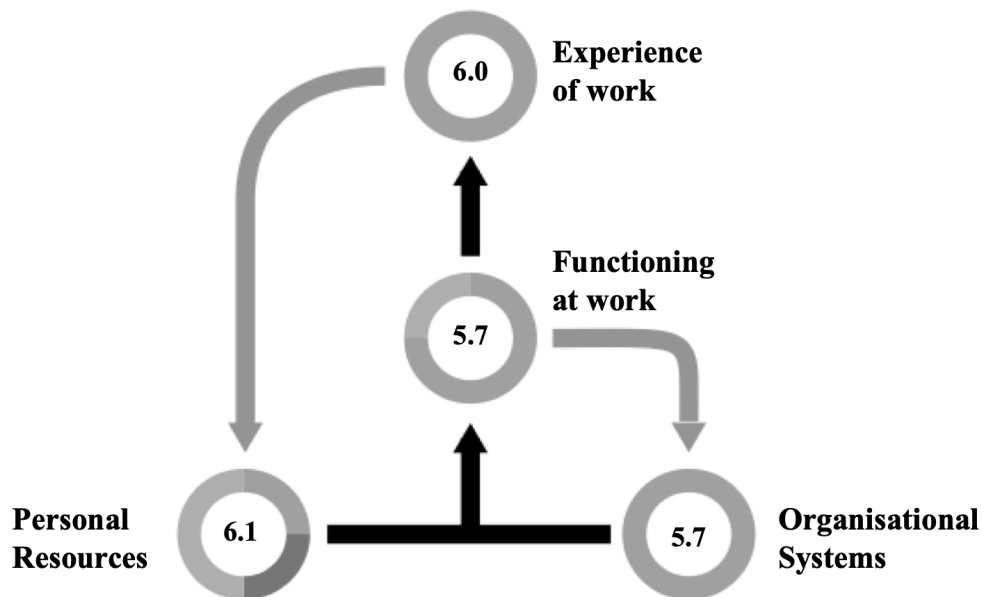
each individual, yet research shows that there is a positive correlation between the perceived social value of a job and level of job satisfaction.

3. Functioning at work explains upon matters employees do daily in the workplace and whether those create positive interactions and help them meet their basic psychological needs. It incorporates conditions such as expressing themselves, using their strengths, having a sense of control over their work.
 - Use of strengths and feeling a sense of progress: Employees who can use their strengths, are happier and less likely to suffer from stress when they believe their job position suits their capabilities. This belief has a remarkable relationship with well-being. The possibilities are given to employees to learn new skills to improve their innovation and give them a sense of achievement. Learning new skills has a positive relationship with various well-being measures, such as job satisfaction.
 - Sense of control: Allowing employees to arrange their work, generate ideas, and influence decisions grant them the opportunity of showing how capable they are. Control at work is closely associated with autonomy at work and can be measured in numerous ways. Evidence suggests that a degree of control in an employee's job is positively related to well-being concerning job satisfaction, whereas low job control is associated with unhappiness.
 - Work relationships: Building good and strong relationships at work assists with collaboration, higher performance, cooperation and contributes to creating a good working environment. Work relationships are highly valued by the majority of people. They are commonly associated with employee satisfaction, motivation, and morale. Research shows a strong connection between positive social interaction in the workplace and well-being. Additional research in this field delves into the negative effects of poor social relationships at work on well-being. After all, social relationships are the universal psychological need for relatedness.
4. Experience of work: The last domain explores employee's feelings towards their day-to-day working lives. It researches the frustrations and stress from work along with how satisfied and engaged employees feel performing their job.
 - Positive and negative feelings: Positive feelings, experienced at work, improve the quality of one's resources, creativity, attention, flexibility, resilience, physical abilities, and many more. The greater the ratio of positive compared to negative utterances, the better the team's performance in the company. As it is unrealistic to only experience positive emotions in the workplace, stress is an inevitable part of working lives. It is normal to experience stress, especially when one is put in front of a deadline or a demanding task, yet when an employee is experiencing negative feelings more often than positive it can impair his performance. The negative impacts of stress and frustrations have shown a negative impact on well-being.

Figure 3 summarizes the dynamic model of well-being at work. As seen in the figure, marked by the black arrows, the experience of work is influenced by functioning at work and the functioning is dependent on the organizational systems and personal resources. The grey

curved arrows present the crucial feedback loops, therefore the functioning at work feeding back into organizational systems, and experience of work feeding back into personal resources.

Figure 3: The Dynamic Model of Well-being at Work



Source: Jeffrey, Mahony, Michaelson & Abdallah (2014).

Overall, the model strives to improve the well-being of employees and aims to improve the quality of life by promoting innovative solutions to managers and/or organizations. By offering a deeper insight into the factors that drive the well-being of employees, managers can understand the behavior more effectively and are encouraged to implement and/or improve the practices in the organization in a superior way.

1.3.2 Core Self-evaluations

The previously discussed positive outcomes were identified as influencing factors for the well-being of an employee. More specifically, job performance and satisfaction are two of the core positive outcomes that were determined. If an employee is satisfied with his job, he will be happier and more productive in an organization. Additionally, if an employee has high performance at his job, this will enhance his well-being. Even though positive mood and emotions influence these outcomes, research on job satisfaction and performance shows a linkage between outcomes and personality traits. Core self-evaluations (CSE) are the fundamental assessments individuals make about their worthiness, competence, and abilities (Judge, Locke & Durham, 1997). The CSE defines four self-evaluative traits: self-esteem, generalized self-efficacy, neuroticism, and locus of control (Kinder et al., 2008). Self-esteem, being the broadest and most fundamental trait, is the value individual puts on himself. Self-efficacy is the estimate an individual makes about his ability to cope, be

successful, and perform well in diversified situations. Neuroticism, one of the “Big Five” personality traits, states that individuals high on it are identified as worriers, have high self-doubt, and often nervous. Lastly, locus of control is the degree to which an individual feels he can control his environment and the outcomes related to it.

Empirical studies analyzing the relationship among individual traits of CSE and job satisfaction show a strong connection in the relationship. When examining the four traits of CSE researchers found that each has a positive relationship with job satisfaction. For example, a person with high self-efficacy (ability to perform) will be more satisfied with the job it is performing. The overall relationship of CSE and job satisfaction is the strongest when the four traits are considered in aggregate, meaning that an individual high in CSE will be more satisfied with his job than one high on one of the individual traits of CSE (Kinder et. al., 2008). Besides job satisfaction, CSE shows a significant positive relationship with job performance. Individuals high on CSE recognize themselves as capable of performing in various situations, having control over what happens to them, and tend to remain calm in challenging situations; meaning they are generally better performers. Overall, the research suggests that employees with positive self-evaluations are more inclined to find satisfaction and be better performers in their job, which increases their well-being.

1.3.3 Job Demands-Resources model

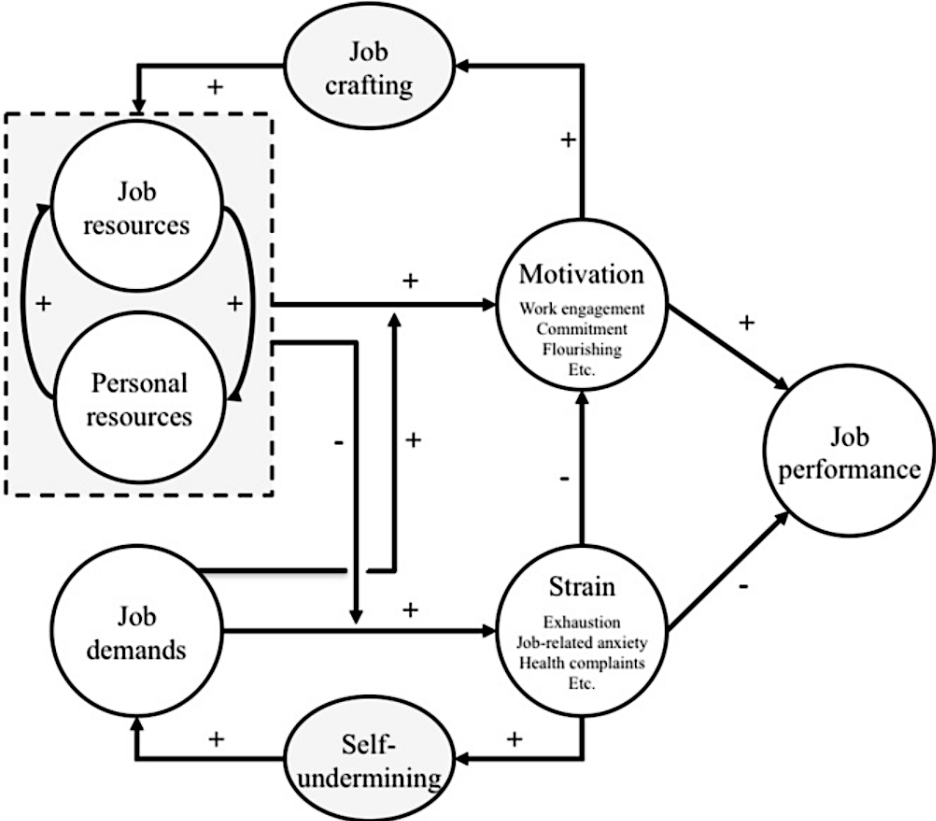
The Job Demands-Resources theory specifies the factors related to the well-being of individual employees. Authors emphasize how working conditions can drastically differ from one organization to another, yet all job characteristics can be divided into two main categories; job demands and job resources. Job demands are the features of work that consume energy, moreover, some are qualified as challenging tasks that help improve performance (complex tasks, workload) and other (conflicts) undermine performance. Job resources are the features that help employees deal with achieving their goals and job demands eg. social support, skill variety, and performance feedback (Bakker & Demerouti, 2018). They are all motivating job characteristics encouraging employees and satisfying their basic psychological needs (autonomy, relatedness, competence).

Job demands and resources have particular, independent effects on employee well-being. Job demands may trigger health-impairment processes if the exposure of daily workload converts to chronic overload in the long-run. Thus, this leads to chronic exhaustion and potentially results in severe health problems. Contrary to it, job resources trigger a motivational process as they satisfy an individual’s basic needs and provide meaning, hence they contribute to work engagement.

Figure 4 elaborates the model, emphasizing how it puts employee well-being in the foreground and has a goal of predicting employee behavior and organizational outcomes by modeling the loss and gain cycles employees initiate at work. As depicted with the + sign,

motivation has a positive impact on job performance (gain cycle) since it encourages employees to be goal-directed and focus on their job demands. Such behavior by employees (proactive search for challenges in their work) is called job crafting. In contrast, job strain has a - sign, implying it impairs performance (initiation of a loss cycle) as employees who are more exhausted or anxious are more likely to make mistakes, hence the negative effect.

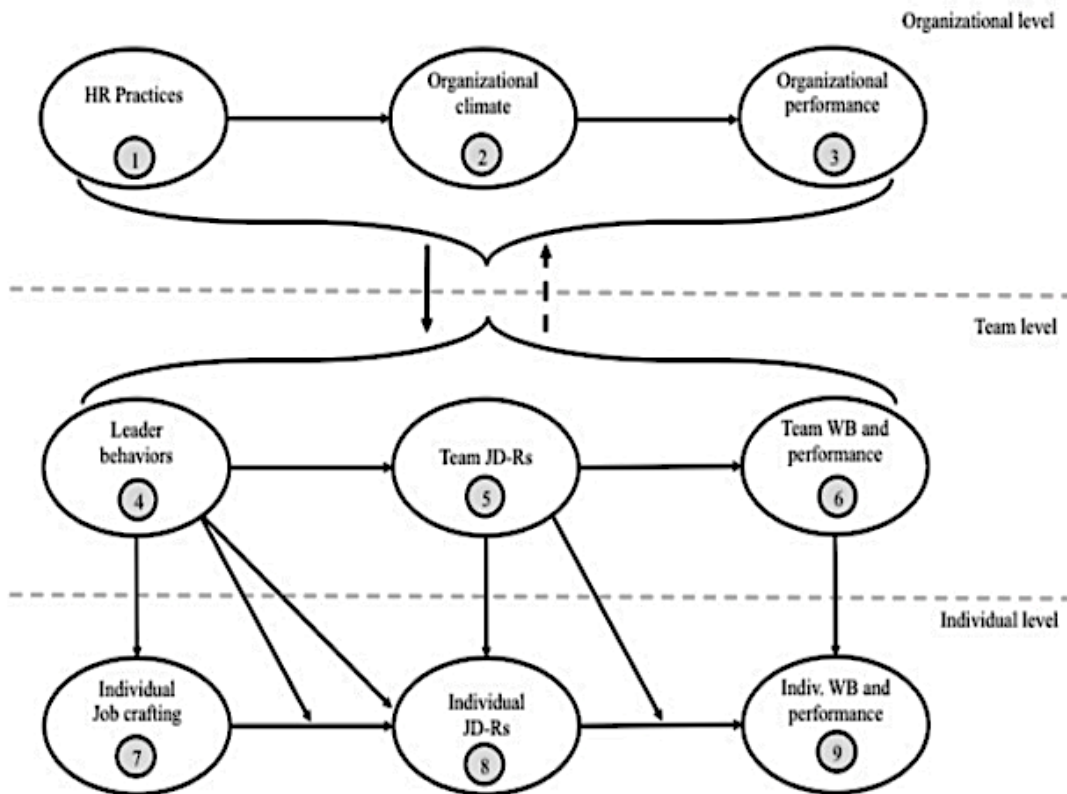
Figure 4: The Job Demands-Resources Model



Source: Bakker & Demerouti (2018).

Job Demands-Resources model delves into multiple levels of the organization that influence the well-being of individual employees. Figure 5 depicts the three mentioned levels and their interconnectedness. Organizational level, being at the top, outlines how HR practices directly influence the organizational climate along with job demands and resources and indirectly influence the work engagement and performance outcomes in an organization. On the team level the support from co-workers, support from supervisors, performance feedback, and information act as team job resources and predict teamwork engagement and work output. Employees that work in teams influence each other's performance and team well-being. Lastly, the individual level consists of job crafting and job demands and resources, which all influence the well-being and performance of an employee as so far explained in preceding paragraphs.

Figure 5: Multiple Levels in Job Demands-Resources Theory



Source: Bakker & Demerouti (2018).

Employees contribute to the organizations and are valued as extremely valuable assets. Without spending the time and resources dedicated to them, organizations will harder achieve their goals. Every employer should take great notice and consider the factors that impact the well-being of employees in order to ensure a workplace that can take care of the employees' physical and mental health, along with their happiness and overall workplace culture.

1.4 Measuring employee well-being

In consideration of the modern focus on employee well-being, it is quite common for organizations to invest in it. Yet, it is crucial to keep track of employees and measure their well-being to observe whether there are changes in their overall performance and the organization as a whole. Throughout history several approaches were used for measuring employee well-being, eg. assessing employee job satisfaction and summary of satisfaction with various job domains. However, such types of assessments were later criticized as being inadequate for determining happiness at work and for being rather competitive than complementary.

Instead of measuring employees' general affect, researchers started to assess their work-related affect. They concluded that such an approach was a more appropriate assessment of well-being at work. Daniels (2000) introduced the Measures of Five Aspects of Affective Well-Being at Work model. It overcomes the weaknesses of the previous models by assessing the affective well-being, as it reflects both, (frequent) experiences of positive affects and (infrequent) experiences of negative affects (Daniels, 2000). The measures of affective well-being are considered as several of the most important indicators of psychological well-being. As affective well-being is multi-dimensional it can likely apprehend changes, complexities, and subtleties in an employee's experience of work, whereas uni-dimensional measures cannot.

Warr, in his earlier similar work, displayed the measures of work-related affective well-being across two axes: anxiety-contentment and depression-enthusiasm (Warr, 1990). However, this model is limited as it does not include the arousal dimension of affective well-being. Further research suggested changes in terms of items comprising the scales, re-labeling the axes, and for additional items to be included to measure other aspects of affective well-being (Daniels, 2000). The model Daniels published depicts the affective well-being on five axes: anxiety-comfort, depression-pleasure, bored-enthusiastic, tiredness-vigor, and angry-placid.

At the same time, this model suggested two other factors: one representing enthusiasm, optimism, and motivation; and the other representing anger. The assessment of affective well-being regularly lasts one or two weeks, as it presents the cumulative experience of affects. By assessing through such periods, the factors are expected to correlate as the continual experience of several affects such as boredom or tiredness may become unpleasant, thus increasing the correlations between these and other hedonic aspects of affective well-being.

Table 1 illustrates the items used along with the hypothesized loadings for the models. Four alternative structures were tested for the five factors and to test the competing models, confirmatory factor analysis was used for a prior specification of those. There are five items hypothesized to describe the anxiety-comfort in each model, six items describing depression-pleasure, further six items describing bored-enthusiastic, four items describing tiredness-vigor, and lastly, five items describing angry-placid.

As Daniels found the item "calm" loads significantly on anxiety-comfort and "at ease" reflects better comfort than "calm", the hypothesized loadings of the two items distinguish models 1 and 3 from models 2 and 4. Similarly, the hypothesized loadings of items "alert" and "full of energy" distinguish models 1 and 2 from models 3 and 4.

Table 1: Summary of Hypothesized Factor Loadings for Models Tested in Daniels' Study

<i>Item</i>	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>	<i>Model 4</i>	<i>Response bias*</i>
Anxious	A-C	A-C	A-C	A-C	-
Worried	A-C	A-C	A-C	A-C	-
Tense	A-C	A-C	A-C	A-C	-
Relaxed	A-C	A-C	A-C	A-C	+
Comfortable	A-C	A-C	A-C	A-C	+
Calm	A-C	A-P	A-C	A-P	+
Depressed	D-P	D-P	D-P	D-P	-
Miserable	D-P	D-P	D-P	D-P	-
Gloomy	D-P	D-P	D-P	D-P	-
Happy	D-P	D-P	D-P	D-P	+
Pleased	D-P	D-P	D-P	D-P	+
Cheerful	D-P	D-P	D-P	D-P	+
Bored	B-E	B-E	B-E	B-E	-
Sluggish	B-E	B-E	B-E	B-E	-
Dull	B-E	B-E	B-E	B-E	-
Enthusiastic	B-E	B-E	B-E	B-E	+
Optimistic	B-E	B-E	B-E	B-E	+
Motivated	B-E	B-E	B-E	B-E	+
Tired	T-V	T-V	T-V	T-V	-
Ftigated	T-V	T-V	T-V	T-V	-
Sleepy	T-V	T-V	T-V	T-V	-
Active	T-V	T-V	T-V	T-V	+
Alert	T-V	T-V	B-E	B-E	+
Full of energy	T-V	T-V	B-E	B-E	+
Angry	A-P	A-P	A-P	A-P	-
Annoyed	A-P	A-P	A-P	A-P	-
Agressive	A-P	A-P	A-P	A-P	-
Placid	A-P	A-P	A-P	A-P	+
Patient	A-P	A-P	A-P	A-P	+
At ease	A-P	A-C	A-P	A-C	+

Key: A-C= anxiety-comfort, D-P= depression-pleasure, B-E= bored-enthusiastic, T-V= tiredness-vigour, A-P= angry-placid, + = positive item response bias factor, - = negative item response bias factor.

**Hypothesized loadings on the response bias factors are the same for every model*

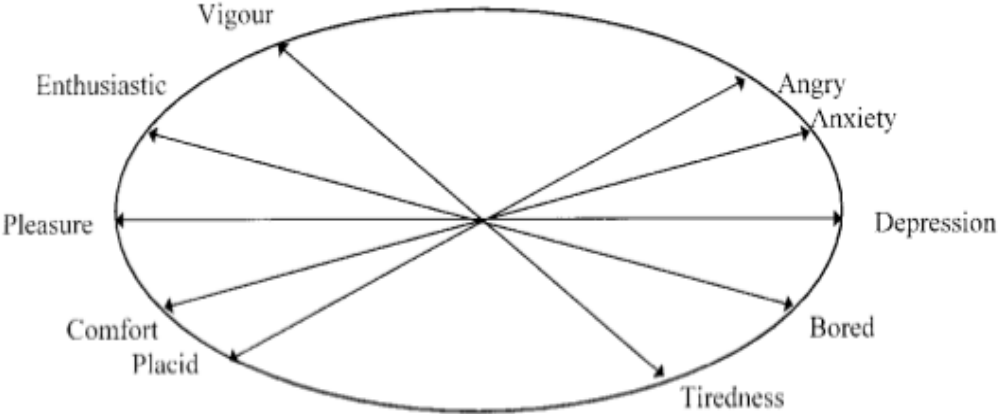
Source: Daniels (2000).

Daniels assumed the two items would make a better fit when loaded on bored-enthusiastic. As visible in the last column, each item has either a positive (+) or a negative (-) response bias factor that was controlled in all models tested. Two measurement factors were described for negatively and positively worded items, due to different thresholds for rating them (people might not rate themselves as experiencing negatively worded states, yet they might be more willing to state they are not experiencing positively worded states). Confirmatory

factor analysis indicates that the five-factor solution is a better fit with the data than previous models with fewer factors. The second-order analysis determines that two superordinate factors that correspond to positive and negative affect can clarify the relationships amongst the five first-order factors.

The model can be presented in a two-dimensional space (Figure 6). Models such as below are beneficial, as they help to account for spatial relationships among affects. In this case, the model separates the negative and positive affect. High negative affect is described by anxiety and hostility, whereas low negative affect is described by calmness and relaxation. High positive affect is described by a state of pleasant arousal (e.g. feeling enthusiastic) and low positive affect is described by a state of unpleasantness and low arousal (e.g. feeling dull). The figure below outlines the hypothesized relationships between the five factors and the two-dimensional space. The factors are bi-polar and placed respectively to their connectedness. For example, as anger and anxiety comprise the negative affect, the anxiety-comfort and angry-placid are closely aligned.

Figure 6: Five-factor Model of Affective Well-being in Two-dimensional Space



Source: Daniels (2000).

The method used was mailing anonymous self-completion questionnaires to respondents from participating organizations. Each questionnaire included the aforementioned 30 items (see Table 1) which were to represent the five aspects of affective well-being. The respondents were asked: “Thinking of the past week, how much of the time has your job made you feel each of the following?”. Then each item was rated on a six-point fully anchored scale (“never”=1; “occasionally”=2; “some of the time”=3; “much of the time”=4; “most of the time”=5 and “all of the time”=6). The overall score for each scale was done by reverse scoring the negative adjectives, summing the responses, and finally dividing the number of items. A high score on a measure indicates good affective well-being.

The most recent research on the measures of employee well-being was conducted in 2019 by Pradhan and Hati. The authors delve into the measures throughout history, the scales used and the dimensions explored. Within their work they emphasize the following:

- It is crucial to distinguish the concept of employee well-being from general wellbeing, as general life situations differ greatly from workplace situations.
- There is still no consensus on the definition of well-being.
- Psychological well-being (PWB), Subjective well-being (SBB), and job satisfaction are all used interchangeably to demonstrate employee overall well-being.

Table 2 summarizes the previous research on employee well-being. The Page and Vella-Brodrick theoretical model of employee well-being, published in 2009, characterizes well-being and mental health. This model outlines SBB and PWB as key criteria for well-being. To adapt it to the organizations, two constructs were added: 1) work-related positive and negative affects, and 2) job satisfaction (Pradhan & Hati, 2019). It was suggested that the life satisfaction scale, positive and negative affect schedule, workplace well-being index, affective well-being scale, and PWB need to be considered in order to measure the well-being of an employee entirely. In light of the mentioned, there is no comparable scale or tool developed to assess employee well-being until today. A table summarizing the previous research on employee well-being scales is included in Appendix 2.

With the help of qualitative and quantitative techniques, Pradhan and Hati developed a 31-item scale that measures four dimensions of employee well-being. Table 3 displays the four factors (dimensions) and the items belonging to each of them. To collect the final items and assure that the model is an appropriate explanatory factor analysis, confirmatory factor analysis, and reliability and validity analysis were conducted.

As visible from Table 2, the scale tries to capture the multi-dimensional construct of well-being. Primarily, the scale had 33 items, yet as such, it did not offer acceptable results for a well-fitting model. Two items were later on deleted, as their standardized residual covariance was high and they had a large modification index. The final model consists of 31 separate items; 10 in psychological well-being; nine in social well-being; eight in workplace well-being; and four in subjective well-being.

Despite the various methods that try to capture employee well-being, its definitions and structural dimensions still have not been accepted and agreed upon by all. As previously mentioned, the unavailability of a comprehensive measurement tool brings measurement issues that remain unclear for now. The aforementioned scale was developed to fill the theoretical and measurement gaps. It is approved for its use in research as well as in practice.

Table 2: Four Dimensions of EWB and Scale of 31 Items for Measuring Employee Well-being

PWB (psychological well-being) items	SWB (social well-being) items
I easily adapt to day-to-day changes in my life and manage my responsibilities well.	I am an important part of my team and organization.
I care for things that are important to me, not what is important to others.	People are trustworthy in my team.
I feel I am a sensible person.	I am close to my teammates in my organization.
I am not flexible.	My team is a great source of social support.
I understand the expectation from me.	My views are well accepted by my teammates.
I feel I am capable of decision-making.	People in my team don't help each other in difficult times.
I feel depressed from the stress and demands of day-to-day life.	I take active part in important decision-making activities of my team.
I believe that I have a purpose and direction in life.	I love to spend time with my teammates.
I think life is a continuous process of learning.	My day-to-day activities contribute towards the benefits of my team.
I am a confident person.	
SBB (subjective well-being) items	WWB (workplace well-being) items
Mostly I feel happy.	I am quite satisfied with my job.
I am an optimistic person.	I enjoy meaningful work.
I feel good about myself.	I attach lots of value to my work.
My life is mostly sorrowful.	My work achievement often acts as a source of motivation.
	My workplace is very conducive.
	I used to maintain a balance between work and home life.
	My employer does care a lot about their employees.
	My work offers challenges to advance my skills.

Source: Pradhan & Hati (2019).

2 ORGANISATIONAL/MANAGERIAL PRACTICES TO IMPROVE EMPLOYEE WELL-BEING

It is no novelty that organizations and the leaders inside of it have an impact on employee well-being, yet as the research has become more extensive in the last decade it brings several new implications on how to improve the well-being of employees. Businesses often refer to their employees as their most valuable assets, yet are not aware of the actual impact they have over their employees. Guest, researching different analytical frameworks for HRM, stated: “There is a strong ethical case for focusing on employee well-being. In addition, changes at work and in the conditions surrounding work risk eroding work-related well-being with harmful consequences for employees and, potentially, for organizations. These changes have been widely signalled but often ignored in the core HRM literature and justify prioritising HR practices that can help to ameliorate their impact. For example, changes in technology continue to affect work-related well-being. While some changes are positive, leading to the automation of routine activities, opportunities to work from home, and greater access to information, others present challenges to employee well-being” (Guest, 2017, p.22).

The most common way for organizations to try and impact the well-being of their employees is by establishing various practices. Usually, those are coming from the HR department and apply to all departments inside the organization. Although this is not an obligatory procedure, some organizations put drastically less emphasis on doing so. Even though the main goal for most organizations is improving financial performance it is crucial to acknowledge the value of investing in employee well-being as it contributes to the overall organizational performance.

Individuals are much more than just “homo economicus” to whom profit and property mean everything, even after their basic needs have been met. They are more holistic and complex hence organizations must monitor their well-being and work towards improving it (Guest, 2017). Doing so from psychological and sociological viewpoints more competently solves the problems and generates opportunities for improvement of economic outcomes. Supportive and reliable social relations embrace well-being, and well-being leads to good social relations and economic outcomes by supporting creative cooperation. When employees experience poor relationships and/or are excluded from groups they suffer. Positive outcomes in an organization, even economic ones, are more frequently caused than followed by well-being.

Therefore, organizations began to implement various strategies to ensure the quality of life to strengthen employee well-being in the workplace to improve their potential, performance, and productivity. Organizations can generate an employee’s well-being-based happiness by implementing one’s psychological benefits, including employee day-to-day practice along with crucial development objectives. The domain-specific areas of well-being differ with

their influence on the transfer of experiences amid life areas. For instance, poor well-being at the workplace has a negative influence on the well-being at home and vice versa (Šarotar Žižek & Mulej, 2017). Well-being is primarily correlated with work efficiency and quality, and it is believed that the boost of well-being at work enhances staff's commitment, efficiency, and productivity.

The recent studies of HRM have focused on the effectiveness of high-performance and high-involvement HRM systems on employee well-being. Whilst the high-performance systems aim to build ability and collaboration among employees in contemplation of problem-solving and high-performance, the high-involvement systems necessitate providing the strength for employees to make resolutions. Nonetheless, such systems are more driven by the beneficial outcomes for the organization as they focus on specific outcomes such as high performance or high engagement in decision making (Luu, 2019). The purpose of this chapter is to explore the various approaches used in organizations to enhance employee well-being. Proper employee support does not happen by accident, yet requires extensive planning and a straightforward understanding of why it is provided. Practices are only a fragment of how organizations can contribute to their employees and their well-being.

2.1 Sets of practices

Now that the nature of employee well-being along with the factors affecting it and its measures have been described in more detail, it is time to delve into the practices that aim to improve it. Practices pointing towards the same outcomes are put into sets of practices suchlike described below. Due to the complexity of employee well-being, there are possible existing tradeoffs between different dimensions of well-being. Some practices tend to enhance one aspect of well-being and at the same time decrease another aspect of it (Grant et al., 2007).

Well-recognized and used sets of practices:

- **Work Redesign Practices** aim to change the task dimension of organizational contexts. Their goal is to increase psychological engagement by enriching the assigned tasks by challenging employees to use a wider range of capabilities (skill variety), give opportunities to benefit others (task significance), and freedom to make decisions about when and how to do work (autonomy). Research suggests that task enrichment brings higher levels of job satisfaction, whereas it can also undermine employee health as it requires employees to complete more complex, demanding work (Grant et al., 2007). The research by Peccei in 2004 outlines several practices in regards to the work and job design: the extent of job specialization (number of job categories), percent of the workforce that is multiskilled, the extent of job discretion/autonomy (delegated job control), and extent of use of self-managed teams.
- **Compensation, Pay Structure and Rewards Practices** focus on improving employee well-being by changing the reward dimensions of organizational contexts (Grant et al., 2007).

They are both, monetary and non-monetary benefits granted to employees in pursuance of performance. Research shows that incentive compensation can lead to higher job satisfaction, as the idea of earning higher pay pleases employees. However, such types of practices might harm interpersonal relationships inside the organization, as managers are striving for teamwork and regarding individual effort. Therefore, employees become hesitant to help others and competition replaces cooperation, which consequently decreases social well-being, whilst increasing psychological well-being. The pay structure and rewards practices focus upon the employees' earnings. Nonetheless, organizations strive to regulate the pay-system, and a few of the practices implemented for achieving are a percent of the workforce earning a salary above a specified number, the extent of wage dispersion at the workplace, percent pay increase at the establishment in last year, the extent of use of individual performance-related pay, the extent of use of organizational/establishment based contingent pay, and range of non-pay benefits provided to non-managerial employees.

- Team-Building Practices concentrate on improving interpersonal relationships and cohesion in the workplace by changing the social dimension of organizational contexts with the goal of improving employee performance (Grant et al., 2007). Research proves that well-prepared team-building practices improve the nature of interpersonal interactions and group coherence. Although such practices improve social well-being, they might decrease psychological well-being since some individuals prefer working independently, and working in teams decreases their autonomy.
- Health and Safety Practices are designed to enhance performance by decreasing the possibility of absenteeism, illness, injury, and alternative unfortunate outcomes for employees (Grant et al., 2007). They increase employee well-being by altering the physical dimension of organizational contexts. However, employee satisfaction might be undermined at the expense of such practices, as employees can react negatively and find their job less enjoyable due to safety practices.
- Employee Governance and Foundation Practices aim towards the ability of employees to have the right to negotiate and represent on their behalf. Thus, this would mean to implement practices such as allowing the employees to have union recognition and consultative committee/works council (Peccei, 2004). The foundation practices aim to capture the overall relationship from organization to employees and make it transparent (Peccei, 2004). A few considerable practices in this area address the goal by assessing the range of downward communications mechanisms used, the extent of information-sharing/disclosure to employees, extent of off-line/consultative participation, extent of use of formal performance appraisal/management, and range of quality management practices and procedures used.
- Numerical Flexibility/Employment Stability Practices focus on providing the employees with stable employment (minimum of interruptions), employability, and matching labor demands with the number of employees through various flexible employment methods (Peccei, 2004). Examples of such practices would include a range of non-standard contracts/peripheral workers used, percent permanent workers employed at the workplace,

percent full-time workers employed at the workplace, average number of weekly hours worked by employees, percent of employees at the workplace that works overtime, range of employment security arrangements in place, and extent of use of internal promotions.

- Employee Knowledge, Skills, and Competences Practices refer to the organizational input and options provided to enlarge the employees' abilities and expertise (Peccei, 2004). A few practices of such an environment would be the extent of emphasis on "soft" skills in selection and training, the extent of emphasis on "hard" skills in selection and training, range of induction procedures used, range of mechanisms used to transmit job duties/responsibilities, and volume of training provided to employees per year. Providing employees with opportunities to develop and learn is as well important for the organization as it can build loyalty and reduce turnover.
- Status Equalisation, Treatment, and Welfare Practices move towards establishing an equal workplace, where each employee is given the same opportunities. Some of the approaches organizations use through practices are the extent of harmonization of non-pay benefits, range of family-friendly policies and practices in place, range of equal opportunities policies and practices in place, and range of grievance and disputes procedures in place.
- Work-Life Balance Practices aim to attract better applicant and reduce work-life conflicts among employees with the overall goal of improving organizational performance. Some of the outcomes from implementing such practices are enhanced social exchange processes, improved productivity, increased cost savings, and reduced turnover (Beauregard & Henry, 2009). Implementing work-life balance practices could deliver improved employee attitudes and behaviours. Examples of practices to improve the work-life balance is the organisation offering matters such as childcare services, exercise access, exclusive outings, health care benefits, flexible hours, ...

The aforementioned outline some of the most widely used and recognized sets of practices, still from the time those practices were developed much has modified. The current research puts a lot of emphasis on discretionary practices. Contrary to transactional practices (day-to-day mechanics), discretionary practices are beyond the administrative requirements and signal to employees that the organization provides for them by offering additional knowledge, skills, social support, greater autonomy (Gavino, Wayne & Erdogan, 2012). Aforesaid practices support employees to perform adequately and grow professionally, hence they foster a sense of well-being among employees. By implementing akin job resources employees fulfill their work roles, feel committed to their team and its goals, and find more meaning in their work.

As depicted in Figure 7, Gavino et. al's 2012 research explores eight factors of discretionary HR practices, which are: training, pay for performance, performance management, promotional opportunities, selective staffing, development opportunities, decision making, and participation.

Table 3: Items for Discretionary HR Practices

Training
My company has provided me with ongoing training, which enables me to do my job better (Vandenberg, Richardson, & Eastman, 1999).
At my company, extensive training programs are provided for individuals in this job.
Overall, I am satisfied with my training opportunities (Vandenberg, Richardson, & Eastman, 1999).
There are formal training programs to teach new hires the skills they need to perform their jobs (Delery & Doty, 1996).
Pay for Performance
There is a link between how well I perform my job and the likelihood of my receiving a raise in pay (Vandenberg, Richardson, & Eastman, 1999).
Pay rises for employees in this job are based on job performance (Gardner, Moynihan, & Wright, 2002).
My pay is tied to my performance (Snell & Dean, 1992).
In my company, raises and promotions are tied to performance (Snell & Dean, 1992).
Performance Management
I often agree with my manager on my performance evaluation.
During my performance appraisal session, I am allowed a high degree of influence in the determination of my work objectives (Hutchison & Garstka, 1996).
I have frequent discussions with my manager about my performance.
I understand what my performance will be based on.
Promotional Opportunities
I am in a dead-end job (Price & Mueller, 1985).
I have the opportunity for advancement in my company (Price & Mueller, 1985).
In my company there is a good opportunity for advancement (Price & Mueller, 1985).
I have a good chance to get ahead in my company (Price & Mueller, 1985).
Selective Staffing
As best as possible, my company makes sure that the right person is hired for the job.
My company places great importance on hiring the right person.
At my company, there is emphasis on hiring the right person for the job.
There is more emphasis on hiring someone quickly than selecting the right person for the job.
Developmental Opportunities
In the positions that I have held with my company, I have often been given additional challenging assignments (Wayne, Shore, & Liden, 1997).
In the positions that I have held with my company, I have often been assigned projects that enabled me to develop and strengthen new skills (Vandenberg, Richardson, & Eastman, 1999).
Besides formal training and development opportunities, I have developed my skills with the challenging job assignments provided to me (Wayne, Shore, & Liden, 1997).
Decision Making
In my job, I am allowed to make many decisions (Delery & Doty, 1996).
In my job, I am often asked to participate in decisions (Delery & Doty, 1996).
In my job, I am provided the opportunity to suggest improvements in the way things are done (Delery & Doty, 1996).
Participation
I have participated in the selection of new employees.
I have participated in the training of new employees.
I have been involved in interviewing candidates before they are hired in my company.

Source: Gavino, Wayne & Erdogan (2012).

Discretionary practices have a positive relationship with employees' job satisfaction as well as increase the possibility of employee well-being when discretionary treatment is perceived by the organization through akin practices that focus on employee nurturance (Luu, 2019). On the whole, discretionary practices refer to the organization's contribution to employees' achievements, performance, and career development that is nonmandatory and not externally regulated. They are designed to influence employees' ability to identify with the goals of

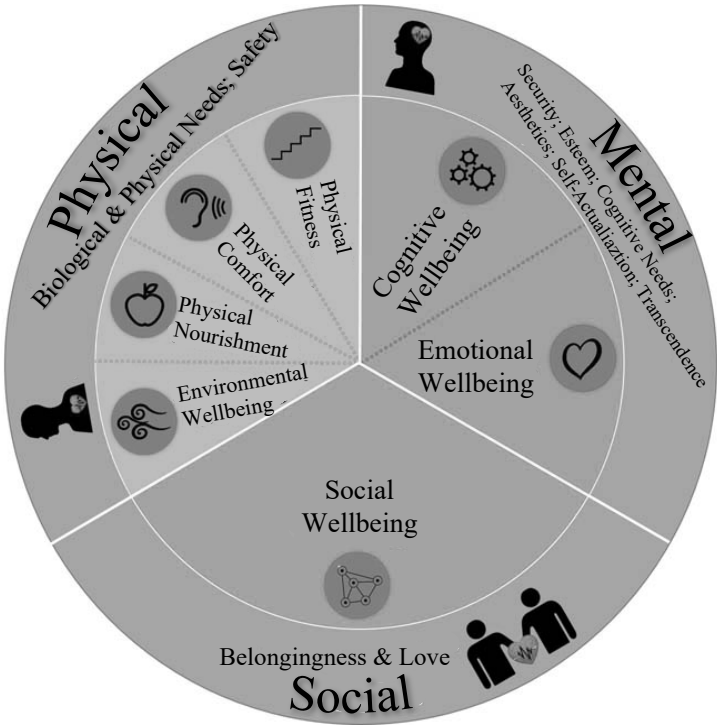
their team and organization, embellish their competencies, and empower them. In contrast, transactional human resources (HR) practices are administrative and compliance-focused by nature.

2.2 Creating a healthy workplace

There is plenty of things that need to be done to improve the well-being, health, and safety of employees. Although many believe that having and continually investing in a healthy workplace is mainly in the interest of workers rather than employers it benefits both. How an employee feels in the physical workplace contributes to his well-being, especially considering it does not require as much inquiry as other means for improving employee well-being. As mentioned before, there is a specific extent to which organizations have to provide safe and hazard-free work environments, however, they are allowed to contribute further and create a workplace that fosters more than just the general safety of employees.

Prowell, comprehensive workplace analytics exploring the well-being of employees developed the Seven Dimensions of Workplace Well-Being (Lee, 2019). It analyses the key health and well-being indicators that contribute to well-being in the workplace. It defines the fundamental components of well-being in various disciplines and outlines three dominant domains of well-being: mental, physical, and social. The framework corresponds to Maslow's Hierarchy of Human Needs. Figure 8 below displays the framework.

Figure 7: Seven Dimensions of Workplace Wellbeing



Source: IWI (2020).

The framework identifies seven dimensions as relevant to achieving workplace health and well-being. The mentioned are Physical Fitness, Environmental Wellbeing, Cognitive Wellbeing, Emotional Wellbeing, Social Wellbeing, Physical Nourishment, and Physical Comfort.

1. The Physical Fitness dimension elaborates on the disadvantages and potential health issues as a consequence of sedentary postures and inactivities that are dominant in the workplace. Thus, the framework suggests a set of strategies, that integrate design/spatial interventions based on developmental psychology principles along with policies and benefits to encourage people to engage in fitness programs and activities.
2. Environmental Well-being incorporates strategies that highlight the importance of providing a clean and non-toxic environment via control of cleanliness, chemical control, drinking water quality, indoor air quality, and maintenance.
3. The Cognitive Well-being dimension is crucial in the framework as it reinforces the mental processes of attention, memory, problem-solving, and reasoning. The strategies for Cognitive Wellbeing constitute four leading themes: flexibility and flow of major workspaces; providing appropriate types of spaces; technology and equipment accessibility; cognitive ergonomics for visual-spatial processing and acoustic stimuli management.
4. Emotional Well-being justifies the emotional states of happiness and satisfaction, which are straightly related to the overall quality of life. The dimension is supported by three major topics: biophilic design (connecting building occupants closer to nature), art and design elements for pleasure, and personalization and control of the environment.
5. Social Well-being concentrates on enhancing social connectivity and supporting social systems in the workplace. Enforcing such activities reduces work demand-related stress and negative affect at the end of working days; decreases employee turnover and increases cohesion.
6. The Physical Nourishment dimension involves strategies to encourage healthy eating habits and provide healthy food amenities through the choice of architecture.
7. Physical Comfort undertakes comfort issues in the human body system and senses, along with four sensory systems: auditory, olfactory, thermal, and visual. The dimension emphasizes the importance of food and diet regarding an individual's general health.

Additionally to the seven dimensions mentioned in the framework, there is Financial Well-being, also a very important dimension. For an employee to achieve the state of it means having the ability to meet financial goals, manage budgetary commitments, protect against risks, coping with financial shocks, and saving for contringencies or future needs (WEF, 2019). The perceived financial well-being is a key predictor of general well-being (Netemeyer2017). It consists of two separate constructs; stress over current finances and a sense of security about achieving future financial goals. Therefore, due to its power of impacting an employees' well-being it should be taken in consideration when implementing strategies to help improve the workplace.

The framework offers several useful guidelines in regards to pursuing workplace health and well-being. Still, implementing the strategies takes more than simply applying theory to practice, it is important to assess each dimension and deliberate the trade-offs between them. After all, each organization has its own goals and outcomes it is trying to achieve, and by tying those to the dimensions it is much more convenient for an organization to accomplish the wanted result.

2.3 Navigating well-being of employees through Covid-19

The Covid-19 pandemic created disruptions on global levels and is still affecting the new-everyday that most of the population is experiencing. It greatly affected the economy, health, and social welfare. Since its outbreak, many different guidelines were displayed to stop the virus from transmission, and one of the most commonly offered as social distancing. The current goal up to this day is to try and find a common solution for preventing the virus from causing more damage, yet the restrictions and guidelines that have been lasting for so long started to affect the well-being of individuals.

While social distancing strives to contain the virus and assist in public health it simultaneously creates challenges for organizations around the world and their employees. Economic data and industrial reports reveal that Covid-19 generated “service-mega-disruptions” for businesses, especially in the services sector, where many companies struggle to maintain their operations whilst others are stagnating or even shutting down, generating large implications and consequences to employees and their well-being.

Thereupon, the emphasis on employee well-being becomes crucial during a pandemic. The frontline employees, providing essential services, are facing increasing health risks (eg. infection, stress, mental illness) and the remaining part of employees was introduced to remote working and self-isolation at home, causing mental health consequences such as anxiety, depression, and loneliness. Research exploring the influence of social distancing on employee well-being outlines four different dimensions of well-being, according to the adverse impact of Covid-19 on the global economy: physical, psychological, social, and financial (Tuzovic & Kabadayi, 2020). Table 3 outlines the dimensions and describes them in more detail.

A considerable amount of employee well-being research endorses the already described JD-R model to better understand the factors that determine employee well-being (Tuzovic & Kabadayi, 2020). The model proposes that job demands and resources are related to various dimensions of employee well-being, and those being influenced by external forces (economy, industry, government policies, and technology) which are now changing, leads to shifts in employee well-being. Apart from employees, organizations will encounter obstacles with impacts of social distancing policies which lead to drivers of well-being to

become more complex, involving different aspects that depend upon the organizational context and wider sociopolitical boundaries of social distancing.

Table 4: Dimensions of Employee Well-being

Dimension	Description
Physical well-being	<ul style="list-style-type: none"> • The ability to improve the functioning of one’s body • Includes physical strength and fitness, physical activity, weight and sleep • Physical well-being is viewed as critical to overall well-being
Mental well-being	<ul style="list-style-type: none"> • A positive state of psychological and emotional health, in which a person “realizes his or her own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to his or her community”
Social well-being	<ul style="list-style-type: none"> • The ability to communicate, develop meaningful relationships with others, and maintain a support network
Financial well-being	<ul style="list-style-type: none"> • The ability to sustain one’s current and anticipated desired living standards and financial freedom • Feeling safe about one’s current and future financial state

Source: Tuzovic & Kabadayi (2020).

The initial response to Covid-19 from many governments included issuing restrictions such as travel bans, closing non-essential businesses, limiting operations, and promoting work from home. This created a tremendous impact on many industries, especially the service-oriented ones. Whilst the aforementioned restrictions were impairing businesses the damage likewise transferred to employees. The decrease of demand in industries like hotels, restaurants, airlines, and retail caused laying off employees or putting them on hold. Reasonably, employees suffered not only from the financial well-being perspective but psychological as well due to increased levels of anxiety and stress. In contrast to industries where demand has decreased, for some, it has grown exponentially. Employees in those industries are experiencing stress due to increased working hours and the possible risk of getting infected while working, therefore impacting their physical and psychological well-being. Overall, organizations, especially ones most affected by Covid-19, will need to adapt to social distancing, minimize infection risk, and safeguard employee well-being by adjusting working conditions.

When exploring the Covid-19 impacts on employee well-being, three individual-level factors were determined: skills (abilities and knowledge), support (work and social), and self (personal factors) (Tuzovic & Kabadayi, 2020). The sudden shift in working methods

required acquiring new skills through training. For some, this was positive as the new knowledge would imply expanded employment opportunities and contribute to their mental and financial well-being. For individuals that find learning new skills stressful, it can negatively affect their job satisfaction, thus their well-being. Support is the second factor as it describes an individual's ability to have access to resources like technology or internet connection, which are required for remote work. The factor further includes social support (family, friends, and coworkers). Support is crucial for social well-being, it also improves happiness which consequently boosts physical health and wellness. It can additionally contribute to mental health, like empathy, and share the responsibility to help with overcoming stress created by social distancing. Furthermore, social support could provide financial support, at least in the short-term, for those who lost their jobs thus increasing financial well-being. Lastly, the self is a factor affecting an individual's well-being depends on how he is coping with the additional stress generated by social distancing measures. An individuals' personality traits affect the degree to which the levels of stress can or cannot impact their well-being at work.

Eurofound published a report called Living, working and Covid-19 to investigate the impact of the virus through launching e-surveys across the European Union (Eurofound, 2020b). They collected data about people's living and working conditions during the pandemic in April and July. A part of the research is dedicated to effects of Covid-19 on well-being and some of the key findings from it are:

- The first report from April indicates an average of life satisfaction at 6.3 and happiness at 6.4 on a scale from 1 to 10. In 2016, the average life satisfaction was measured at 7.0 and happiness at 7.4 (Eurofound, 2020a)
- On a scale from 1 to 10, the average life satisfaction increased to 7.1 in July for EU27 and the UK.
- The average mental well-being was relatively low in April, measured at 59 out of 100 (in 2016 European Quality of Life Survey (EQLS) it was 64).
- The average of WHO-5 mental well-being score in July increased to 64 out of 100. Approximately 22% of people in the EU were at risk of depression based on their score. Compared by age, young people (18-24 years) had best mental well-being (scored 70 on the index), whilst old people (over 65 years) had the lowest (scored 61 on the index).
- About 68% of Europeans were optimistic about their future. Optimism was highest in Sweden (85%) and lowest in Greece (31%).
- The average of perceived social exclusion amounted to 2.1 on a scale of 1 to 5, whereas when filtered for those unemployed and unable to work due to disability or illness it was 2.7.

It is undeniable that Covid-19 produced a global economic and humanitarian crisis. Although social distancing has forward-looking intentions of benefiting public health it carries negative consequences. There is no clear vision of what the future will bring, how long we

will be forced to live under such circumstances, and how exactly it will affect our lives in the long-run, yet it is important to try and gradually tackle the issues and challenges we are facing. Being aware of how the virus managed to impact the well-being of employees and the population, in general, is already a starting point. Therefore, the next plausible step is to look after employees and strive to support those in need.

3 ORGANISATIONAL AND EMPLOYEE OUTCOMES OF INVESTING IN EMPLOYEE WELL-BEING

Research suggests that employee well-being is an important concern for organizations. It brings benefits to the organization due to its impact on the performance, also it is crucial for the organizations' survival by affecting costs related to the health of employees, their absenteeism, turnover, and job performance (Pradhan & Hati, 2019). When there is an absence of employee well-being the organization is likely to face cumulative financial along with non-financial loss. Employee well-being impacts an employee's decisions such as whether to stay in the current job or to quit. As mentioned, it is additionally highly associated with job satisfaction, employee engagement, and job commitment. However, it is not crucial alone for the favor of employees, but it serves as an essential factor in organizational success. The research recognized that organizations that focus on employee well-being tend to develop a competitive advantage in the long run.

Managers are most often the people responsible inside an organization that implement the practices and monitor the employees inside their departments. Nonetheless, many are unaware of the impact they are making by doing so. Grant et al. recommend two broad options to organizations to encourage managers: (1) influencing managerial attention by encouraging managers to notice the impact of their actions on employee well-being, and (2) influencing managerial motivation by encouraging managers to value the impact of their actions on employee well-being (Grant et al., 2007).

The authors believe that managers are often unaware of the various consequences that arise from designing and implementing practices. To increase the managerial attention, they identified three steps for selecting and training managers to increase the likelihood of them noticing the impact of their actions on employee well-being (Grant et al., 2007).

1. Think more broadly about who is affected and how. The first step outlines the relevance of cautiously selecting practices due to the diversity of individuals as well as departments. For instance, a manager developing brand-new incentive compensation plans for the marketing department fails to contemplate how it will affect the finance department. Comparable to his, managers often consider how their actions might affect specific dimensions of well-being, yet forget to acknowledge the remaining dimensions. An example would be a managerial action focusing on physical safety, hence increasing

physical well-being, while at the same time neglecting social and psychological well-being. Overall, managers are unintentionally likely to create and implement practices that have unexpected consequences for the well-being of employees. Organizations that focus on training managers to design and implement practices in the correct manner might improve the possibility of practices positively affecting employee well-being.

2. Think about the long-term impact. The second step specifies the importance of managers not focusing only on the short-term, but as well consider the future when designing practices. A common attempt would be managers providing challenging practices, but overlooking how in the long-run it could undermine employees' health. Therefore, organizations tend to encourage managers to think of the long-term impact of the practices. One of the techniques used for increasing the possibility of managers considering the future is asking them about events that happened in the past. Choosing managers who are oriented towards future thinking can increase the likelihood of practices being favorable to the organization.
3. Collect more information on employees' attitudes about current practices. Managers are often unaware of how their understanding of current problems in the organization can be misguided. Thus, they might design and implement practices that will bring unexpected consequences to employee well-being. By tracking and rewarding managers for actively seeking feedback on employee attitudes and opinions, organizations may improve the chances of practices positively affecting employee well-being. Conducting regular attitude surveys is also a beneficial technique for organizations to acquire higher retention, productivity, and performance of employees. Nevertheless, for the surveys to have an effect, managers must act on the feedback they receive.

The evidence described throughout preceding paragraphs already establishes a base of why it is crucial to nurture the well-being of employees in general. After all, employees want to feel valued as human beings and need support from the organization they are a part of. Their workplace well-being further impacts their lives at home. This chapter focuses on specific organizational and employee outcomes, either positive or negative, that are a consequence of investing in employee well-being.

3.1 Positive outcomes

Investing in employees does not solely benefit individuals, it transforms organizations into places where employees want to work in. It is proven that individuals that achieve high levels of well-being at work are more prone to displaying a range of skills that benefits the organization as well. There is a considerable number of advantages that come along for both the organisation and employee such as:

- Creativity. Organizations that promote health and well-being are recognized as 3.5 times more likely to be creative and innovative (WWW, 2017). Decreased levels of stress and pressure are likely to improve employee creativity and innovativeness (Huhtala & Parzefall, 2007).

- **Retention.** Investing in employee well-being reduces staff turnover in an organization. Loyalty presents an important factor as employees who are more loyal tend to do their best work and perform to their highest of standards (ENME, 2018). Loyal employees are an asset for an organization, they endorse the brand and assure the sustainability of the business.
- **Productivity.** A productive employee is willing to work to his ultimate power, producing values that exceed the employee wages makes an employee an investment and in theory, this provides a worthwhile return to the organization (Harness, 2018). Productive employees also benefit organizations in terms of customers due to their higher speed, quality, and better interactions.
- **Performance.** Organizations with high levels of employee well-being have outperformed the stock market by around 2-3 percent per year observing over 25 years (WWW, 2017). Additionally, FTSE 100 companies that demonstrate best practices in employee health and well-being show a 61 percent average shareholder return, which is higher than compared to the average of 51 percent.
- **Reduced costs.** When organizations invest in health and well-being they are also downsizing some of their costs, especially ones related to sickness, absence, and presenteeism (under-productiveness due to poor emotional well-being), and filling an employee vacancy (WWW, 2017).
- **Work attendance.** Employees that feel good in their workplace will try to put in their best efforts by ensuring 100 percent attendance at work (Pradhan & Hati, 2019).
- **Acceleration of personal resources.** Employees who experience well-being enjoy a greater degree of positivity, which proceeds in positively oriented attitude changes such as being more outward, creative, and social (Pradhan & Hati, 2019). Most importantly, this positivity encourages the boost of an employee's personal resources, thus achieving higher performance and job involvement. As the employee feels less exertion, the organization benefits by earning more commitment and dedication.
- **Engagement.** When resources in the job are high and employees are positive about their work, they are in return likely to engage in activities that are beneficial for the organization on the whole (Organ, 1988). Overall investing in employee engagement is crucial due to its positive correlation with productivity and retention. Engaged employees are after all more likely to work-harder, stay motivated, provide higher-quality work, and stay committed to their employer.

3.2 Negative outcomes

For a period of over 30 years, HR practices were introduced based on the assumption of being positive for both the employee well-being and organizational performance (Cañibano, 2013). Even though their positive connection to performance was evidenced, the impact on employee outcomes has become questionable (Boxall & Macky, 2014). Are employees experiencing general improvements as a result of practices or do they experience the changes as an increase in work pressure? Do they experience the practices as opportunities for

personal growth or see them as an increase of bureaucratic control reducing their chance to express themselves? Automatically assuming that certain practices are innately beneficial for employees is a major misunderstanding. Hence, several studies adopted a more fault-finding perspective, assuming it can be negatively related to employee well-being.

Disregarding the fact that various scholars put forward the idea of HR activities leading to tradeoffs between different dimensions of employee well-being, there was still no extensive empirical analysis to prove that. Guerci et al. devoted their resources and published the first extensive analysis in 2019 to prove the aforementioned. They define employee well-being as a multi-dimensional concept including the three dimensions: physical health, mental health, and job satisfaction (Guerci et al., 2019). They state that it is possible that high-performance work practices (HPWP), the HR practices that are supposed to increase organizational performance, present either convergent (only positive or only negative with more than one dimension) or divergent (positive with some dimensions, negative with others) associations with different dimensions of employee well-being.

To capture all the necessary conditions, the study has four features. It primarily adopted the ability-motivation-opportunity (AMO) framework to define HPWP and split them into AMO-based components. Then it adopts the multi-dimensional view of employee well-being: health, happiness, and relational well-being. Third, it draws on the conservation of resources (COR) theory, to develop a hypothesis on the relationships of the employee well-being components and AMO-based components. Lastly, it ensures testing the hypotheses using high-quality data on a probabilistic sample and thus addresses an important research gap identified in previous works.

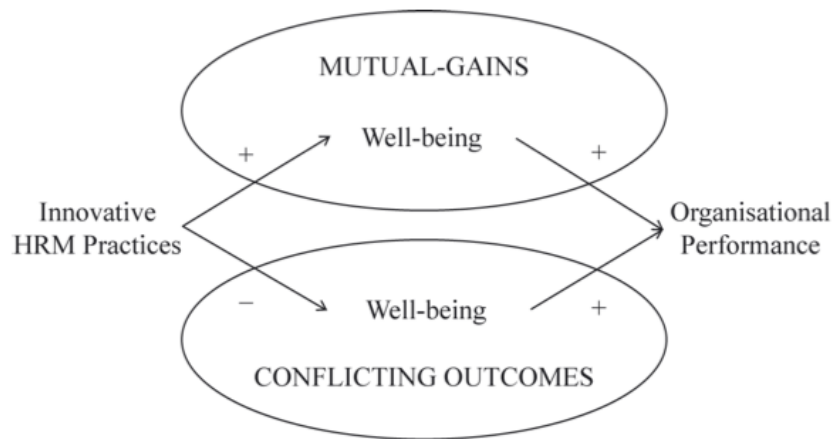
To fully understand the research, it is crucial to define the HPWPs and their AMO-based components:

- Ability-enhancing HPWPs are operationalized as the quantity of training, received by an employee. They address addressing the development of new competencies.
- Motivation-enhancing HPWPs include practices based on employee evaluations and employment security. The practices included are not distinct, since both sets are expected to activate a motivational process leading to higher performance.
- Opportunity-enhancing HPWPs are operationalized as perceived job autonomy, self-directed teamwork, and opportunities for participation in organizational decision-making processes. They include practices that support the involvement of employees by improving their possibilities to make decisions about their work, and by allowing them to express their opinion.

In the studies of the relationships between HPWPs and individual and organizational performance, two contrasting perspectives exist (see Figure 9) (Cañibano, 2013). The first, labeled mutual gains, states that the relationship between HPWPs and employee well-being is significant and positive. The competing perspective labeled conflicting outcomes states

that the HPWPs increase organizational performance at the expense of employee well-being by increasing work intensity.

Figure 8: The Competing Approaches on the Link Between Innovative HRM Practices, Employee Well-being, and Performance



Source: Cañibano (2013).

The empirical results from Guerci et al., 2019 provided the following: there were no significant relationships found between training activities and employee well-being. The motivation enhancing HPWPs concerning employee valuations show divergent associations, therefore a negative association with health well-being, positive association with happiness, and a negative association with relational well-being. The practices based on employment security show a convergent positive association with health, happiness, and relational well-being, meaning they all show positive relationships with the three dimensions of employee well-being. Lastly, the opportunity-enhancing HPWPs show positive associations with happiness and relational well-being for autonomy. There is partial support for self-directed teamwork and organizational participation. For self-directed teamwork, a negative relationship with health well-being was found, and a positive relationship with relational well-being. In regards to organizational participation, positive relationships with happiness and relational well-being were found. No negative relationships, thus no divergent associations, were found between organizational participation and health well-being.

The overall research presents two important findings:

1. There are existing divergent relationships between employees' perception of HPWPs and three dimensions of employee well-being. The aforementioned results display tradeoff effects in three practices, thus demonstrating that specific HPWPs do activate loss and gain cycles on various types of primary resources, leading to differential relationships with related dimensions of employee well-being.

2. Not all HPWPs are always associated with all well-being dimensions. Such findings may challenge the mutual outcomes versus mutual gains theory and its overestimations of effects of HPWPs on employee well-being. It brings the possibility of a third perspective, called skeptical perspective, that argues we should not expect HPWPs to necessarily have a significant impact, either negative or positive, on employee well-being.

The two findings summoned allow the recommendation for future studies to adopt a multi-dimensional approach to employee well-being. It means the research does not employ a synthetic focus on single relationships between HPWPs, but instead, analytically focuses on the multiple relationships between HPWPs and the various dimensions of employee well-being. Nonetheless, even if HPWPs do have both, positive and negative, effects on employee well-being, this does not imply they should be eliminated, yet HR practitioners developing them should combine the negative HPWPs with HPWPs that have positive associations with the same employee well-being dimensions in the objective of mitigating potential detrimental effects.

4 RESEARCH ON WELL-BEING OF EMPLOYEES

For the purpose of examining the topic in more detail the empirical part is dedicated to researching employee well-being in Slovenia. How the living and working conditions have changed due to the arrival of Covid-19 brought even more initiative to explore the current situation of workers in the country. The goal of the research was to evaluate the employee well-being and its outcomes along with the general knowledge and usability of HR practices in Slovenia. As the pandemic made several shifts in every day of an individual, the impacts of the virus on well-being, and the consequences of working remotely are also included as a part of the research. The chapter provides deep insights into the methodology used for the thesis, the analysis conducted, the findings, and finally a discussion on results and research limitations.

4.1 Methodology

The research is based on the results of an online survey conducted in November 2020. Since the goal was to collect a large sample and all of the questions were closed it was the most reasonable option. Online survey offers several advantages such as flexibility, speed and timeliness, technological innovations, ease of data entry, low administration costs, controlled sampling, and control of answer order (Evans & Anil, 2005). It can be administered through various channels (mail, social media, online forums, ...) as well as completed using either computer, mobile phone, or tablet. Additionally, due to the use of several scales, it was most efficient to use an online survey for easier data collecting and further analysis. Moreover, the survey was anonymous, leading respondents to more provide more candid and valid answers compared to other types of research methodologies. The survey consists of 22 questions that evaluate employee well-being; employee productivity, retention, and

engagement; impacts of Covid-19 concerning the working conditions and well-being; and the adoption of HR practices that work towards increased employee well-being.

The initial part of the survey was dedicated to evaluating employee well-being. The model used was a slightly altered model from Pradhan & Hati (described in subchapter 1.3.). Due to the length of their scale for measuring employee well-being, each of the dimensions was shortened to include three to five statements. Each statement was valued on a scale from 1 (I completely disagree) to 7 (I completely agree). For the PWB dimension statements such as “I easily adapt to day-to-day changes in my life and manage my responsibilities well” were used. A descriptive for evaluating the SBB dimension was for instance “I am an important part of my team and organization”. The WWB dimension was evaluated by statements such as “I am quite satisfied with my job”. The last dimension, SWB, was measured using statements like “I am an optimistic person”.

With the intent of identifying employee well-being’s relationship to retention, productivity, and engagement, each of the three factors were evaluated in the continuing questions. The scale used was the same as when evaluating well-being. Retention of employees was measured by the use of statements such as “I have the tools I need to efficiently perform my job.” For measuring the level of employee productivity descriptives such as “I manage to plan my work so that I finish it on time”. The last factor, engagement, was measured by the descriptives like “I am fully involved in my job.”

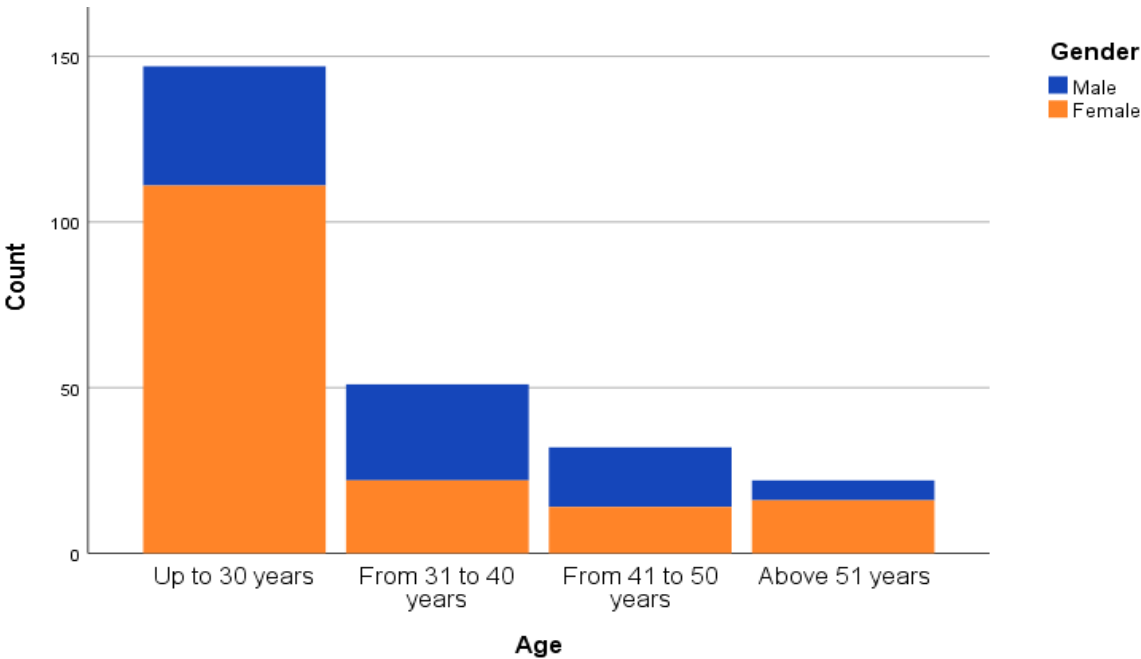
The following part of the survey focused on assessing the impacts of Covid-19. Respondents were asked about their frequency of working from home and the changes arising from it. Stress, productivity, physical health, psychological health, access to working resources, relationships with coworkers, employment security, living standards, current and future financial state, and concern for the future were the factors for which respondents evaluated the changes in relation to the arrival of the virus. Each factor was marked on a scale from 1 (it got much worse) to 7 (it has greatly improved). Following the question, the respondents were asked whether their employer introduced any of the measures to help them cope with remote working such as psychological support, financial support, help with adaptation to new working processes, socialization, and promoting health at work.

The last part of the survey explores HR practices and their prevalence. Each respondent was primarily asked whether their company adopts any practices, and if answered “yes” they were given a set of descriptives that represent some of the most common sets of practices such as training, pay for performance, promotional opportunities, selective staffing, and other. Afterward, respondents were asked about their opinion of HR practices. Intending to explore employee well-being from various perspectives, the last part of the survey focuses on detailed respondents' demographics like their employment contract type, company type, company size, line of work, and others. All of the data was exported to SPSS, where it was further analyzed.

The complete version of the survey is available in Appendix 3. The online survey was published on the 5th of November and closed on the 15th of November. The goal of the survey was to gather a diversified sample in means of age, gender, and line of work to evaluate the overall employee well-being state more precisely. To achieve the wanted sample size, the survey was shared through different social media such as Facebook, Linked In, Instagram, and as well through e-mail and online forums. The highest reach was received through Facebook, closely followed by e-mail. Overall, 973 people clicked on the survey address and 568 on the survey itself. Altogether, the survey was completed by 344 respondents, out of which 90 solved the survey partially. The output used for research purposes was therefore 255 which still provides a favorable sample size to examine the results.

The initial step of the data analysis includes the respondents' demographics. The full results for demographics can be found in Appendix 4. The majority are females prevailing with 163 units (64.7 percent), compared to males with 89 units (35.3 percent). The age of the respondents was primarily divided into five separate categories, yet due to a small sample size of one group (up to 20 years), the first and the second category were merged. As seen from Figure 10, the most frequent category is the age group up to 30 years with 147 units (58.3 percent), followed by the category from 31 to 40 years amounting to 51 units (20.2 percent). As expected, the last category (above 51 years) has the least, 22 (8.7 percent), respondents.

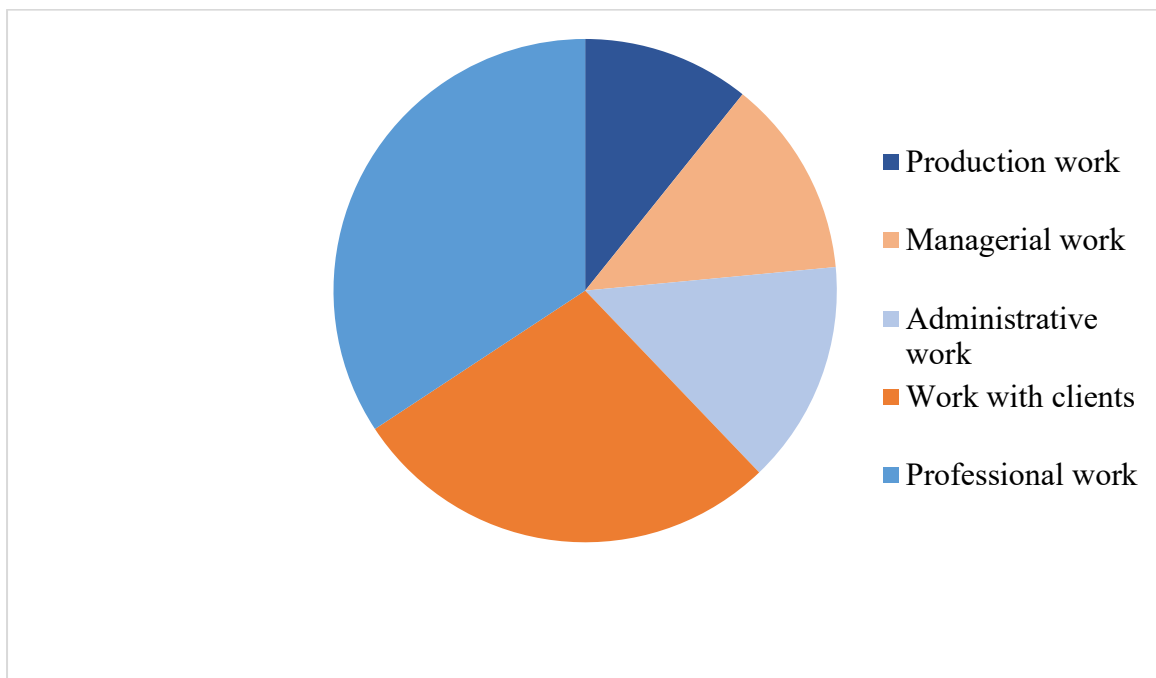
Figure 9: Respondents by Age by Gender



Source: Own work.

With the intent of comparing differences in employee well-being from various perspectives, several aspects related to the respondents' jobs were examined. As depicted in Figure 11, the most common line of work is professional work with 86 units (34.3 percent), closely followed by work with clients with 70 units (27.9 percent). The remaining three categories share very similar results; 36 units (14.3 percent) in administrative work, 32 units (12.7 percent) in managerial work, and 27 units (10.8 percent) in production work. When observing the companies by size large (more than 250 employees) and small (from 11 to 50 employees) companies reach the highest frequencies, together amounting to almost 60 percent. The least common are micro-sized companies.

Figure 10: Respondents by Line of Work



Source: Own work.

A great part (77.4 percent) of companies are private, whereas the remaining part (22.6 percent) are state-owned companies. When examined further, the majority (75 percent) of companies are not a subsidiary of a foreign corporation. The employment sectors were divided into four categories, but as the primary sector only included 3 (1.2 percent) units it was later-on merged with the secondary sector for the analysis. More than half of the respondents (56.2 percent) work in the tertiary sector and the remaining part is roughly divided between the secondary (20.5 percent) and quaternary (22.1 percent) sector. The two most common types of employment in the survey are a full-time contract and student work, together amounting to almost 80 percent (Table 4). Surprisingly, only 15 units (6 percent) are self-employed.

Table 5: Descriptive Analysis of Respondents' Employment Type

Type of Employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time contract	138	54.3	55.2	55.2
	Fixed-term contract	29	11.4	11.6	66.8
	Self-employed	15	5.9	6.0	72.8
	Occasional work	3	1.2	1.2	74.0
	Student work	63	24.8	25.2	99.2
	Not employed	2	0.8	0.8	100.0
	Total	250	98.4	100.0	
Missing	No response	4	1.6		
Total		254	100.0		

Source: Own work.

4.2 Results on the current state of well-being of employees

To assess employee well-being its four dimensions were used to create an overall estimate. Table 5 below displays descriptive statistics for the dimension averages, whereas the descriptives for dimension statements are included in Appendix 5. PWB, being the first dimension, has four factors, and the second-highest mean of 5.4 on a scale from 1 to 7. The Chronbach's Alpha for the set of descriptives was 0.75. The SBB includes five factors and is the dimension with the highest mean, 5.59, and a Chronbach's Alpha of 0.83. WWB has a mean of 5.02 and its four factors have the Chronbach's Alpha of 0.84. The last dimension, SWB, has three factors, a mean of 5.33, and a Chronbach's Alpha amounting to 0.80. After analyzing the separate dimensions, an average of them was calculated to form the overall employee well-being. Its mean is 5.35 and Chronbach's Alpha is 0.90, which implies very good reliability of the factors used.

Table 6: Descriptive Statistics for Dimensions of Employee Well-being

	N	Minimum	Maximum	Mean	Std. Deviation
Psychological Well-being average	252	2.75	7.00	5.40	0.975
Subjective Well-being average	251	2.60	7.00	5.59	0.91
Workplace Well-being average	251	1.25	7.00	5.02	1.28
Social Well-being average	253	1.67	7.00	5.33	1.13
Employee Well-being	249	3.00	7.00	5.35	0.85
Valid N (listwise)	249				

Source: Own work.

The average employee well-being is satisfactorily high, especially when considering the current situation in regards to the arrival of Covid-19 and changes it brought to every day of most individuals. To further analyze the employee well-being its means were compared through a variety of factors. The first analysis was done comparing employee well-being by gender. Males scored a mean of 5.40, whereas females had a mean of 5.32. Even though there is a slight difference in the means it is insignificant ($t=0.68$, $p=0.50$), concluding employee well-being is not significantly dependent on gender.

With age, individuals tend to become happier and more content with their lives. Age brings a greater understanding of life, thus it was expected there would be differences in employee well-being observed through respondents' age. One-way ANOVA (Appendix 10) revealed that the age group from 41 to 50 years has the highest mean of 5.74, followed by individuals above 51 years.

As observed in Table 6, the lowest mean for employee well-being was found in the age group from 31 to 40 years. The mean differences are significant for the age groups from 31 to 40 years, and from 41 to 50 years, concluding that age affects the level of employee well-being.

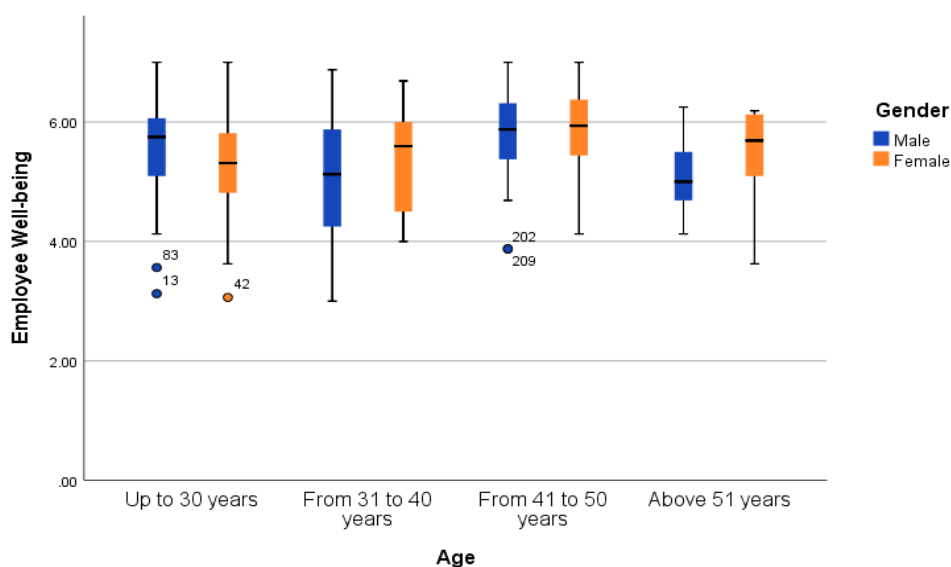
Table 7: Mean Comparison for Employee Well-being by Age

Age	Mean	N	Std. Deviation
Up to 30 years	5.31	144	0.81
From 31 to 40 years	5.21*	51	0.91
From 41 to 50 years	5.74*	32	0.88
Above 51 years	5.33	21	0.79
Total	5.35	248	0.85
*The mean difference is significant at the 0.05 level.			

Source: Own work.

Figure 12 summarizes employee well-being for both age and gender. As visible, in three out of four age groups the means for males and females are similar, except for the last age group where males on average experience lower employee well-being. As expected, there are several outliers visible from the boxplot (units 83, 13, 42, 202, and 209) all experiencing lower well-being compared to the rest of the respondents.

Figure 11: Employee Well-being by Age by Gender



Source: Own work.

Whilst studying employee well-being based on the line of work managerial work has the highest mean of 5.82 (see Table 7), whereas production work has the lowest, at 4.84. The table below arrays means for all five categories in line of work. One-way ANOVA test results reveal that the mean differences in employee well-being for the line of work are significant (Appendix 10) for work with clients, managerial work, production work, and professional work. Thus, this confirms what could already be anticipated; line of work has a statistically significant effect on the level of employee well-being.

Table 8: Mean Comparison for Employee Well-being by Line of Work

Employee Well-being			
Line of work	Mean	N	Std. Deviation
Administrative work	5.39	34	0.77
Work with clients	5.13*	70	0.85
Managerial work	5.82*	32	0.67
Production work	4.84*	27	0.95
Professional work	5.53*	84	0.76
Total	5.36	247	0.84

*The mean difference is significant at the 0.05 level.

Source: Own work.

There are no significant differences in employee well-being means when comparing them for employment sectors ($F=0.4$, $p=0.67$). Nevertheless, the highest levels of employee well-being are found in the quaternary sector which includes working in health, education, public administration, and more. The lowest in primary and secondary sectors that include jobs in agriculture and industry. In regards to the company size, analysis determines there are no

significant differences in means ($F=0.49$, $p=0.69$), yet small companies have the highest mean of employee well-being, followed by large companies.

An interesting aspect of observing employee well-being as well as HR practices is through comparing state-owned and private companies. As anticipated, private companies have a higher mean (Table 8) of employee well-being. Nonetheless, the mean differences are not significant ($t= -0.71$, $p=0.48$), concluding company type is not an essential factor for determining the level of employee well-being.

Table 9: Mean Comparison for Employee Well-being by Company Type

Employee Well-being			
Company type	Mean	N	Std. Deviation
State-owned company	5.28	56	0.82
Private company	5.37	192	0.86
Total	5.35	248	0.85

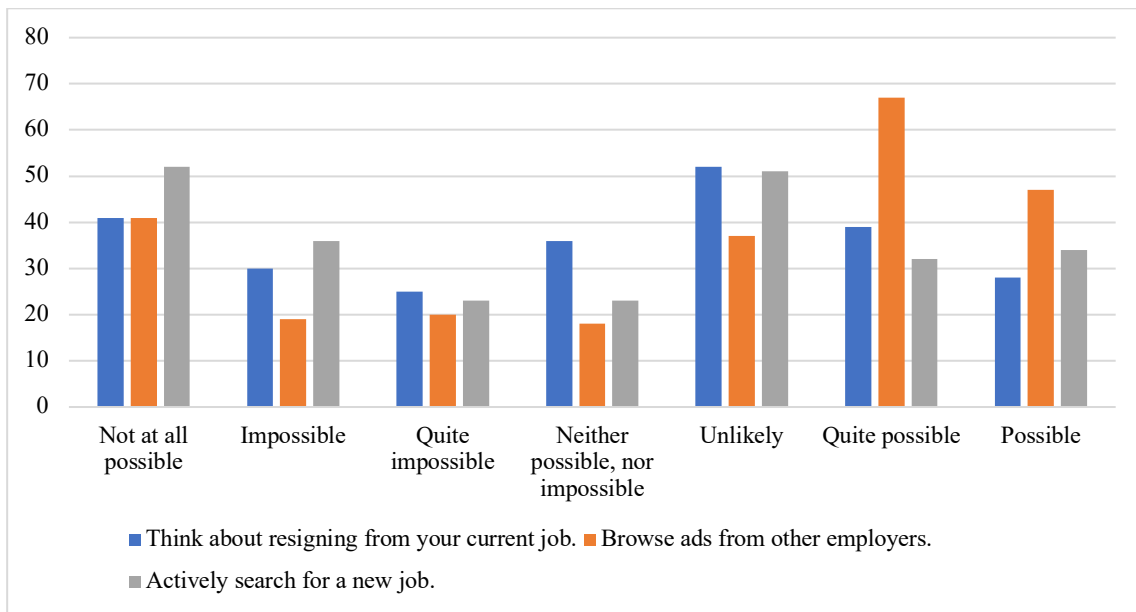
Source: Own work.

4.3 Retention, productivity, and engagement

To explore the relationship of employee well-being concerning factors important for both, individuals and organizational success, retention, productivity, and engagement were measured in the survey. The principle was similar to measuring employee well-being. Appendix 9 includes the descriptive statistics of the factors (descriptives) used to measure the average retention of employees in Slovenia. The calculated mean for retention is 4.85, which could be interpreted as semi-high levels of retention among the workers. The Chronbach's Alpha for the ten factors used is 0.92 (Appendix 9), proving strong reliability of the factors used.

In association with retention, respondents were asked about the possibilities of the following: thinking about resigning from their current job, browsing ads from other employees, and actively searching for a new job. Figure 13 arrays the frequencies of their answers. When asked about the possibility of resigning from my current job “unlikely” was the most common answered, followed by “not at all possible”, and “quite possible”. As seen from the figure, the respondents' opinions are contrasting. The second statement, examining the possibilities of workers browsing ads from other employers was most commonly answered by “quite possible” and “possible”. On this occasion, more than half of the respondents are more likely to browse ads, than not to. The last observation, exploring the possibilities of actively searching for a new job was most commonly answered by “not at all possible” and “unlikely”.

Figure 12: Distribution of Possibilities



Source: Own work.

To further analyze the possibilities and their connectedness to employee well-being, a bivariate correlation was conducted using the statement “Think about resigning from your current job”. The results in Table 9 depict that there is a negative, semi-strong Pearson Correlation, concluding that individuals with high levels of employee well-being are less likely to think about resigning from their current job. This analysis answers the first research question: “How does employee well-being affect employee attitudes and behavior?” verifying that high levels of employee well-being tend to make individuals feel content in their workplace, resulting in their commitment to their job by being less likely to think about resigning.

Table 10: Bivariate Correlation Analysis for Employee Well-being and Think About Resigning from Your Current Job

		Employee Well-being	Think about resigning from your current job.
Employee Well-being	Pearson Correlation	1	-0.46**
	Sig. (2-tailed)		0.00
	Sum of Squares and Cross-products	178.17	-190.61
	Covariance	0.72	-0.78
	N	249	246

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

Source: Own work.

Retention, as the organizational effort supporting employees to stay will likely be higher for individuals that feel good in their work environment, have great work-related relationships, and recognize the benefits of working at the organization. There were no considerable findings when comparing retention by gender ($t = -0.61$, $p = 0.54$). To see whether age impacts retention, the means of the four categories were compared. The highest mean for retention is in the age group from 41 to 50 years (Table 10). Even though there are differences in means they are not significant ($F = 1.95$, $p = 0.12$), concluding age does not significantly impact the level of retention.

Table 11: Mean Comparison of Retention by Age

Retention average			
Age	Mean	N	Std. Deviation
Up to 30 years	4.88	146	1.14
From 31 to 40 years	4.54	50	1.49
From 41 to 50 years	5.21	30	1.28
Above 51 years	4.88	22	1.14
Total	4.85	248	1.24

Source: Own work.

Considering that different companies use different approaches to support their employees, the means of retention were examined from the company size perspective. Small companies have the highest mean for retention (Appendix 9), whereas large have the lowest. Despite the findings, mean differences are too small ($F = 1.28$, $p = 0.28$) thus it can not be concluded that company size influences the level of employee retention. Similar findings are presented when examining retention in employee sectors. The highest mean is in the quaternary sector, the lowest is in the primary and secondary sectors. However, the mean differences are insignificant and cannot lead to the conclusion of the employment sector affecting the level of retention.

Line of work is the single factor tested with retention exhibiting significant mean differences. Overall, the highest means of retention are found with managerial and professional work (Table 11), and lowest with production work and work with clients. One-way ANOVA results included in Appendix 10 approve the significance, concluding that the line of work has a significant effect on the level of employee retention.

Table 12: Mean Comparison of Retention by Line of Work

Retention average			
Line of work	Mean	N	Std. Deviation
Administrative work	4.9306	36	1.07
Work with clients	4.36*	70	1.34
Managerial work	5.57*	31	0.92
Production work	4.18*	26	1.36
Professional work	5.18*	84	1.05
Total	4.86	247	1.24
*The mean difference is significant at the 0.05 level.			

Source: Own work.

To find a connection between retention and employee well-being, a bivariate correlation analysis was conducted for the two variables. Table 12 arrays the results, proving a positive strong correlation between retention and employee well-being. This confirms that with increasing employee well-being retention will as well increase. Addressing the third research question: “What is employee well-being’s relationship to engagement and retention?”, the results validate that as an individuals’ levels of employee well-being increase, so does his retention. Thus, knowing that employee retention benefits the organization and the individual (elaborated in subchapter 3.1.) it is vital to foster employee well-being to stimulate increases in retention as well.

Table 13: Bivariate Correlation Analysis for Employee Well-being and Retention

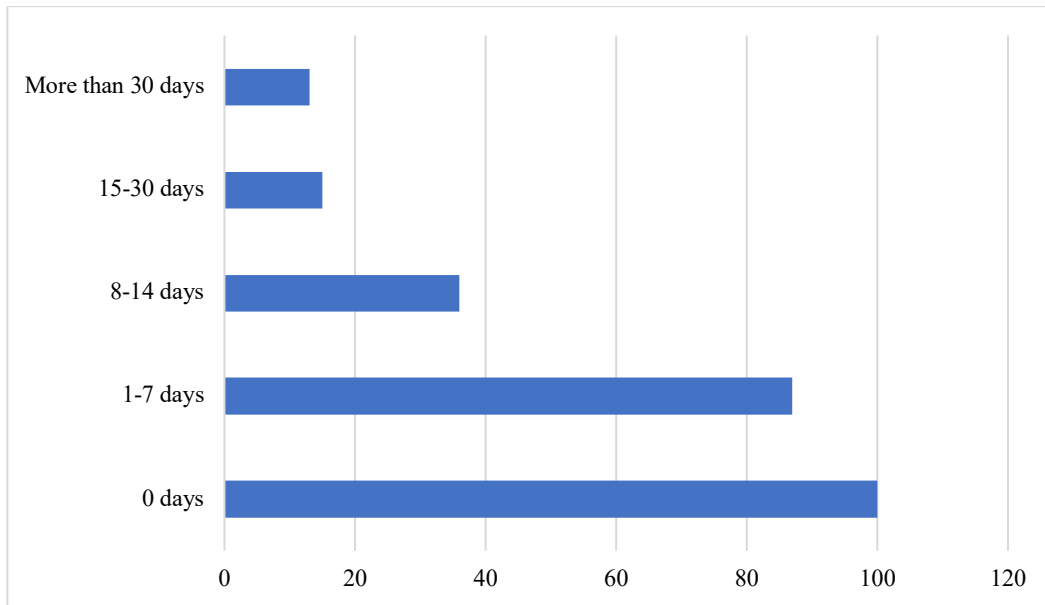
		EWB	Retention average
EWB	Pearson Correlation	1	0.78**
	Sig. (2-tailed)		0.00
	Sum of Squares and Cross-products	181.14	201.37
	Covariance	0.73	0.83
	N	250	245
** . Correlation is significant at the 0.01 level (2-tailed).			

Source: Own work.

Productivity is the second factor examined for its relationship to employee well-being. In the same manner, the statements were merged into one average variable (Appendix 9) that was used for further research. The average mean for productivity is 5.79, which is very high considering the changes from the external environment that affected and possibly altered the working process of individuals. The statements used provided a Chronbach's Alpha of 0.84 (included in Appendix 9), fulfilling the requirements and showing strong reliability.

After evaluating the respondents' average productivity, they were asked about their days of absence in 2019 and 2020 combined. Figure 14 displays the frequencies of the possible answers given. More than half of the respondents were either not absent at all or absent a maximum of seven days. When running an analysis to establish a pattern between the days of absence and productivity, no statistically significant mean differences were found ($F=1.30, p=0.27$).

Figure 13: Respondents by Days of Absence



Source: Own work.

To further identify whether productivity depends on other factors its means were compared to collected respondents' demographics. Gender, employment sector, employment type, company type, and size show no statistically significant mean differences. When comparing productivity by age the highest mean was present in the age group from 41 to 50 years (Table 13), whereas from 31 to 40 years had the lowest mean. This difference in means was further analyzed by running a One-way ANOVA and proven significant at the 0.05 level (Appendix 10). This concludes that level of employee productivity is affected by age.

Table 14: Mean Comparison for Productivity by Age

Age	Mean	N	Std. Deviation
Up to 30 years	5.79	147	0.68
From 31 to 40 years	5.63*	51	0.88
From 41 to 50 years	6.10*	32	0.60
Above 51 years	5.77	22	0.58
Total	5.79	252	0.72

*The mean difference is significant at the 0.05 level.

Source: Own work.

Productivity is expected to vary for different lines of work due to different tasks and requirements. Mean differences are significant when comparing production and professional work (Table 14). The highest mean for productivity is found with managerial work, amounting to 5.93. One-way ANOVA results show that the line of work has a statistically significant effect on the level of productivity (Appendix 10).

Table 15: Mean Comparison for Productivity by Line of Work

Productivity average			
Line of work	Mean	N	Std. Deviation
Administrative work	5.81	36	0.73
Work with clients	5.76	70	0.80
Managerial work	5.93	32	0.71
Production work	5.43*	27	0.66
Professional work	5.89*	86	0.62
Total	5.80	251	0.71

*The mean difference is significant at the 0.05 level.

Source: Own work.

In response to the second research question: “How does employee well-being affect employee productivity?” a bivariate correlation analysis was applied, confirming there is a positive semi-strong correlation (Table 15). This determines that when the level of employee well-being increases, the level of productivity increases as well.

Table 16: Bivariate Correlation Analysis for Employee Well-being and Productivity

		EWB	Productivity average
EWB	Pearson Correlation	1	0.55**
	Sig. (2-tailed)		0.00
	Sum of Squares and Cross-products	181.14	83.10
	Covariance	0.73	0.34
	N	250	249

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

Source: Own work.

Not only does productivity show a significant relationship with employee well-being, it as well has a positive semi-strong relationship with retention (Table 16), which implies that as the value of one variable increases, the value of the other variable increases as well.

Table 17: Bivariate Correlation Analysis for Retention and Productivity

		Retention average	Productivity average
Retention average	Pearson Correlation	1	0.46**
	Sig. (2-tailed)		0.00
	N	248	248

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

Source: Own work.

Engagement is the last factor inspected for its relationship with employee well-being. Nine descriptive statements included in Appendix 9 were used to evaluate respondents' average engagement. The mean for all respondents is 5.1 out of 7, showing relatively high levels of engagement present. The descriptives were tested for their appropriateness using reliability tests which resulted in Chronbach's Alpha of 0.94 (Appendix 9), assuring high reliability.

There were no statistically significant findings when comparing engagement depending on demographics such as gender, company size, company type, employment sector, employment type, and the company being a subsidiary of a foreign corporation. Nevertheless, there are differences when comparing it by age. The highest engagement is noted for the age group from 41 to 50 years (Table 17) amounting to 5.69, and the lowest for respondents from 31 to 40 years is 4.79. Due to noted differences, the groups were further examined with One-way ANOVA and show significant differences at the 0.05 level (Appendix 10). On basis of the test, it can be concluded that statistically significant effects of age on the level of engagement were discovered.

Table 18: Mean Comparison of Engagement by Age

Engagement average			
Age	Mean	N	Std. Deviation
Up to 30 years	5.05*	145	1.20
From 31 to 40 years	4.79*	50	1.25
From 41 to 50 years	5.69*	32	0.85
Above 51 years	5.32	20	1.24
Total	5.10	247	1.19

*The mean difference is significant at the 0.05 level.

Source: Own work.

Besides age, line of work is as well a demographic where respondents experience significant differences in their means for engagement. Table 18 captures the mean results, demonstrating that managerial work has the highest mean for engagement, whereas work with clients has the lowest. One-way ANOVA results confirmed that each of the groups has

significant mean differences at the 0.05 level, hence the line of work has an effect on the level of engagement (Appendix 10).

Table 19: Mean Comparison of Engagement by Line of Work

Engagement average			
Line of work	Mean	N	Std. Deviation
Administrative work	4.88*	35	1.22
Work with clients	4.82*	69	1.24
Managerial work	5.67*	31	1.13
Production work	4.56*	26	1.25
Professional work	5.41*	85	0.98
Total	5.11*	246	1.19

*The mean difference is significant at the 0.05 level.

Source: Own work.

To validate the relationship between engagement and employee well-being, a bivariate correlation analysis was conducted. The results from Table 19 outline there is a positive strong correlation between the two variables. This confirms that when the level of employee well-being increases so does the level of engagement. It responds to the research question: “What is employee well-being’s relationship to engagement and retention?” elaborating that increases in levels of employee well-being lead to increases in engagement, whereas employee engagement is crucial for motivation and commitment.

Table 20: Bivariate Correlation Analysis for Employee Well-being and Engagement

		EWB	Engagement average
EWB	Pearson Correlation	1	0.75**
	Sig. (2-tailed)		0.00
	Sum of Squares and Cross-products	181.14	183.71
	Covariance	0.73	0.76
	N	250	244

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

Source: Own work.

To examine the relationships among all the variables, bivariate correlation analysis for productivity and engagement was done. Results in Table 20 display that there is a positive semi-strong relationship between the variables. This implies that when the level of productivity increases, the level of engagement increases as well.

Table 21: Bivariate Correlation Analysis for Productivity and Engagement

		Productivity average	Engagement average
Productivity average	Pearson Correlation	1	0.53**
	Sig. (2-tailed)		0.00
	N	252	247
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Own work.

Moreover, engagement shows a positive strong relationship with retention (Table 21). The relationship among variables indicates that as the value of engagement increases, the value of retention tends to increase as well.

Table 22: Bivariate Correlation Analysis for Retention and Engagement

		Retention average	Engagement average
Retention average	Pearson Correlation	1	0.72**
	Sig. (2-tailed)		0.00
	N	248	243
**. Correlation is significant at the 0.01 level (2-tailed).			

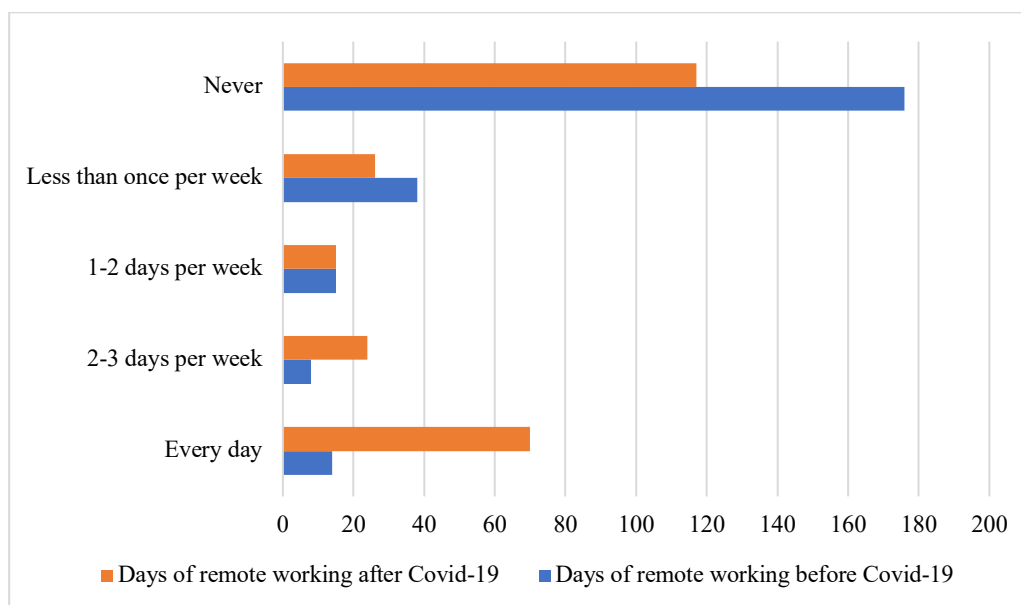
Source: Own work.

4.4 Impacts of remote working as a consequence of Covid-19

To assess the work changes concerning Covid-19, respondents were asked about their days of remote working before and after the arrival of the virus. 176 (70.1 percent) of the respondents had never worked remotely and after the arrival of Covid-19, that number dropped to 117 (46.4 percent) respondents. The number of respondents working remotely every day has increased from 14 (5.6 percent) to 70 (27.8 percent). The number of respondents that worked 1-2 days per week stayed the same, and the ones working less than once per week decreased after the arrival of Covid-19.

Figure 15 displays the frequencies in a bar chart, comparing the before and after values for all the given answers. Overall, the biggest changes can be seen when comparing values for respondents working everyday, 2-3 times per week, and never working remotely.

Figure 14: Respondents' Frequencies for Remote Working Before and During Covid-19



Source: Own work.

To further evaluate the situation, respondents were asked about the incentive behind remote work. Almost half of the respondents (Table 22) have been ordered to work remotely by their employer, 24 percent answered it was their personal request and the remaining do not have the possibility of working from home.

Table 23: Descriptive Statistics for Reason for Working Remotely

	Reason for remote work	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal request	61	24.0	24.0	24.0
	Order from employer	121	47.6	47.6	71.7
	I don't have an option to work remotely	72	28.3	28.3	100.0
	Total	254	100.0	100.0	

Source: Own work.

In an attempt to search for a linkage, the three options from Table 22 were compared by employee well-being, productivity, and engagement. Table 23 depicts how employee well-being, productivity, and engagement are on average higher for individuals whose personal request is to work remotely compared to means of individuals who were ordered to do so by their employer. Still and all, the mean for productivity was the highest for individuals who do not have the possibility of remote working when comparing all three groups. Even though there are differences between the analysis results included in Appendix 10 conclude they are not statistically significant, hence this is only an observation.

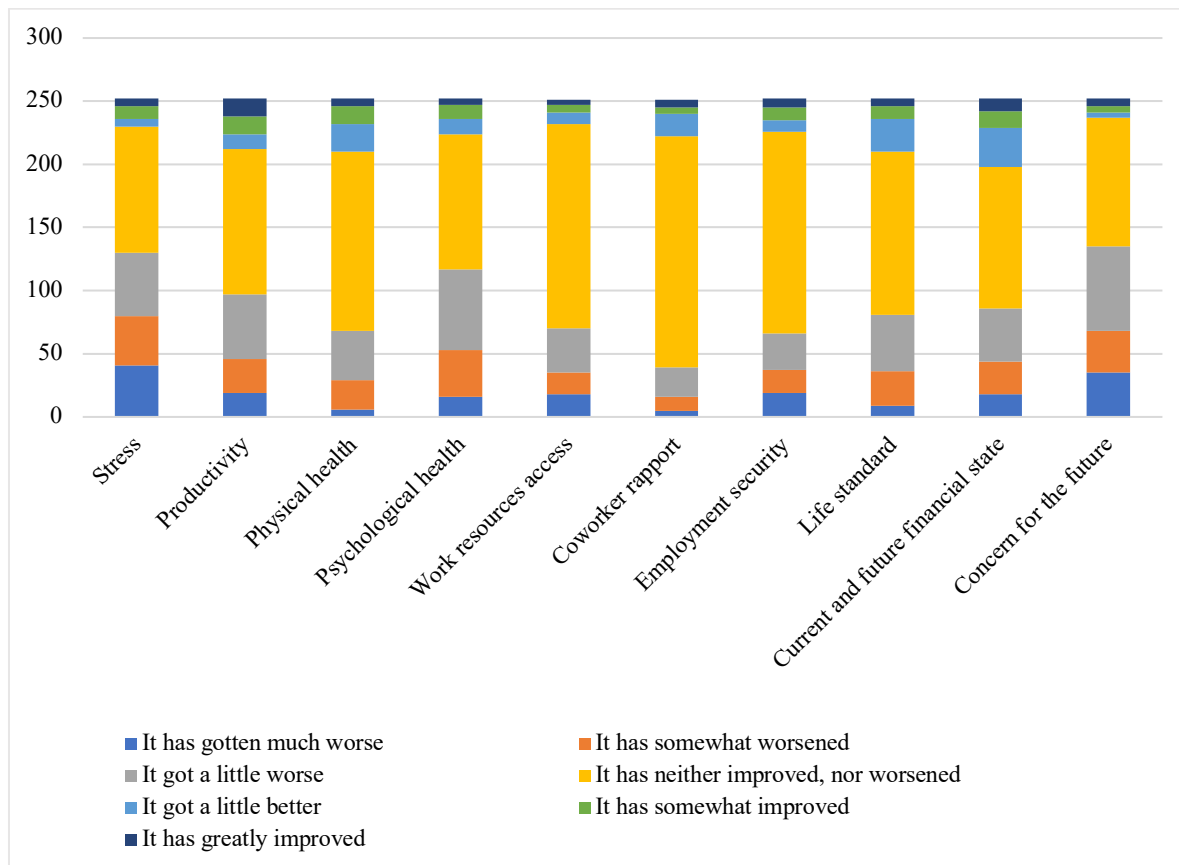
Table 24: Mean Comparison for Reason for Working Remotely by Employee Well-being, Productivity, and Engagement

Reason for working remotely		Employee Well-being	Productivity average	Engagement average
Personal request	Mean	5.51	5.83	5.30
	N	60	61	59
	Std. Deviation	0.88	0.70	1.13
Order from employer	Mean	5.35	5.74	5.04
	N	118	121	120
	Std. Deviation	0.79	0.71	1.23
I don't have an option to work remotely	Mean	5.22	5.84	5.05
	N	71	70	68
	Std. Deviation	0.90	0.75	1.18

Source: Own work.

To assess the impacts of the virus respondents were asked about the alteration of 10 factors seen in Figure 16. The most common answer for all of the factors was that they had neither improved, nor worsened.

Figure 15: Frequencies for Changes in Factors due to Covid-19



Source: Own work.

After observing the factors stress, productivity, psychological health, and concern for the future have high frequencies for getting worse to some degree. Overall, the answers apply that for most individuals the factors either stayed the same or worsened to some extent. To address the research question “How does Covid-19 affect employee well-being?”, mean comparisons were made for all of the factors. Table 24 displays means for employee well-being depending on the changes in stress. The highest mean belongs to the group of respondents who answered “It has somewhat improved” and the lowest to the group that answered, “It has somewhat worsened”. One-way ANOVA results in Appendix 10 indicate that the mean differences are significant for the two groups as well as for the group that claimed that “It has gotten much worse”.

Table 25: Mean Comparison for Changes in Stress by Employee Well-being

Employee Well-being			
Stress remote	Mean	N	Std. Deviation
It has gotten much worse	5.17*	40	0.84
It has somewhat worsened	4.99*	39	0.80
It got a little worse	5.36	49	0.81
It has neither improved nor worsened	5.46	99	0.87
It got a little better	5.51	6	0.44
It has somewhat improved	6.10*	9	0.60
It has greatly improved	5.73	6	0.68
Total	5.35	248	0.85

*The mean difference is significant at the 0.05 level.

Source: Own work.

Comparing employee well-being means for changes in productivity displayed similar results. The group claiming their productivity “has greatly improved” has the highest mean (see Table 25), whereas those claiming “it has somewhat worsened” have the lowest mean. The two groups were further analyzed with One-way ANOVA proving significant differences at the 0.05 level. Besides stress and productivity, physical health, psychological health, employment security, and concern for the future as well as display significant differences in means. The outcomes for those factors are included in Appendix 6 due to similarities and spatial limitations. In conclusion, changes in the aforementioned factors affected employee well-being. In general, the individuals for whom the factors have worsened to some degree experience on average lower employee well-being than individuals whose’ factors have improved to some degree.

Table 26: Mean Comparison for Changes in Productivity by Employee Well-being

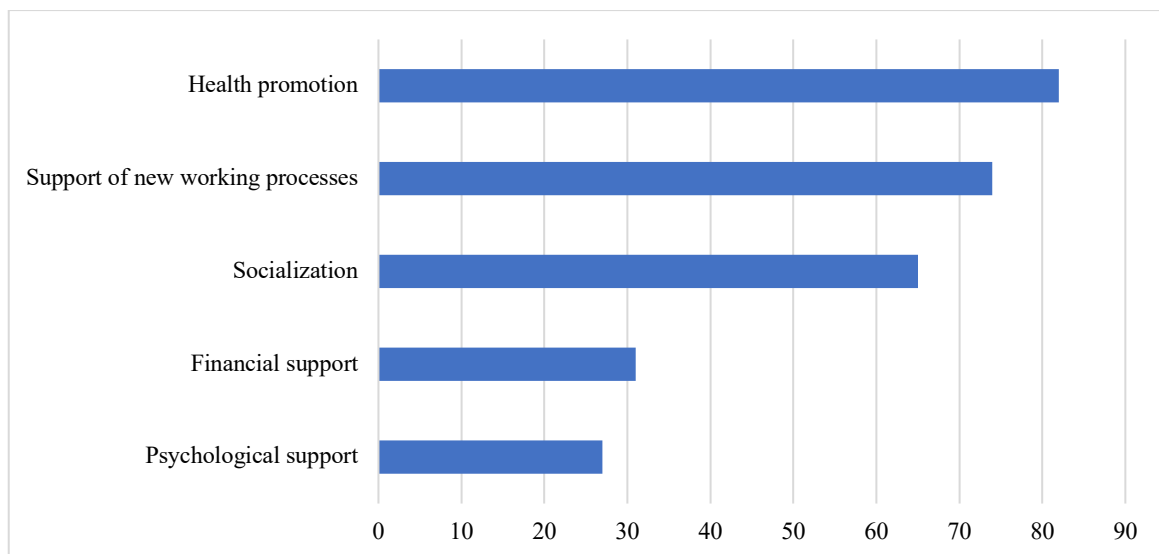
Employee Well-being			
Productivity remote	Mean	N	Std. Deviation
It has gotten much worse	5.02	18	0.86
It has somewhat worsened	4.95*	27	0.87
It got a little worse	5.30	49	0.74
It has neither improved nor worsened	5.41	114	0.90
It got a little better	5.42	12	0.70
It has somewhat improved	5.69	14	0.55
It has greatly improved	5.80*	14	0.75
Total	5.35	248	0.85

*The mean difference is significant at the 0.05 level.

Source: Own work.

To explore the organizational response to the virus, respondents were asked to determine the variety of support they were offered by their employer. The possible answers were all factors that tend to improve employee well-being addressing the last research question: “Did Covid-19 influence/change the input in employee well-being from the organizational perspective? If so, how?”. Surprisingly, 113 respondents did not answer this question, leading to the conclusion they are not at all offered any of the described support. Figure 17 arrays the frequencies of employer support. Health promotion with 82 units was by far the most frequently selected, followed by support of new working processes (74 units) and socialization (65 units). Only 31 respondents selected financial support and the least frequent with 27 units; psychological support.

Figure 16: Frequencies of Employer Support in Times of Covid-19



Source: Own work.

When comparing employer support several significant differences in means were found. Financial support was selected by 35.3 percent of respondents working in state-owned companies, compared to the 17.8 percent working in private companies. Support with socialization was selected by 51.4 percent of respondents working in private companies, and by 29.4 percent working in state-owned companies. Psychological support was much more common for companies that are a subsidiary of a foreign corporation amounting to 31 percent, whereas only 14.1 percent of those not working in one selected it. Lastly, health promotion showed significant differences when comparing respondents working full-time (66.7 percent) and those who do student work (38.2 percent). All mean comparison tests are included in Appendix 10, whereas crosstabulations can be found in Appendix 7.

4.5 Results on already implemented HR practices for employee well-being

The last set of questions was dedicated to exploring the use of HR practices in Slovenia. Primarily, the respondents were asked whether their company applies any HR practices. Almost 70 percent (see Table 26) of the respondents answered either “No” or “I don’t know”. The ones who answered “Yes” were given seven most common sets of practices, each of those was interpreted using two descriptive statements to formulate an average for further analysis.

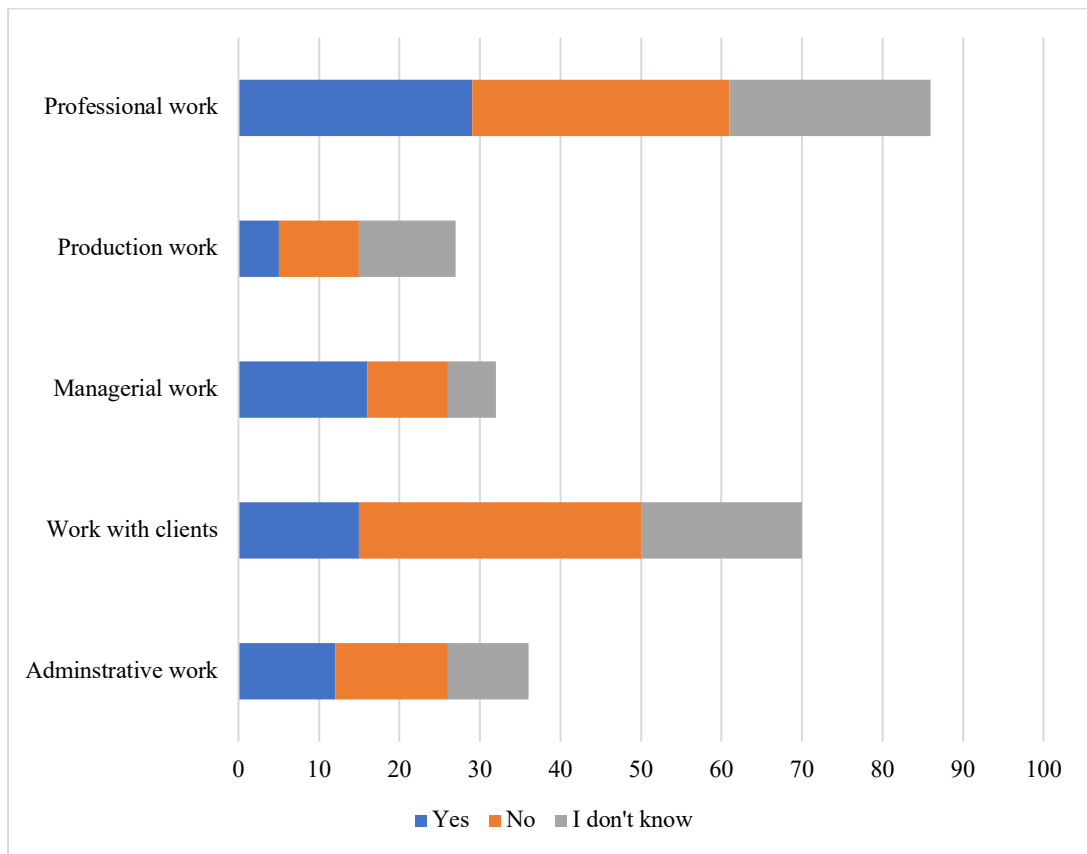
Table 27: Frequencies of use for HR practices in respondents' companies

HR Practices		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	77	30.3	30.6	30.6
	No	101	39.8	40.1	70.6
	I don't know	74	29.1	29.4	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

To identify the adoption of HR practices across different company sizes a crosstabulation analysis was done. Medium and large companies share higher frequencies of using HR practices, rather than not using them (Appendix 7). Nonetheless, the use of HR practices does not show statistically significant differences when compared for company size ($F=0.81, p=0.489$). In contrast, the line of work shows significant mean differences in means when compared for the use of HR practices (Appendix 10). As depicted from figure 18, 50 percent of respondents within managerial work confirmed the use of HR practices, followed by 33.7 percent within professional work and 33.3 percent within administrative work. There was only 18.5 percent of confirmed use of practices in production work.

Figure 17: Use of HR Practices by Line of Work



Source: Own work.

In demographics, respondents were asked whether their company is a subsidiary of a foreign corporation, with the intent of identifying if there is a higher possibility for the use of HR practices in foreign corporations. Table 27 arrays the crosstabulation, showing there is a higher percentage of respondents working in a subsidiary that implement practices than the ones not working in a subsidiary.

Additionally, a higher percentage of respondents that do not work in a subsidiary reported their company not implementing HR practices than doing so. Nonetheless, the mean differences are not statistically significant ($t = -0.42$, $p = 0.67$). Employment sectors show significant differences in means (Appendix 10) compared for the use of HR practices. 42.6 percent (Appendix 7) of respondents working in primary and secondary sectors confirmed the use of HR practices, whereas only 23.6 percent of respondents working in the quaternary did so.

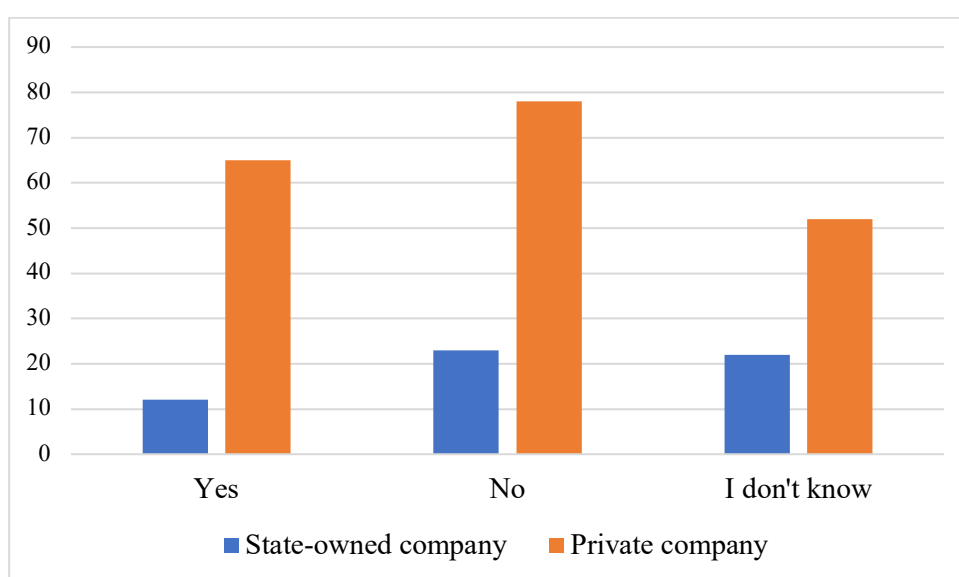
Table 28: Crosstabulation Analysis for Use of HR Practices by Company a Subsidiary of a Foreign Corporation

			Company subsidiary of a foreign corporation		Total
			Yes	No	
HR_practices	Yes	Count	25	52	77
		% within Company subsidiary of a foreign corporation	39.7%	27.5%	30.6%
	No	Count	16	85	101
		% within Company subsidiary of a foreign corporation	25.4%	45.0%	40.1%
	I don't know	Count	22	52	74
		% within Company subsidiary of a foreign corporation	34.9%	27.5%	29.4%
Total		Count	63	189	252
		% within Company subsidiary of a foreign corporation	100.0%	100.0%	100.0%

Source: Own work.

To identify whether there are differences in regards to the use of HR practices and company type another crosstabulation (Appendix 7) analysis was performed. State-owned companies share a lower percent for implementation of HR practices compared to private companies (Figure 19) and the mean score between the groups is significantly different (Appendix 10). Nevertheless, the difference is much smaller than anticipated.

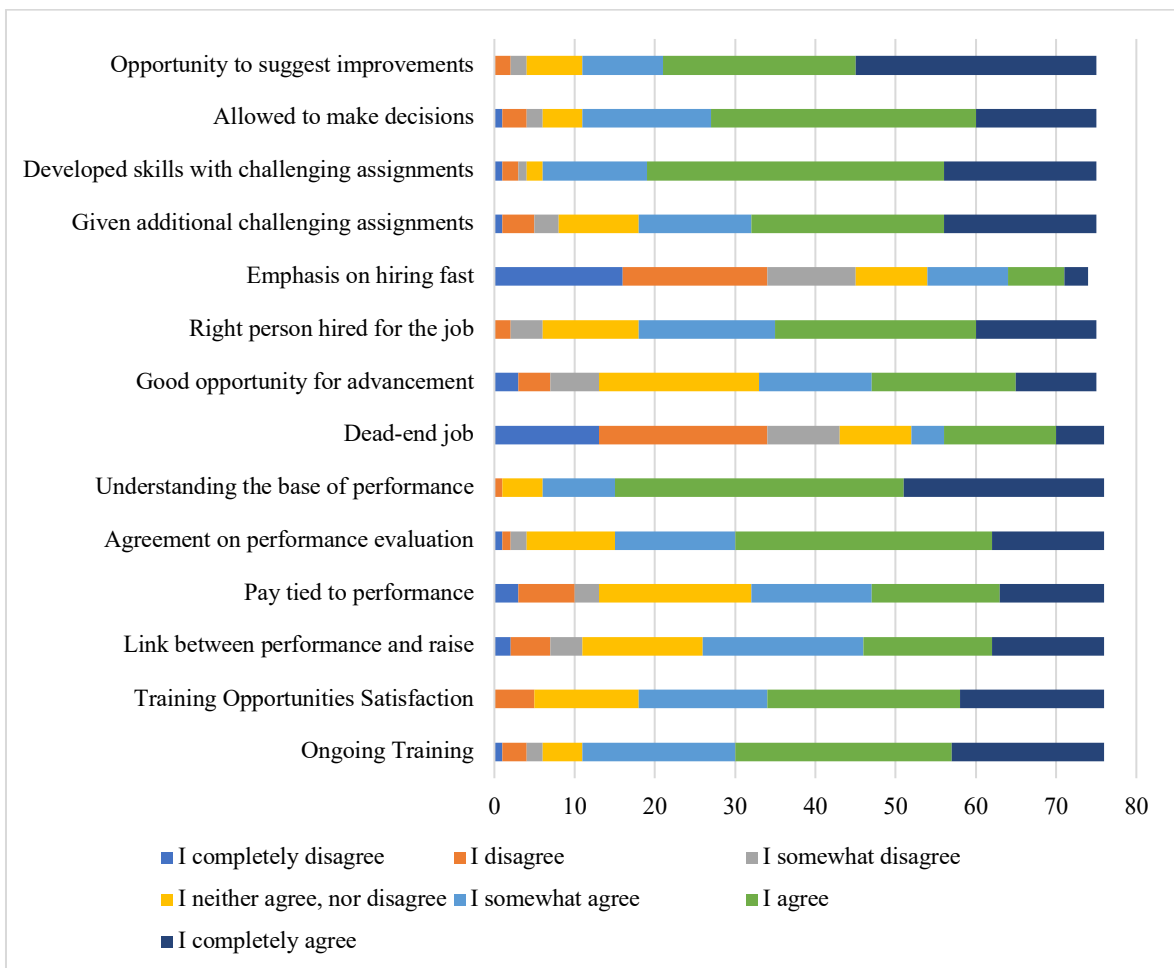
Figure 18: HR Practices by Company Type



Source: Own work.

Figure 20 demonstrates the degree to which respondents agree about those practices. Decision making, development opportunities, performance management, and training have very high frequencies of agreement, and a small portion of respondents are either indifferent or disagree about the implementation of such practices. Selective staffing practices share mixed results, as the first descriptive is to some degree agreed upon by the majority, yet more than half of respondents disagree with the second descriptive. More than half of respondents agree upon their companies using pay for performance practices. Promotional opportunities is the set of most overlooked practices as least respondents agree that akin methods are used in their companies.

Figure 19: Frequencies of Agreement for Sets of HR Practices



Source: Own work.

Means were as well compared to investigate whether different company sizes show differences in the use of HR practices. Analysis results (included in Appendix 8) display how small companies have the highest mean for all sets of practices, except for pay for performance. One-way ANOVA results (Appendix 10) prove significant differences in small and medium companies for the performance management “I understand what my performance will be based on” practice.

Two separate practices show great mean differences (Appendix 8) when compared by the line of work. A performance management practice (I understand what my performance will be based on) and a development opportunities practice (In my company there is a good opportunity for advancement) both show significant differences (Appendix 10) when compared for managerial and production work.

To examine the differences in HR practices input by company type mean comparison was made (Appendix 8). Results outline how practices such as training and promotional opportunities are more common in state-owned companies, whereas pay for performance, performance management, selective staffing, and development opportunities are more common in private companies.

The mean differences are statistically significant for both pay for performance practices (There is a link between how well I perform my job and the likelihood of my receiving a raise in pay; My pay is tied to my performance.), performance management practice 1 (I often agree with my manager on my performance evaluation), development opportunities practice 1 (I am in a dead-end job), and decision-making practice 2 (In my job, I am allowed to make many decisions). Performance management practice 2 as well shows significant differences (Appendix 10) depending on whether the company is a subsidiary of a foreign corporation or not. In case it is, the mean for the practice is lower than for companies that are not.

Means were as well compared to investigate whether different company sizes show differences in the use of HR practices. Analysis results (included in Appendix 8) display how small companies have the highest mean for all sets of practices, except for pay for performance. One-way ANOVA results (Appendix 10) prove significant differences for small and medium companies, at the performance management 2 practice.

Lastly, respondents were asked about their opinion on HR practices. They had to mark the statements which they approve and had the option of choosing more than one (Table 28). More than half of the respondents (56.2 percent) believe HR practices are important and 33.1 percent would like to see more innovative practices in their company. Almost 15 percent do not care about HR practices, and 12 percent do not mind them, yet do not see their value-added. About 10 percent chose “Nothing of the above” and less than a percent believe HR practices impact employees negatively.

Table 29: Descriptive Statistics for Respondents' Opinion on HR Practices

	N	Sum	Percent
I believe HR practices are important	242	136	56.2%
I would like to see more innovative practices in my company.	242	80	33.1%
HR practices don't bother me, but I don't see their value-added.	242	29	12.0%
I believe HR practices impact employees negatively	242	2	0.8%
I don't care about HR practices	242	36	14.9%
Nothing of the above	242	23	9.5%
Valid N (listwise)	242		

Source: Own work.

4.6 Discussion on results and research limitations

The concluded research brings several findings to the area of employee well-being in Slovenia. The survey results display that the sample population is experiencing overall high levels of employee well-being, scoring an average of 5.35 on a scale from 1 to 7. As found from analysis, the following is most affected by their age and line of work, proven by significant mean differences. Nevertheless, it is a rough estimate of the overall employee well-being, as the scale for measuring was altered due to limitations on the length of the survey.

Retention, as one of three factors evaluated in relation to employee well-being, had a mean of 4.85. The factor is proven to be affected by line of work. Compared to productivity, engagement, and employee well-being its mean was the lowest. Additional results show that there are high possibilities for employees to browse ads from other employers. A negative semi-strong correlation was found between employee well-being and thinking about resigning from your current job. In response to *RQ1: How does employee well-being affect employee attitudes and behavior?* the data analysis implies that individuals who experience high levels of employee well-being are less likely to resign, thus they show positive attitudes toward their work and feel pleased at the workplace. Retention has a positive strong correlation with employee well-being and engagement. This upholds the theoretical part in subchapter 3.1. where retention is outlined as a positive outcome of investing in employee well-being. High levels of retention reduce staff turnover and increase loyalty (ENME, 2018). Retention was as well confirmed for a positive semi-strong relationship with productivity.

The second factor, productivity, had the highest mean amongst all including employee well-being. It was further examined by analyzing respondents' days of absence, which revealed that the majority of respondents were absent from none to seven days in 2019 and 2020 together. When comparing mean differences for days of absence no significant differences were found. Like employee well-being, productivity is significantly affected by the two; age and line of work. Bivariate correlation analysis shows a positive semi-strong correlation with engagement for the factor. Addressing RQ2: How does employee well-being affect employee productivity? a bivariate correlation analysis proved a positive semi-strong correlation between the two variables, establishing that as employee well-being is increased, so is productivity. As described in the theoretical part, employees experiencing high levels of productivity work to their ultimate power and produce values that provide worthwhile returns to organizations, therefore benefiting and helping them grow (Harness, 2018).

The last factor, engagement, has a mean of 5.1 among the respondents. It shows no significant results when compared by most demographics, the only two elements that affect it significantly are age and line of work. On the other hand, the results of bivariate correlation analysis show a positive strong correlation between engagement and employee well-being, proving the relevance of one factor to the other. As outlined in theoretical part, high levels of engagement result in motivated, committed employees who provide high-quality work (Organ, 1998). Responding to RQ3: What is employee well-being's relationship to engagement and retention? both variables exhibit a positive strong correlation with employee well-being, concluding it is of great importance to sustain and further invest in well-being as it stipulates wanted outgrowths, observed from the organizational perspective.

Employee well-being, productivity, and engagement all show statistically significant differences for two factors: age and line of work, aligning with Bakker & Demerouti's JD-R Theory that states how investing from the organizational (top) level can influence engagement, performance, and consequentially well-being of an employee (Bakker & Demerouti, 2018). The drivers of well-being at work model by the NEF emphasizes the importance of work roles being paid fair, secure, and have achievable requirements, supporting the fact that line of work is indeed a factor influencing employee well-being (Jefferey et Al., 2014). It additionally explains how the relationship between well-being and income is affected by the absolute level of income an individual earns along with the income's role within a society, age, and gender of the individual.

Another constituent influencing the actual well-being in Slovenia is the arrival of Covid-19, which might have altered the state of many if not all. As recently reported by Eurofound (subchapter 2.3), the arrival of Covid-19 decreased the average life satisfaction and mental well-being score (Eurofound, 2020a). Hence, the respondents' response to it was evaluated. The virus modified working methods as the survey results show that before only 5.6 percent of the respondents worked from home and after the virus the number increased to 27.8 percent. The majority works remotely as it was an order given by the employer, whereas

individuals that decided to work from home on their own initiative show higher levels of employee well-being, productivity, and engagement. Out of 10 factors tested; stress, productivity, psychological health, and concern for the future experience by far the highest frequencies for worsening to some degree. The same factors were afterward compared for mean differences in employee well-being, which were proven statistically significant, thus answering RQ4: How does Covid-19 affect employee well-being? The employees who experienced worsening in the aforementioned factors have on average lower employee well-being compared to those whose factors have improved to some degree, concluding that Covid-19 negatively affects employee well-being by worsening certain factors for individuals. Such results could already be anticipated, confirming Tuzovic & Kabadayi's paper claiming job demands and resources are related to various dimensions of employee well-being, and those being influenced by external forces which are now changing, leads to shifts in employee well-being (Tuzovic & Kabadayi, 2020).

The aforementioned article assessing the influence of social distancing on employee well-being emphasizes support being crucial for social well-being, as it improves happiness which consequently boosts physical health and wellness. Observing the situation from the employers' perspective; health promotion, support of new working processes, and socialization are the most commonly used types of employer support. Thus, addressing the final RQ5: Did Covid-19 influence/change the input in employee well-being from the organizational perspective? If so, how? Astonishingly, less than half of the respondents confirmed they are receiving support from their employers. There were significant mean differences found in support for company type, employment type, and company division.

Lastly, the popularity of HR practices among companies was inspected. Approximately 30 percent of the respondents answered "yes" when asked whether their company adopts HR practices, and the remaining part was answered either by "no" or "I don't know". Companies that are subsidiaries of a foreign corporation show higher percentages of implementing HR practices than ones that are not. For the purpose of evaluating different sets of practices, majority of the items for discretionary HR practices described in subchapter 2.1 was used (Gavino et Al., 2012). Performance management, decision making, and development opportunities are the sets of practices for which respondents most frequently agree are applied in companies. When compared by company size, small and medium companies have the highest means for the use of HR practices. Overall, respondents most repeatedly answered that they believe HR practices are important and would like to see more innovative practices in their company.

After reflecting on the survey as a whole several conclusions were made. The overall well-being of employees is at an adequate level, and it differentiates depending on the individuals age and line of work. The relationship of employee well-being to retention, productivity, and engagement was confirmed, verifying the predescribed theoretical chapters. Additionally, the results managed to capture the impact of Covid-19 to well-being of employees. The adoption

of HR practices is not as common as anticipated, yet the companies adopting them show sufficient levels of use. There were few minor limitations to the survey such as the research sample being non-constant as several respondents did not respond to some of the questions included and those were considered as missing values in the analysis. Another limitation of the research is self-evaluation, as some of the factors like productivity and engagement might have been overvalued. Besides, the original 31-scale from Pradhan & Hati should have been used to measure the employee well-being more precisely. Regardless, all of the scales used in the research had adequate Chronbach's Alphas, especially the scale for employee well-being which was used as a foundation. The overall outcomes deliver the incentive to research employee well-being using the full-sized scale and compare the results to see the correspondence. Moreover, the unanticipated findings in the area of HR practices provoke a separate study to reveal the in-depth image of the situation along with the grounds behind their trivial awareness in Slovenia.

CONCLUSION

The concept of well-being, seeking to improve the quality of life has become a concept of vast interest by a great deal. The master thesis endeavors to capture the importance of employee well-being to both, individuals and organizations. It employs a broad perspective of the construct by elaborating upon its origination and constituents. The initial part rationalizes upon the background of well-being itself from its foundations in ancient Greece, through the enlightenment period to the present times.

With a basis of what well-being is, the paper delves into the well-being of individuals specifically. It elaborates upon the three core dimensions of employee well-being, the drivers of well-being, core self-evaluations theory, job demands-resources model. One of the biggest challenges of the construct is its measuring system. There have been several approaches used throughout history such as measuring job satisfaction, however, none of them managed to capture the matter thoroughly. At last, in 2019 Pradhan & Hati developed a 31-item scale measuring all four dimensions of employee well-being.

To grasp a concept is one, yet there is more for it to be valuable and this is the part where organizations assist. Various sets of HR practices such as work redesign, compensation, team-building, health, and safety are the prevalent choice for most organizations, although there are additional methods to invest in higher levels of employee well-being for instance creating a healthy workplace.

In a sudden change of events, Covid-19 created disruptions on global levels causing large implications, and consequences for the well-being of employees, especially in the areas of physical, mental, social, and financial well-being. Therefore, it is at such times more essential than ever to look over employees and their well-being. Despite being acknowledged as an important concern for organizations employee well-being has both positive as well as

negative outcomes. As widely known and discussed productivity, creativity, retention, reduced costs, and more are some of the positive outcomes, whereas the negative outcomes suchlike increases in one dimension of employee well-being leading to a decrease in other dimensions are in contrast exceedingly unexplored.

The empirical part provided answers to all of the research questions. Outcomes of the online survey analysis confirmed the pre-described theoretical parts of the thesis, concluding that the construct is significantly affected by personal factors, whereas external influences akin Covid-19 as well bring changes to factors that influence the well-being of employees. As a whole, the research brought new insights in the area of employee well-being in Slovenia, as it gives a rough evaluation of the general state. It discloses how age and line of work are two of the most important factors affecting employee well-being as well as productivity, engagement, and retention. It proves the connectedness of the aforementioned factors and furthermore displays how externalities manage to impact well-being in general. In addition, the prevalence of HR practices is examined, exposing that only a small proportion of companies in fact utilize them. All things considered, the emphasis on employee well-being has resurrected over the years furnishing proof of moving in the right direction. Still and all, the concept's importance is indeed negligible for effective organizational functioning.

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APPENDICES

Appendix 1: Povzetek (Summary in Slovene language)

Dobro počutje je večdimenzionalni konstrukt, ki težko ustreza eni sami definiciji. Ob poglobljanju v mnoge definicije spoznamo, da so posamezniki dobro počutje dojemali na različne načine in le tega skozi čas merili z različnimi spremenljivkami. Naloga si prizadeva zajeti pomen dobrega počutja zaposlenih tako za posameznika, kot za organizacijo. Skozi poglavja je konstrukt razvit od korenin vse do najnovejših odkritij. Glavni cilj naloge je na splošno dokazati, da vlaganje v zaposlene koristi obema stranema.

Teoretični del se prične s temeljitim pregledom izraza “dobro počutje” in njegovim razvojem skozi zgodovino. V nadaljevanju se naloga poglobi v jedro; dobro počutje zaposlenih. Preučuje njegove najpomembnejše vidike, kot so dejavniki, ki vplivajo nanj in merilne metode. Ker je organizacija osrednjega pomena za vzpostavljanje in negovanje dobrega počutja zaposlenih, se drugo poglavje osredotoča na načine s katerimi organizacije prispevajo k le temu, denimo kadrovske prakse in oblikovanje zdravega delovnega mesta. Zaradi nenadnega prihoda virusa Covid-19 je vključeno dodatno podpoglavje namenjeno krmarjenju počutja zaposlenih v času virusa. Zadnje teoretično poglavje se osredotoča na pozitivne in negativne rezultate vlaganja v dobro počutje zaposlenih iz perspektive organizacij prav tako kot zaposlenih. Empirični del preučuje grobo oceno dobrega počutja zaposlenih, poleg tega pa poskuša potrditi njeno razmerje do zadrževanja, produktivnosti in angažiranosti zaposlenih. Rezultati kažejo, da je splošno počutje zaposlenih kljub izrednim okoliščinam na zadostni ravni. Analiza je potrdila željene rezultate in preverila pozitivno povezanost dobrega počutja zaposlenih z zgoraj omenjenimi dejavniki. Poleg tega rezultati raziskav kažejo, da je na počutje zaposlenih vplival Covid-19, ki je povzročil spremembe dejavnikov, kot so stres, produktivnost, psihološko zdravje in skrb za prihodnost. Uporaba kadrovske prakse ni tako razširjena, kot je bilo pričakovano, kljub temu pa podjetja, ki jih uporabljajo, nakazujejo široko raznolikost uporabljenih praks.

Dobro počutje zaposlenih je postala pomembna tema v organizacijskem življenju. Podjetja, prav tako kot posamezniki, vse bolj pogosto prepoznavajo pozitivne vidike in posledice vlaganja v dobro počutje, kot so inovativnost, produktivnost, in zadrževanje zaposlenih. V zadnjih desetletjih se je poudarek na dobrem počutju zaposlenih vidno povečal, saj se je izvajalo vedno večje število raziskav. Posebno v sedanjih okoliščinah je pomembno vlagati v dobro počutje zaposlenih in se zavedati kako velik del posameznikovega splošnega počutja predstavlja njegovo delo. Kot omenjeno v začetku, je konstrukt zelo obširen in skozi zgodovino njegov pomen narašča, kar zgolj dodatno dokaže ključno pomembnost in korist dobrega počutja zaposlenih.

Appendix 2: Previous Research on the EWB Scale

Table 30: Previous Research on the EWB Scale

Scale Used	Author/Researcher	Dimensions Explored/Studied
Employee well-being (adopted Ryff, & Keyes, 1995 psychological well-being scale)	Pradhan, Hati, and Kumar (2017)	a. Psychological well-being
Employee well-being (adopted Warr, 1999)	Bryson et al. (2017)	a. Job-related affect
Workplace well-being (adopted Black Dog Institute, 2014)	Sen and Khandelwal (2017)	a. Satisfaction related to work b. Organizational respect c. Care from employer d. Intrusion of work into private life
Employee well-being (original)	Zheng, Zhu, Zhao, & Zhang (2015)	a. Life well-being b. Workplace well-being c. Psychological well-being
Employee well-being (adopted Seligman, 2011 concept)	Kern, Waters, Adler, and White (2015)	a. PERMA (positive emotion, engagement, relationships, meaning, and accomplishment)
Workplace well-being (adopted)	Slemp, Kern, and Vella-Brodrick (2015)	a. Positive and negative affects. b. Job satisfaction
Work-related WB (adopted)	Orsila, Luukkaala, Manka, and Nygard (2011)	a. Organizational factors b. Intrinsic factors of work-related WB (autonomy, clarity of organizational goal, efficiency, effort, flexibility, integration, participation, performance feedback, supervisory support)
Quality-of-working life survey (QoWL)	Easton, Laar, and Marlow-Vardy (2013)	a. General well-being b. Home and work interface c. Job and career satisfaction d. Control at work e. Working conditions f. Stress related to work g. Employee engagement
Work well-being questionnaire	Gordon and Matthew (2011)	a. Work satisfaction b. Organizational respect for the employee c. Employer care d. Negative construct: 'Intrusion of Work into Private Life'.

(table continues)

(continued)

Scale Used	Author/Researcher	Dimensions Explored/Studied
Workplace well-being questionnaire (Original)	Black Dog Institute (2014)	a. Work satisfaction b. Organizational respect for the employee c. Employer care d. Negative construct: 'Intrusion of Work into Private Life'.
Work and well-being	Juniper (2010)	a. Advancement b. Work home interference c. Job relationship d. Workload
Employee well-being (original)	Juniper, White, and Bellamy (2009)	a. Work-related item
Employee well-being (theoretical explanation)	Page and Vella-Brodrick (2009)	a. PWB b. SWB c. Workplace WB
Employee well-being (theoretical explanation)	Samman (2007)	a. Eudemonic b. Hedonic c. Ill criteria
Well-being in the workplace	Harter, Schmidt, and Hayes (2003), conducted a study under Gallup studies	a. Job satisfaction
Job-specific well-being (clubbed factors not a scale)	Holman, Chissick, and Totterdell (2002)	a. Emotional exhaustion b. Anxiety and depression c. Job satisfaction
Well-being at the workplace	Warr (1999)	a. Positive and negative emotions b. Performance and quality of life c. Relationship

Source: Pradhan & Hati (2019).

Appendix 3: Full version of the online survey

1. Mark accordingly from 1 (I completely disagree) to 7 (I completely agree).

- I easily adapt to day-to-day changes in my life and manage my responsibilities well.
- I feel I am capable of decision-making.
- I believe that I have a purpose and direction in life.
- I am a confident person.
- I am an important part of my team and organization.
- I am close to my teammates in my organization.
- My views are well accepted by my teammates.
- I take active part in important decision-making activities of my team.
- My day-to-day activities contribute towards the benefits of my team.
- I am quite satisfied with my job.
- I attach lots of value to my work.
- My employer does care a lot about their employees.
- My work offers challenges to advance my skills.
- Mostly I feel happy.
- I am an optimistic person.
- I feel good about myself.

2. Mark accordingly from 1 (I completely disagree) to 7 (I completely agree).

- I have the tools I need to efficiently perform my job.
- The company promotes innovativeness and creativity.
- The information I receive from the management concerning the on goings in the department satisfies me.
- I get opportunities for personal growth by updating my skills.
- I am satisfied with my job.
- I feel my efforts are valued.
- I am satisfied with how I am involved in decisions concerning my work.
- Company goals and strategies are clearly communicated to me.
- My career advancement path is clear.
- I am satisfied with the opportunity to expand my career in this company.

3. Mark from 1 (not at all possible) to 7 (completely possible) the possibility that you will in the nearby future:

- Think about resigning from your current job.
- Browse ads or visit websites of other employers.
- Actively search for a new job.

4. Mark accordingly from 1 (I completely disagree) to 7 (I completely agree).

- I manage to plan my work so that I finish it on time.
- I keep in mind the work results I need to achieve.
- I am able to set my priorities.

- I am able to carry out my work efficiently.
- I manage my time well.
- On my own initiative, I start new tasks when my old tasks are completed.
- I take on challenging tasks when they are available.
- I work on keeping my job-related knowledge up-to-date.
- I actively participate in meetings and consultations.

5. How many days were you absent from work due to illness in 2019 and 2020?

- 0 days
- 1-7 days
- 8-14 days
- 15-30 days
- More than 30 days

6. Mark accordingly from 1 (I completely disagree) to 7 (I completely agree).

- I feel full of energy at my work place.
- I am fully involved in my job.
- I feel very strong and energetic in my work place.
- I feel like going to work as soon as I get up in the morning.
- My work always motivates me for greater commitment.
- I am enthusiastic about my job.
- My job inspires me.
- I feel happy when I am working intensely.
- I am proud of the work that I do.

7. How frequently did you work from home before the pandemic?

- Every day
- 2-3 days per week
- 1-2 days per week
- Less than once per week
- Never

8. How frequently do you work from home from the beginning of the pandemic?

- Every day
- 2-3 days per week
- 1-2 days per week
- Less than once per week
- Never

9. Reason for working from home.

- My personal request
- Order from the employer
- I don't have an option to work from home

10. Mark from 1(it got considerably worse) to 7 (it has considerably improved) how has your attitude to the following factors changed with the arrival of Covid-19.

- Stress
- Productivity
- Physical health
- Psychological health
- Access to working resources
- Relationships with coworkers
- Employment security
- Life standards
- Current and future financial state
- Concern for the future

11. Has your employer introduced any of the following measures with the arrival of remote working?

- Psychological support
- Financial support
- Help with adaptation to new working processes
- Socialization
- Promoting health at work

12. Does your company implement HR practices used to improve employee well-being?

- Yes
- No
- I don't know

13. Mark accordingly from 1 (I completely disagree) to 7 (I completely agree).

- My company has provided me with ongoing training, which enables me to do my job better.
- Overall, I am satisfied with my training opportunities.
- There is a link between how well I perform my job and the likelihood of my receiving a raise in pay.
- My pay is tied to my performance.
- I often agree with my manager on my performance evaluation.
- I understand what my performance will be based on.
- I am in a dead-end job.
- In my company there is a good opportunity for advancement.
- As best as possible, my company makes sure that the right person is hired for the job.
- There is more emphasis on hiring someone quickly than selecting the right person for the job.
- In the positions that I have held with my company, I have often been given additional challenging assignments.
- Besides formal training and development opportunities, I have developed my skills with the challenging job assignments provided to me.
- In my job, I am allowed to make many decisions.

- In my job, I am provided the opportunity to suggest improvements in the way things are done.

14. What is your opinion on HR practices?

- I believe HR practices are important as they contribute to employee performance and well-being.
- I approve of HR practices, i would like to see more innovative practices in my company.
- HR practices don't bother me, but I don't see their value added.
- I believe HR practices impact employees negatively, as they interfere in the employee even more.
- I don't care about HR practices.
- Nothing of the above.

15. Mark the type of your employment contract.

- Permanent employment
- Fixed-term
- Self-employed
- Occasional work
- Student work
- I am not employed

16. Mark the company sector you are employed in.

- Primary (agriculture, fishing, forestry, hunting,...)
- Secondary (industry, mining, construction, energy,...)
- Tertiary (service activities: trade, tourism, transport, banking,...)
- Quaternary (health, education, public administration,...)

17. Mark the company type.

- State-owned company
- Private company

18. Is the company you work at a subsidiary of a foreign corporation?

- Yes
- No

19. Mark the size of the company you work at.

- Micro (up to 10 employees)
- Small (from 11 to 50 employees)
- Medium (from 51 to 250 employees)
- Large (more than 250 employees)

20. Mark your line of work.

- Administrative work
- Production work
- Work with clients
- Managerial work

- Professional work

21. What age group do you belong to?

- 20 years or less
- From 21 to 30 years
- From 31 to 40 years
- From 41 to 50 years
- More than 51 years

22. Gender.

- Male
- Female

Appendix 4: SPSS Outcome of Respondents' Complete demographics

Table 31: Respondents by Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	89	35.0	35.3	35.3
	Female	163	64.2	64.7	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

Table 32: Respondents by Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 20 years	5	2.0	2.0	2.0
	From 21 to 30 years	142	55.9	56.3	58.3
	From 31 to 40 years	51	20.1	20.2	78.6
	From 41 to 50 let	32	12.6	12.7	91.3
	Above 51 years	22	8.7	8.7	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

Table 33: Respondents by Age (First and Second Category Merged)

Age (Merged)		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 30 years	147	57.9	58.3	58.3
	From 31 to 40 years	51	20.1	20.2	78.6
	From 41 to 50 years	32	12.6	12.7	91.3
	Above 51 years	22	8.7	8.7	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

Table 34: Respondents by Line of Work

Line of work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative work	36	14.2	14.3	14.3
	Work with clients	70	27.6	27.9	42.2
	Managerial work	32	12.6	12.7	55.0
	Production work	27	10.6	10.8	65.7
	Professional work	86	33.9	34.3	100.0
	Total	251	98.8	100.0	
Missing	No response	3	1.2		
Total		254	100.0		

Source: Own work.

Table 35: Respondents by Company Size

Company size		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro	45	17.7	17.9	17.9
	Small	72	28.3	28.6	46.4
	Medium	62	24.4	24.6	71.0
	Large	73	28.7	29.0	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

Table 36: Respondents by Company Ownership Type

Company a subsidiary of a foreign corporation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	63	24.8	25.0	25.0
	No	189	74.4	75.0	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

Table 37: Respondents by Company Type

Company size		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	State-owned company	57	22.4	22.6	22.6
	Private company	195	76.8	77.4	100.0
	Total	252	99.2	100.0	
Missing	No response	2	0.8		
Total		254	100.0		

Source: Own work.

Table 38: Respondents by Employment Sector

Employment sector		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	3	1.2	1.2	1.2
	Secondary	51	20.1	20.5	21.7
	Tertiary	140	55.1	56.2	77.9
	Quaternary	55	21.7	22.1	100.0
	Total	249	98.0	100.0	
Missing	No response	5	2.0		
Total		254	100.0		

Source: Own work.

Table 39: Respondents by Employment Sector (Primary and Secondary Merged)

Employment sector (merged)		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary and Secondary	54	21.3	21.7	21.7
	Tertiary	140	55.1	56.2	77.9
	Quaternary	55	21.7	22.1	100.0
	Total	249	98.0	100.0	
Missing	No response	5	2.0		
Total		254	100.0		

Source: Own work.

Table 40: Respondents by Employment Type

Employment type		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time contract	138	54.3	55.2	55.2
	Fixed-term contract	29	11.4	11.6	66.8
	Self-employed	15	5.9	6.0	72.8
	Occasional work	3	1.2	1.2	74.0
	Student work	63	24.8	25.2	99.2
	Not employed	2	0.8	0.8	100.0
	Total	250	98.4	100.0	
Missing	No response	4	1.6		
Total		254	100.0		

Source: Own work.

Appendix 5: SPSS Outcome of Analysis Results for Employee Well-being

Table 41: Descriptives for Respondents Employee Well-being Dimensions

Descriptive statistics	N	Minimum	Maximum	Mean	Std. Deviation
Psychological Well-being 1	254	1	7	5.30	1.30
Psychological Well-being 2	254	2	7	5.81	1.07
Psychological Well-being 3	254	1	7	5.26	1.41
Psychological Well-being 4	252	1	7	5.25	1.31
Psychological Well-being average	252	2.75	7.00	5.40	0.975
Subjective Well-being 1	253	1	7	5.62	1.17
Subjective Well-being 2	253	2	7	5.76	1.04
Subjective Well-being 3	252	2	7	5.59	1.04
Subjective Well-being 4	253	1	7	5.25	1.46
Subjective Well-being 5	252	1	7	5.73	1.12
Subjective Well-being average	251	2.60	7.00	5.59	0.91
Workplace Well-being 1	253	1	7	5.08	1.56
Workplace Well-being 2	251	1	7	5.18	1.45
Workplace Well-being 3	253	1	7	4.82	1.68
Workplace Well-being 4	253	1	7	4.99	1.61
Workplace Well-being average	251	1.25	7.00	5.02	1.28
Social Well-being 1	253	1	7	5.17	1.28
Social Well-being 2	253	1	7	5.48	1.37
Social Well-being 3	253	1	7	5.34	1.36
Social Well-being average	253	1.67	7.00	5.33	1.13
Employee Well-being	249	3.00	7.00	5.35	0.85
Valid N (listwise)	249				

Source: Own work.

Table 42: Mean Comparison of Respondents Employee Well-Being by Gender

Employee Well-being			
Gender	Mean	N	Std. Deviation
Male	5.40	89	0.90
Female	5.32	159	0.82
Total	5.35	248	0.85

Source: Own work.

Table 43: Mean Comparison of Respondents Employee Well-being By Employment Sector

Employee Well-being			
Employment sector	Mean	N	Std. Deviation
Primary and Secondary	5.27	53	0.90
Tertiary	5.36	138	0.85
Quaternary	5.42	54	0.79
Total	5.36	245	0.85

Source: Own work.

Table 44: Mean Comparison of Respondents Employee Well-being By Company Size

Employee Well-being			
Company size	Mean	N	Std. Deviation
Micro	5.27	45	0.86
Small	5.45	70	0.86
Medium	5.31	61	0.87
Large	5.35	72	0.82
Total	5.35	248	0.85

Source: Own work.

Table 45: Mean Comparison of Respondents Employee Well-being By Company Type

Employee Well-being			
Company type	Mean	N	Std. Deviation
State-owned company	5.28	56	0.82
Private company	5.37	192	0.86
Total	5.35	248	0.85

Source: Own work.

Appendix 6: SPSS Outcomes of Mean Comparison for Employee Well-being and Changes in Factors Due to Covid-19

Table 46: Mean Comparison of Respondents Employee Well-being By Changes in Physical Health

Employee Well-being			
Physical health remote	Mean	N	Std. Deviation
It has gotten much worse	5.06	5	0.68
It has somewhat worsened	4.89*	22	0.72
It got a little worse	4.99*	39	0.87
It has neither improved, nor worsened	5.44	141	0.84
It got a little better	5.55	21	0.81
It has somewhat improved	5.78*	14	0.54
It has greatly improved	5.70	6	1.06
Total	5.35	248	0.85

Source: Own work.

Table 47: Mean Comparison of Respondents Employee Well-being By Changes in Psychological Health

Employee Well-being			
Psychological health remote	Mean	N	Std. Deviation
It has gotten much worse	5.09	15	0.85
It has somewhat worsened	4.97*	37	0.82
It got a little worse	5.14*	62	0.78
It has neither improved, nor worsened	5.61*	107	0.80
It got a little better	4.81*	11	1.01
It has somewhat improved	5.93*	11	0.45
It has greatly improved	5.93	5	0.56
Total	5.35	248	0.85

Source: Own work.

Table 48: Mean Comparison of Respondents Employee Well-being By Changes in Employment Security

Employee Well-being			
Employment security remote	Mean	N	Std. Deviation
It has gotten much worse	4.98	18	0.73
It has somewhat worsened	4.71*	18	0.92
It got a little worse	5.07	29	0.92
It has neither improved, nor worsened	5.51*	158	0.80
It got a little better	5.18	9	0.35
It has somewhat improved	5.72*	10	0.66
It has greatly improved	5.18	6	1.16
Total	5.35	248	0.85

Source: Own work.

Table 49: Mean Comparison of Respondents Employee Well-being By Changes in Concern for the Future

Employee Well-being			
Concern for the future remote	Mean	N	Std. Deviation
It has gotten much worse	4.96*	34	0.85
It has somewhat worsened	5.09	33	0.82
It got a little worse	5.39	66	0.87
It has neither improved, nor worsened	5.50*	101	0.79
It got a little better	6.13	4	0.45
It has somewhat improved	5.67	4	0.76
It has greatly improved	5.44	6	1.10
Total	5.35	248	0.85

Source: Own work.

Appendix 7: SPSS Outcomes for Crosstabulations

Table 50: Respondents by HR Practices and Company Type

			Company_type		Total
			State-owned company	Private company	
HR_practices	Yes	Count	12	65	77
		% within Company_type	21.1%	33.3%	30.6%
	No	Count	23	78	101
		% within Company_type	40.4%	40.0%	40.1%
	I don't know	Count	22	52	74
		% within Company_type	38.6%	26.7%	29.4%
Total		Count	57	195	252
		% within Company_type	100.0%	100.0%	100.0%

Source: Own work.

Table 51: Respondents by HR Practices and Company Size

			Company_size				Total
			Micro	Small	Medium	Large	
HR_practices	Yes	Count	6	18	23	30	77
		% within Company_size	13.3%	25.0%	37.1%	41.1%	30.6%
	No	Count	29	32	22	18	101
		% within Company_size	64.4%	44.4%	35.5%	24.7%	40.1%
	I don't know	Count	10	22	17	25	74
		% within Company_size	22.2%	30.6%	27.4%	34.2%	29.4%
Total		Count	45	72	62	73	252
		% within Company_size	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Own work.

Table 52: Respondents by HR Practices and Employment Sector

			HR_practices			Total
			Yes	No	I don't know	
Employment_sector	Primary and Secondary	Count	23	21	10	54
		% within Employment_sector	42.6%	38.9%	18.5%	100.0%
	Tertiary	Count	39	57	44	140
		% within Employment_sector	27.9%	40.7%	31.4%	100.0%
	Quaternary	Count	13	22	20	55
		% within Employment_sector	23.6%	40.0%	36.4%	100.0%
Total		Count	75	100	74	249
		% within Employment_sector	30.1%	40.2%	29.7%	100.0%

Source: Own work.

Table 53: Crosstabulation for Financial Support by Company Type

			Financial support		Total
			Not selected	Selected	
Company_type	State-owned company	Count	22	12	34
		% within Company_type	64.7%	35.3%	100.0%
	Private company	Count	88	19	107
		% within Company_type	82.2%	17.8%	100.0%
Total		Count	110	31	141
		% within Company_type	78.0%	22.0%	100.0%

Source: Own work.

Table 54: Crosstabulation for Socialization by Company Type

			Socialization		Total
			Not selected	Selected	
Company_type	State-owned company	Count	24	10	34
		% within Company_type	70.6%	29.4%	100.0%
	Private company	Count	52	55	107
		% within Company_type	48.6%	51.4%	100.0%
Total		Count	76	65	141
		% within Company_type	53.9%	46.1%	100.0%

Source: Own work.

Table 55: Crosstabulation for Psychological Support by Company a Subsidiary

			Psychological_support		Total
			Not selected	Selected	
Company subsidiary of a foreign corporation	Yes	Count	29	13	42
		% within Company subsidiary of a foreign corporation	69.0%	31.0%	100.0%
	No	Count	85	14	99
		% within Company subsidiary of a foreign corporation	85.9%	14.1%	100.0%
Total		Count	114	27	141
		% within Company subsidiary of a foreign corporation	80.9%	19.1%	100.0%

Source: Own work.

Table 56: Crosstabulation for Health Promotion by Employment Type

			Health promotion		Total	
			Not selected	Selected		
Employment _type	Full-time contract	Count	26	52	78	
		% within Employment type	33.3%	66.7%	100.0%	
	Fixed-term contract	Count	5	11	16	
		% within Employment type	31.3%	68.8%	100.0%	
	Self-employed	Count	4	5	9	
		% within Employment type	44.4%	55.6%	100.0%	
	Occasional work	Count	2	0	2	
		% within Employment type	100.0%	0.0%	100.0%	
	Student work	Count	21	13	34	
		% within Employment type	61.8%	38.2%	100.0%	
	Total		Count	58	81	139
			% within Employment type	41.7%	58.3%	100.0%

Source: Own work.

Appendix 8: SPSS Outcome of Mean Comparison for HR Practices

Table 57: Mean Comparison for Respondents use of HR Practices by Company Type

Company type		Training_a verage	Pay_for_ performa nce aver age	Perf_ma n averag e	Promo_o pp avera ge	Select_sta ff average	Develop_o pp average	Decision _mak_av erage
State-owned company	Mean	5.58	3.83	5.38	4.25	3.96	4.96	5.17
	N	12	12	12	12	12	12	12
	Std. Devia tion	1.51	1.79	1.05	1.27	0.66	1.70	1.40
Private company	Mean	5.48	5.08	5.84	4.09	4.34	5.73	5.83
	N	64	64	64	63	62	63	63
	Std. Devia tion	1.2	1.37	0.89	1.06	0.89	1.07	1.09
Total	Mean	5.49	4.88	5.76	4.11	4.28	5.61	5.72
	N	76	76	76	75	74	75	75
	Std. Devia tion	1.29	1.50	0.92	1.09	0.86	1.21	1.16

Source: Own work.

Table 58: Mean Comparison for Respondents Use of HR Practices by Company Size

Company_size		Training_average	Pay_for_perfor_mance_average	Perf_man_average	Promo_op_p_average	Select_staf_f_average	Develop_op_p_average	Decision_m ak_average
Micro	Mea n	4.67	4.42	5.83	4.17	4.25	5.75	5.67
	N	6	6	6	6	6	6	6
	Std. Devi ation	1.78	1.43	0.93	1.13	1.13	0.69	0.88
Sma ll	Mea n	5.62	5.26	6.06	4.25	4.50	6.03	6.03
	N	17	17	17	16	15	16	16
	Std. Devi ation	1.73	1.64	0.75	1.02	1.09	0.72	1.26
Med ium	Mea n	5.57	5.33	5.76	4.13	4.37	5.54	5.78
	N	23	23	23	23	23	23	23
	Std. Devi ation	1.00	1.16	1.02	1.21	0.63	0.94	1.02
Lar ge	Mea n	5.53	4.42	5.58	4.02	4.10	5.40	5.52
	N	30	30	30	30	30	30	30
	Std. Devi ation	1.10	1.57	0.93	1.08	0.86	1.60	1.26
Tota l	Mea n	5.49	4.88	5.76	4.11	4.28	5.61	5.72
	N	76	76	76	75	74	75	75
	Std. Devi ation	1.29	1.50	0.92	1.09	0.86	1.21	1.16

Source: Own work.

Table 58: Mean Comparison for Performance Management Practice and Company Size

I understand what my performance will be based on.			
	Mean	N	Std. Deviation
Micro	5.83	6	1.17
Small	6.53	17	0.62
Medium	5.70	23	1.15
Large	6.03	30	0.85
Total	6.03	76	0.97

Source: Own work.

Table 59: Mean Comparison for Performance Management and Development Opportunities Practices by Line of Work

		Mean	N	Std. Deviation
I understand what my performance will be based on.	Administrative work	6.09	11	0.70
	Work with clients	5.93	15	1.28
	Managerial work	6.44	16	0.51
	Production work	5.00	5	1.41
	Professional work	6.00	29	0.89
	Total	6.03	76	0.97
In my company there is a good opportunity for advancement.	Administrative work	6.00	11	0.63
	Work with clients	6.07	15	0.80
	Managerial work	6.20	15	0.78
	Production work	4.40	5	2.30
	Professional work	5.66	29	1.29
	Total	5.81	75	1.18

Source: Own work.

Table 59: Mean Comparison of HR Practices by Company Type

	Company type	Mean	N	Std. Deviation
HR_practices	State-owned company	2.18	57	0.76
	Private company	1.93	195	0.77

Source: Own work.

Table 60: Mean Comparison for Performance Management Practice by Company a Subsidiary

		Mean	N	Std. Deviation
I understand what my performance will be based on.	Company subsidiary of a foreign corporation			
	Yes	5.72	25	1.14
	No	6.18	51	0.84

Source: Own work.

Table 61: Mean Comparison for Pay for Performance, Performance Management, Development Opportunities, and Decision Making Practices by Company Type

	Company type	Mean	N	Std. Deviation
There is a link between how well I perform my job and the likelihood of my receiving a raise in pay.	State-owned company	4.00	12	1.71
	Private company	5.16	64	1.46
My pay is tied to my performance.	State-owned company	3.67	12	2.15
	Private company	5.00	64	1.48
I often agree with my manager on my performance evaluation.	State-owned company	4.83	12	1.80
	Private company	5.63	64	1.06
I am in a dead-end job.	State-owned company	4.67	12	1.83
	Private company	5.54	63	1.38
In my job, I am allowed to make many decisions.	State-owned company	5.25	12	1.60
	Private company	6.02	63	1.16

Source: Own work.

Table 62: Mean Comparison for Financial Support and Socialization by Company Type

	Company type	Mean	N	Std. Deviation
Financial_support	State-owned company	0.35	34	0.49
	Private company	0.18	107	0.38
Socialization	State-owned company	0.29	34	0.46
	Private company	0.51	107	0.50

Source: Own work.

Table 63: Mean Comparison for Psychological Support and Company a Subsidiary

	Company subsidiary of a foreign corporation	N	Mean	Std. Deviation	Std. Error Mean
Psychological_support	Yes	42	0.31	0.47	0.07
	No	99	0.14	0.35	0.04

Source: Own work.

Appendix 9: Descriptive statistics for retention, productivity, and engagement

Table 64: Chronbach's Alpha for Retention

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.92	0.92	10

Source: Own work.

Table 65: Descriptive Statistics for Retention

Retention	N	Minimum	Maximum	Mean	Std. Deviation
I have the tools I need to efficiently perform my job.	251	1	7	5.45	1.37
The company promotes innovtiveness and creativity.	252	1	7	4.91	1.67
The information I receive from the management concerning the on goings in the department satisfies me.	252	1	7	4.69	1.63
I get opportunities for personal growth by updating my skills.	252	1	7	4.75	1.76
I am satisfied with my job.	251	1	7	5.06	1.62
I feel my efforts are valued.	251	1	7	4.92	1.61
I am satisfied with how I am involved in decisions concerning my work.	252	1	7	4.98	1.58
Company goals and strategies are clearly communicated to me.	251	1	7	5.26	1.32
My career advancement path is clear.	252	1	7	4.50	1.70
I am satisfied with the oppportunity to expand my career in this company	252	1	7	4.08	1.82
Retention average	248	2.10	7.00	4.85	1.24
Valid N (listwise)	248				

Source: Own work.

Table 66: Chronbach's Alpha for Retention

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.92	0.92	10

Source: Own work.

Table 67: Retention by Company Size

Retention average			
Company size	Mean	N	Std. Deviation
Micro	4.87	44	1.32
Small	5.06	72	1.17
Medium	4.82	61	1.27
Large	4.65	71	1.23
Total	4.85	248	1.24

Source: Own work.

Table 68: Descriptive Statistics for Productivity

Productivity	N	Minimum	Maximum	Mean	Std. Deviation
I manage to plan my work so that I finish it on time.	252	1	7	5.75	1.22
I keep in mind the work results I need to achieve.	252	2	7	6.06	0.85
I am able to set my priorities.	252	1	7	6.04	0.85
I am able to carry out my work efficiently.	252	1	7	5.54	1.20
I manage my time well.	252	2	7	5.85	0.97
On my own initiative, I start new tasks when my old tasks are completed.	252	1	7	5.56	1.16
I take on challenging tasks when they are available.	252	1	7	5.27	1.40
I work on keeping my job-related knowledge up-to-date.	252	3	7	6.28	0.77
I actively participate in meetings and consultations.	252	2	7	5.76	1.14
Productivity average	252	3.56	7.00	5.79	0.72
Valid N (listwise)	252				

Source: Own work.

Table 69: Chronbach's Alpha for Productivity

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.84	0.85	9

Source: Own work.

Table 70: Descriptive Statistics for Engagement

Engagement	N	Minimum	Maximum	Mean	Std. Deviation
I feel full of energy at my work place.	253	1	7	5.04	1.23
I am fully involved in my job.	251	1	7	5.20	1.27
I feel very strong and energetic in my work place.	252	1	7	4.84	1.57
I feel like going to work as soon as I get up in the morning.	250	1	7	4.52	1.64
My work always motivates me for greater commitment.	252	1	7	4.79	1.60
I am enthusiastic about my job.	252	1	7	5.49	1.33
My job inspires me.	251	1	7	5.50	1.44
I feel happy when I am working intensely.	251	1	7	5.45	1.28
I am proud of the work that I do.	252	1	7	5.10	1.42
Engagement average	247	1.00	7.00	5.10	1.19
Valid N (listwise)	247				

Source: Own work.

Table 71: Chronbach's Alpha for Engagement

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.94	0.95	9

Source: Own work.

Appendix 10: One-way ANOVA and T-test results

Table 72: One-way ANOVA for Employee Well-being by Age

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.06	3	2.02	2.87	0.04
Within Groups	171.76	244	0.70		
Total	177.82	247			

Source: Own work.

Table 73: Multiple Comparisons with Bonferroni for Employee Well-being by Age

Dependent Variable: Employee Well-being						
Bonferroni						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Up to 30 years	From 31 to 40 years	0.10	0.14	1.00	-0.26	0.47
	From 41 to 50 years	-0.43	0.16	0.06	-0.86	0.01
	Above 51 years	-0.02	0.20	1.00	-0.54	0.50
From 31 to 40 years	Up to 30 years	-0.10	0.14	1.00	-0.47	0.26
	From 41 to 50 years	-0.53*	0.19	0.03	-1.03	-0.26
	Above 51 years	-0.12	0.22	1.00	-0.70	0.46
From 41 to 50 years	Up to 30 years	0.43	0.16	0.06	-0.01	0.86
	From 31 to 40 years	0.53*	0.19	0.03	0.03	1.03
	Above 51 years	0.41	0.24	0.50	-0.22	1.04
Above 51 years	Up to 30 years	0.02	0.20	1.00	-0.50	0.54
	From 31 to 40 years	0.12	0.22	1.00	-0.46	0.70
	From 41 to 50 years	-0.41	0.24	0.50	-1.04	0.22

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 74: Multiple Comparisons with Bonferroni for Employee Well-being by Line of Work

Dependent Variable: Employee Well-being						
Bonferroni						
(I) Line of work	(J) Line of work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administrative work	Work with clients	0.26	0.17	1.00	-0.21	0.73
	Managerial work	-0.42	0.20	0.32	-0.98	0.13
	Production work	0.55	0.21	0.08	-0.030	1.14
	Professional work	-0.13	0.16	1.00	-0.59	0.33
Work with clients	Administrative work	-0.26	0.17	1.00	-0.73	0.21
	Managerial work	-0.69*	0.17	0.00	-1.17	-0.20
	Production work	0.29	0.18	1.00	-0.22	0.81
	Professional work	-0.40*	0.13	0.03	-0.76	-0.03
Managerial work	Administrative work	0.42	0.20	0.32	-0.13	0.98
	Work with clients	0.69*	0.17	0.00	0.20	1.17
	Production work	0.98*	0.21	0.00	0.39	1.57
	Professional work	0.29	0.17	0.82	-0.18	0.76
Production work	Administrative work	-0.55	0.21	0.08	-1.14	0.03
	Work with clients	-0.29	0.18	1.00	-0.81	0.22
	Managerial work	-0.98*	0.21	0.00	-1.57	-0.39
	Professional work	-0.69*	0.18	0.00	-1.19	-0.19
Professional work	Administrative work	0.13	0.16	1.00	-0.33	0.59
	Work with clients	0.40*	0.13	0.03	0.03	0.76
	Managerial work	-0.29	0.17	0.82	-0.76	0.18
	Production work	0.69*	0.18	0.00	0.19	1.19

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 75: One-way ANOVA for Employee Well-being by Line of Work

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.06	3	2.02	2.87	0.04
Within Groups	171.76	244	0.70		
Total	177.82	247			

Source: Own work.

Table 76: One-way ANOVA for Employee Well-being and Changes in Stress

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.73	6	2.29	3.36	0.00
Within Groups	164.10	241	0.68		
Total	177.82	247			

Source: Own work.

Table 77: Multiple Comparisons with Bonferroni for Employee Well-being by Changes in Stress

Dependent Variable: Employee Well-being						
Bonferroni						
(I) Stress remote	(J) Stress remote	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
It has gotten much worse	It has somewhat worsened	0.18	0.19	1.00	-0.40	0.75
	It got a little worse	-0.19	0.18	1.00	-0.73	0.35
	It has neither improved, nor worsened	-0.29	0.15	1.00	-0.77	0.18
	It got a little better	-0.34	0.36	1.00	-1.45	0.77
	It has somewhat improved	-0.94*	0.30	0.049	-1.87	-0.00
	It has greatly improved	-0.57	0.36	1.00	-1.68	0.54
It has somewhat worsened	It has gotten much worse	-0.18	0.19	1.00	-0.75	0.40
	It got a little worse	-0.37	0.18	0.831	-0.91	0.18

(table continues)

(continued)

(I) Stress remote	(J) Stress remote	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	It has neither improved, nor worsened	-0.47	0.16	0.062	-0.95	0.01
	It got a little better	-0.52	0.36	1.00	-1.63	0.59
	It has somewhat improved	-1.11*	0.30	0.007	-2.05	-0.18
	It has greatly improved	-0.75	0.36	0.838	-1.86	0.36
It got a little worse	It has gotten much worse	0.19	0.18	1.00	-0.35	0.73
	It has somewhat worsened	0.37	0.18	0.831	-0.18	0.91
	It has neither improved, nor worsened	-0.10	0.14	1.00	-0.54	0.34
	It got a little better	-0.15	0.36	1.00	-1.25	0.94
	It has somewhat improved	-0.75	0.30	0.281	-1.66	0.17
	It has greatly improved	-0.38	0.36	1.00	-1.48	0.71
It has neither improved, nor worsened	It has gotten much worse	0.29	0.15	1.00	-0.18	0.77
	It has somewhat worsened	0.47	0.16	0.062	-0.01	0.95
	It got a little worse	0.10	0.14	1.00	-0.34	0.54
	It got a little better	-0.05	0.35	1.00	-1.11	1.02
	It has somewhat improved	-0.64	0.29	0.544	-1.53	0.24
	It has greatly improved	-0.28	0.35	1.00	-1.34	0.79
It got a little better	It has gotten much worse	0.34	0.36	1.00	-0.77	1.45
	It has somewhat worsened	0.52	0.36	1.00	-0.59	1.63
	It got a little worse	0.15	0.36	1.00	-0.94	1.25
	It has neither improved, nor worsened	0.05	0.35	1.00	-1.01	1.12
	It has somewhat improved	-0.59	0.43	1.00	-1.93	0.74

(table continues)

(continued)

(I) Stress_remote	(J) Stress_remote	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	It has greatly improved	-0.23	0.48	1.00	-1.69	1.23
It has somewhat improved	It has gotten much worse	0.94*	0.30	0.049	0.00	1.87
	It has somewhat worsened	1.11*	0.30	0.007	0.18	2.05
	It got a little worse	0.75	0.30	0.281	-0.17	1.66
	It has neither improved, nor worsened	0.64	0.29	0.544	-0.24	1.53
	It got a little better	0.59	0.43	1.00	-0.74	1.93
	It has greatly improved	0.36	0.43	1.00	-0.97	1.70
It has greatly improved	It has gotten much worse	0.57	0.36	1.00	-0.54	1.68
	It has somewhat worsened	0.75	0.36	0.838	-0.36	1.86
	It got a little worse	0.38	0.36	1.00	-0.71	1.48
	It has neither improved, nor worsened	0.28	0.35	1.00	-0.79	1.34
	It got a little better	0.23	0.48	1.00	-1.23	1.69
	It has somewhat improved	-0.36	0.43	1.00	-1.70	0.97

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 78: One-way ANOVA for Employee Well-being and Changes in Productivity

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.98	6	1.83	2.64	0.02
Within Groups	166.86	241	0.69		
Total	177.82	247			

Source: Own work.

Table 79: Multiple Comparisons with Bonferroni for Employee Well-being by Changes in Productivity

Multiple Comparisons						
Dependent Variable: Employee Well-being						
Bonferroni						
(I) Stress remote	(J) Stress remote	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
It has gotten much worse	It has somewhat worsened	0.18	0.19	1.00	-0.40	0.75
	It got a little worse	-0.19	0.18	1.00	-0.73	0.35
	It has neither improved, nor worsened	-0.29	0.15	1.00	-0.77	0.18
	It got a little better	-0.34	0.36	1.00	-1.45	0.77
	It has somewhat improved	-0.94*	0.30	0.049	-1.87	-0.00
	It has greatly improved	-0.57	0.36	1.00	-1.68	0.54
It has somewhat worsened	It has gotten much worse	-0.18	0.19	1.00	-0.75	0.40
	It got a little worse	-0.37	0.18	0.831	-0.91	0.18
	It has neither improved, nor worsened	-0.47	0.16	0.062	-0.95	0.01
	It got a little better	-0.52	0.36	1.00	-1.63	0.59
	It has somewhat improved	-1.11*	0.30	0.007	-2.05	-0.18
	It has greatly improved	-0.75	0.36	0.838	-1.86	0.36
It got a little worse	It has gotten much worse	0.19	0.18	1.00	-0.35	0.73
	It has somewhat worsened	0.37	0.18	0.831	-0.18	0.91
	It has neither improved, nor worsened	-0.10	0.14	1.00	-0.54	0.34
	It got a little better	-0.15	0.36	1.00	-1.25	0.94
	It has somewhat improved	-0.75	0.30	0.281	-1.66	0.17
	It has greatly improved	-0.38	0.36	1.00	-1.48	0.71
It has neither improved, nor worsened	It has gotten much worse	0.29	0.15	1.00	-0.18	0.77
	It has somewhat worsened	0.47	0.16	0.062	-0.01	0.95

(table continues)

(continued)

(I) Stress remote	(J) Stress remote	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	It got a little worse	0.10	0.14	1.00	-0.34	0.54
	It got a little better	-0.05	0.35	1.00	-1.11	1.02
	It has somewhat improved	-0.64	0.29	0.544	-1.53	0.24
	It has greatly improved	-0.28	0.35	1.00	-1.34	0.79
It got a little better	It has gotten much worse	0.34	0.36	1.00	-0.77	1.45
	It has somewhat worsened	0.52	0.36	1.00	-0.59	1.63
	It got a little worse	0.15	0.36	1.00	-0.94	1.25
	It has neither improved, nor worsened	0.05	0.35	1.00	-1.01	1.12
	It has somewhat improved	-0.59	0.43	1.00	-1.93	0.74
	It has greatly improved	-0.23	0.48	1.00	-1.69	1.23
It has somewhat improved	It has gotten much worse	0.94*	0.30	0.049	0.00	1.87
	It has somewhat worsened	1.11*	0.30	0.007	0.18	2.05
	It got a little worse	0.75	0.30	0.281	-0.17	1.66
	It has neither improved, nor worsened	0.64	0.29	0.544	-0.24	1.53
	It got a little better	0.59	0.43	1.00	-0.74	1.93
	It has greatly improved	0.36	0.43	1.00	-0.97	1.70
It has greatly improved	It has gotten much worse	0.57	0.36	1.00	-0.54	1.68
	It has somewhat worsened	0.75	0.36	0.838	-0.36	1.86
	It got a little worse	0.38	0.36	1.00	-0.71	1.48
	It has neither improved, nor worsened	0.28	0.35	1.00	-0.79	1.34
	It got a little better	0.23	0.48	1.00	-1.23	1.69
	It has somewhat improved	-0.36	0.43	1.00	-1.70	0.97

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 80: One-way ANOVA for Employee Well-being and Changes in Physical Health

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.34	6	2.56	3.79	0.00
Within Groups	162.49	241	0.67		
Total	177.82	247			

Source: Own work.

Table 81: Multiple Comparisons with Bonferroni for Employee Well-being by Changes in Physical Health

Dependent Variable: Employee Well-being						
Bonferroni						
(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Physical health remote It has gotten much worse	Physical health remote It has somewhat worsened	0.17	0.41	1.00	-1.08	1.42
	It got a little worse	0.07	0.39	1.00	-1.13	1.27
	It has neither improved, nor worsened	-0.38	0.37	1.00	-1.53	0.77
	It got a little better	-0.49	0.41	1.00	-1.75	0.76
	It has somewhat improved	-0.72	0.43	1.00	-2.03	0.59
	It has greatly improved	-0.64	0.50	1.00	-2.16	0.89
It has somewhat worsened	It has gotten much worse	-0.17	0.41	1.00	-1.42	1.08
	It got a little worse	-0.10	0.22	1.00	-0.77	0.57
	It has neither improved, nor worsened	-0.55	0.19	0.08	-1.13	0.03
	It got a little better	-0.66	0.25	0.19	-1.43	0.11
	It has somewhat improved	-0.09*	0.28	0.04	-1.75	-0.02
	It has greatly improved	-0.80	0.38	0.73	-1.96	0.36
It got a little worse	It has gotten much worse	-0.07	0.39	1.00	-1.27	1.13
	It has somewhat worsened	0.10	0.22	1.00	-0.57	0.77
	It has neither improved, nor worsened	-0.45	0.15	0.06	-0.91	0.01

(table continues)

(continued)

(I)	(J)	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Physical health remote	It got a little better	-0.56	0.22	0.26	-1.24	0.12
	It has somewhat improved	-0.79*	0.26	0.05	-1.57	-0.00
	It has greatly improved	-0.70	0.36	1.00	-1.81	0.40
It has neither improved, nor worsened	It has gotten much worse	0.38	0.37	1.00	-0.77	1.53
	It has somewhat worsened	0.55	0.19	0.08	-0.03	1.13
	It got a little worse	0.45	0.15	0.06	-0.01	0.91
	It got a little better	-0.11	0.19	1.00	-0.71	0.48
	It has somewhat improved	-0.34	0.23	1.00	-1.04	0.37
	It has greatly improved	-0.26	0.34	1.00	-1.31	0.80
It got a little better	It has gotten much worse	0.49	0.41	1.00	-0.76	1.75
	It has somewhat worsened	0.66	0.25	0.19	-0.11	1.43
	It got a little worse	0.56	0.22	0.26	-0.12	1.24
	It has neither improved, nor worsened	0.11	0.19	1.00	-0.48	0.70
	It has somewhat improved	-0.23	0.28	1.00	-1.10	0.64
	It has greatly improved	-0.14	0.38	1.00	-1.31	1.03
It has somewhat improved	It has gotten much worse	0.72	0.43	1.00	-0.59	2.03
	It has somewhat worsened	0.89*	0.28	0.04	0.02	1.75
	It got a little worse	0.79*	0.26	0.05	0.00	1.57
	It has neither improved, nor worsened	0.34	0.23	1.00	-0.37	1.04
	It got a little better	0.23	0.28	1.00	-0.64	1.10
	It has greatly improved	0.08	0.40	1.00	-1.15	1.31
It has greatly improved	It has gotten much worse	0.64	0.50	1.00	-0.89	2.16
	It has somewhat worsened	0.80	0.38	0.73	-0.36	1.96

(table continues)

(continued)

(I) Physical health remote	(J) Physical health remote	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	It got a little worse	0.70	0.36	1.00	-0.40	1.81
	It has neither improved, nor worsened	0.26	0.34	1.00	-0.80	1.31
	It got a little better	0.14	0.38	1.00	-1.02	1.31
	It has somewhat improved	-0.08	0.40	1.00	-1.31	1.15

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 82: One-way ANOVA for Employee Well-being and Changes in Psychological Health

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	24.79	6	4.13	6.51	0.00
Within Groups	153.03	241	0.64		
Total	177.82	247			

Source: Own work.

Table 83: Multiple Comparisons with Bonferroni for Employee Well-being by Changes in Psychological Health

Dependent Variable: Employee Well-being							
Bonferroni							
(I) Psychological health remote	(J) Psychological health remote	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
It has gotten much worse	It has somewhat worsened	0.12	0.24	1.000	-0.63	0.87	
	It got a little worse	-0.05	0.223	1.000	-0.75	0.65	
	It has neither improved, nor worsened	-0.52	0.22	0.408	-1.19	0.16	
	It got a little better	0.28	0.32	1.000	-0.69	1.25	
	It has somewhat improved	-0.84	0.32	0.177	-1.81	0.13	
	It has greatly improved	-0.83	0.41	0.923	-2.10	0.43	
It has somewhat worsened	It has gotten much worse	-0.12	0.24	1.000	-0.8	0.63	

(table continues)

(continued)

(I)	(J)	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Psychological health remote	It got a little worse	-0.17	0.17	1.000	-0.68	0.33
	It has neither improved, nor worsened	-0.64*	0.15	0.001	-1.11	-0.17
	It got a little better	0.16	0.27	1.000	-0.68	1.00
	It has somewhat improved	-0.96*	0.27	0.011	-1.80	-0.12
	It has greatly improved	-0.96	0.38	0.259	-2.12	0.21
It got a little worse	It has gotten much worse	0.05	0.23	1.000	-0.65	0.75
	It has somewhat worsened	0.17	0.17	1.000	-0.33	0.68
	It has neither improved, nor worsened	-0.47*	0.13	0.006	-0.86	-0.08
	It got a little better	0.33	0.26	1.000	-0.47	1.13
	It has somewhat improved	-0.79	0.26	0.057	-1.59	0.01
	It has greatly improved	-0.78	0.37	0.75	-1.92	0.35
It has neither improved, nor worsened	It has gotten much worse	0.52	0.22	0.41	-0.16	1.19
	It has somewhat worsened	0.64*	0.15	0.00	0.17	1.11
	It got a little worse	0.47*	0.13	0.01	0.08	0.86
	It got a little better	0.80*	0.25	0.04	0.02	1.57
	It has somewhat improved	-0.32	0.25	1.00	-1.10	0.45
	It has greatly improved	-0.32	0.36	1.00	-1.44	0.80
It got a little better	It has gotten much worse	-0.28	0.32	1.00	-1.25	0.69
	It has somewhat worsened	-0.16	0.27	1.00	-1.00	0.68
	It got a little worse	-0.33	0.26	1.00	-1.13	0.47
	It has neither improved, nor worsened	-0.80*	0.25	0.04	-1.57	-0.02
	It has somewhat improved	-1.12*	0.34	0.02	-2.16	-0.08
	It has greatly improved	-1.11	0.43	0.21	-2.43	0.21
It has somewhat improved	It has gotten much worse	0.84	0.32	0.18	-0.13	1.81
	It has somewhat worsened	0.96*	0.27	0.01	0.12	1.80
	It got a little worse	0.79	0.26	0.06	-0.01	1.59
	It has neither improved, nor worsened	0.32	0.25	1.00	-0.45	1.10
	It got a little better	1.12*	0.34	0.02	0.08	2.16
	It has greatly improved	0.01	0.43	1.00	-1.31	1.33
It has greatly improved	It has gotten much worse	0.83	0.41	0.92	-0.43	2.10

(table continues)

(continued)

(I) Psychological health remote	(J) Psychological health remote	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	It has somewhat worsened	0.96	0.38	0.26	-0.21	2.12
	It got a little worse	0.78	0.37	0.75	-0.35	1.92
	It has neither improved, nor worsened	0.32	0.36	1.00	-0.80	1.44
	It got a little better	1.11	0.43	0.22	-0.21	2.43
	It has somewhat improved	-0.01	0.43	1.00	-1.33	1.31

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 84: One-way ANOVA for Employee Well-being and Changes in Employment Security

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.00	6	3.00	4.52	0.00
Within Groups	159.83	241	0.66		
Total	177.82	247			

Source: Own work.

Table 85: Multiple Comparisons with Bonferroni for Employee Well-being by Changes in Employment Security

Dependent Variable: Employee Well-being; Bonferroni						
(I) Employment security remote	(J) Employment security remote	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
It has gotten much worse	It has somewhat worsened	0.27	0.27	1.00	-0.56	1.10
	It got a little worse	-0.09	0.24	1.00	-0.84	0.66
	It has neither improved, nor worsened	-0.53	0.20	0.20	-1.15	0.09
	It got a little better	-0.20	0.33	1.00	-1.22	0.82
	It has somewhat improved	-0.74	0.32	0.47	-1.73	0.25
	It has greatly improved	-0.20	0.38	1.00	-1.38	0.98
It has somewhat worsened	It has gotten much worse	-0.27	0.27	1.00	-1.10	0.56

(table continues)

(continued)

(I)	(J)	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Employment security remote	It got a little worse	-0.36	0.24	1.00	-1.11	0.39
	It has neither improved, nor worsened	-0.80*	0.20	0.00	-1.42	-0.18
	It got a little better	-0.47	0.33	1.00	-1.49	0.55
	It has somewhat improved	-1.01*	0.32	0.04	-2.00	-0.02
	It has greatly improved	-0.47	0.38	1.00	-1.65	0.71
It got a little worse	It has gotten much worse	0.09	0.24	1.00	-0.66	0.84
	It has somewhat worsened	0.36	0.24	1.00	-0.39	1.11
	It has neither improved, nor worsened	-0.44	0.16	0.17	-0.94	0.07
	It got a little better	-0.1	0.31	1.00	-1.06	0.84
	It has somewhat improved	-0.65	0.30	0.65	-1.56	0.27
	It has greatly improved	-0.11	0.37	1.00	-1.23	1.02
It has neither improved, nor worsened	It has gotten much worse	0.53	0.20	0.20	-0.09	1.15
	It has somewhat worsened	0.80*	0.20	0.00	0.18	1.42
	It got a little worse	0.44	0.16	0.17	-0.07	0.94
	It got a little better	0.33	0.28	1.00	-0.53	1.19
	It has somewhat improved	-0.21	0.27	1.00	-1.02	0.61
	It has greatly improved	0.33	0.34	1.00	-0.71	1.37
It got a little better	It has gotten much worse	0.20	0.33	1.00	-0.8195	1.22
	It has somewhat worsened	0.47	0.33	1.00	-0.55	1.49
	It got a little worse	0.11	0.31	1.00	-0.84	1.06
	It has neither improved, nor worsened	-0.33	0.28	1.00	-1.19	0.53
	It has somewhat improved	-0.54	0.37	1.00	-1.69	0.61
	It has greatly improved	0.00	0.43	1.00	-1.31	1.32
It has somewhat improved	It has gotten much worse	0.74	0.32	0.47	-0.25	1.73
	It has somewhat worsened	1.01*	0.32	0.04	0.02	2.00
	It got a little worse	0.65	0.30	0.65	-0.27	1.56
	It has neither improved, nor worsened	0.21	0.27	1.00	-0.61	1.02
	It got a little better	0.54	0.37	1.00	-0.61	1.69
	It has greatly improved	0.54	0.42	1.00	-0.75	1.83

(table continues)

(continued)

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Employment security remote	Employment security remote					
It has greatly improved	It has gotten much worse	0.20	0.38	1.00	-0.98	1.38
	It has somewhat worsened	0.47	0.38	1.00	-0.71	1.65
	It got a little worse	0.11	0.37	1.00	-1.02	1.23
	It has neither improved, nor worsened	-0.33	0.34	1.00	-1.37	0.71
	It got a little better	-0.00	0.43	1.00	-1.32	1.31
	It has somewhat improved	-0.54	0.42	1.00	-1.83	0.75

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 86: One-way ANOVA for Employee Well-being and Changes in Concern for the Future

Employee Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.52	6	2.09	3.04	0.01
Within Groups	165.30	241	0.69		
Total	177.82	247			

Source: Own work.

Table 87: Multiple Comparisons with Bonferroni for Employee Well-being by Changes in Concern for the Future

Dependent Variable: Employee Well-being						
Bonferroni						
(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Concern for the future remote	Concern for the future remote					
It has gotten much worse	It has somewhat worsened	-0.14	0.20	1.00	-0.76	0.48
	It got a little worse	-0.43	0.17	0.31	-0.97	0.11
	It has neither improved, nor worsened	-0.54*	0.16	0.02	-1.0440	-0.04
	It got a little better	-1.17	0.44	0.17	-2.51	0.18
	It has somewhat improved	-0.72	0.44	1.00	-2.06	0.63

(table continues)

(continued)

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Concern for the future remote	Concern for the future remote	-0.48	0.37	1.00	-1.61	0.64
It has somewhat worsened	It has greatly improved	-0.48	0.37	1.00	-1.61	0.64
	It has gotten much worse	0.14	0.20	1.00	-0.48	0.76
	It got a little worse	-0.29	0.18	1.00	-0.83	0.25
	It has neither improved, nor worsened	-0.40	0.17	0.35	-0.91	0.11
	It got a little better	-1.03	0.44	0.41	-2.38	0.31
	It has somewhat improved	-0.58	0.44	1.00	-1.92	0.77
It got a little worse	It has greatly improved	-0.34	0.37	1.00	-1.47	0.79
	It has gotten much worse	0.43	0.17	0.31	-0.11	0.97
	It has somewhat worsened	0.29	0.18	1.00	-0.25	0.83
	It has neither improved, nor worsened	-0.11	0.13	1.00	-0.51	0.29
	It got a little better	-0.74	0.43	1.00	-2.05	0.57
	It has somewhat improved	-0.29	0.43	1.00	-1.60	1.02
It has neither improved, nor worsened	It has greatly improved	-0.05	0.35	1.00	-1.14	1.03
	It has gotten much worse	0.54*	0.16	0.02	0.04	1.04
	It has somewhat worsened	0.40	0.17	0.35	-0.11	0.91
	It got a little worse	0.11	0.13	1.00	-0.29	0.51
	It got a little better	-0.63	0.42	1.00	-1.93	0.67
	It has somewhat improved	-0.18	0.42	1.00	-1.47	1.12
It got a little better	It has greatly improved	0.06	0.35	1.00	-1.01	1.13
	It has gotten much worse	1.17	0.44	0.17	-0.18	2.51
	It has somewhat worsened	1.03	0.44	0.41	-0.32	2.38
	It got a little worse	0.74	0.43	1.00	-0.57	2.05
	It has neither improved, nor worsened	0.63	0.42	1.00	-0.67	1.93
	It has somewhat improved	0.45	0.59	1.00	-1.35	2.25
It has somewhat improved	It has greatly improved	0.69	0.53	1.00	-0.95	2.33
	It has gotten much worse	0.72	0.44	1.00	-0.63	2.06
	It has somewhat worsened	0.58	0.44	1.00	-0.77	1.92
	It got a little worse	0.29	0.43	1.00	-1.02	1.60
	It has neither improved, nor worsened	0.18	0.42	1.00	-1.12	1.47
	It got a little better	-0.45	0.59	1.00	-2.25	1.35

(table continues)

(continued)

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Concern for the future remote	Concern for the future remote					
	It has greatly improved	0.23	0.53	1.00	-1.41	1.88
It has greatly improved	It has gotten much worse	0.48	0.37	1.00	-0.64	1.61
	It has somewhat worsened	0.34	0.37	1.00	-0.79	1.47
	It got a little worse	0.05	0.35	1.00	-1.03	1.14
	It has neither improved, nor worsened	-0.06	0.35	1.00	-1.13	1.01
	It got a little better	-0.69	0.53	1.00	-2.33	0.95
	It has somewhat improved	-0.23	0.53	1.00	-1.88	1.41

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 88: One-way ANOVA for Employee Well-being, Engagement, and Productivity by Reason for Remote Work

		Sum of Squares	df	Mean Square	F	Sig.
Employee Well-being	Between Groups	2.75	2	1.38	1.93	0.15
	Within Groups	175.42	246	0.71		
	Total	178.17	248			
Engagement average	Between Groups	3.00	2	1.50	1.05	0.35
	Within Groups	347.12	244	1.42		
	Total	350.11	246			
Productivity average	Between Groups	0.55	2	0.28	0.53	0.59
	Within Groups	128.75	249	0.52		
	Total	129.30	251			

Source: Own work.

Table 89: One-way ANOVA for Retention and Line of Work

Retention average					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	53.45	4	13.36	9.92	0.00
Within Groups	325.86	242	1.35		
Total	379.31	246			

Source: Own work.

Table 90: Multiple Comparisons with Bonferroni for Employee Well-being, Engagement and Productivity by Reason for Remote Work

Multiple Comparisons							
Bonferroni							
Dependent Variable	(I) Reason for working remotely	(J) Reason for working remotely	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Employee Well-being	Personal request	Order from employer	0.16	0.13	0.67	-0.16	0.49
		I don't have an option to work remotely	0.29	0.15	0.15	-0.07	0.65
	Order from employer	Personal request	-0.16	0.13	0.67	-0.49	0.16
		I don't have an option to work remotely	0.13	0.13	0.95	-0.18	0.43
	I don't have an option to work remotely	Personal request	-0.29	0.15	0.15	-0.65	0.07
		Order from employer	-0.13	0.13	0.95	-0.43	0.18
Engagement average	Personal request	Order from employer	0.26	0.19	0.51	-0.20	0.72
		I don't have an option to work remotely	0.25	0.21	0.71	-0.26	0.76
	Order from employer	Personal request	-0.26	0.19	0.51	-0.72	0.20
		I don't have an option to work remotely	-0.01	0.18	1.00	-0.45	0.43
	I don't have an option to work remotely	Personal request	-0.25	0.21	0.71	-0.76	0.26
		Order from employer	0.01	0.18	1.00	-0.43	0.45
Productivity average	Personal request	Order from employer	0.09	0.11	1.00	-0.18	0.36
		I don't have an option to work remotely	-0.01	0.13	1.00	-0.31	0.30
	Order from employer	Personal request	-0.09	0.11	1.00	-0.36	0.18
		I don't have an option to work remotely	-0.10	0.11	1.00	-0.36	0.16
	I don't have an option to work remotely	Personal request	0.01	0.13	1.00	-0.30	0.31
		Order from employer	0.10	0.11	1.00	-0.16	0.36

Source: Own work.

Table 91: Multiple Comparisons with Bonferroni for Retention and Line of Work

Dependent Variable: Retention average						
Bonferroni						
(I) Line of work	(J) Line of work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administrative work	Work with clients	0.57	0.24	0.19	-0.11	1.24
	Managerial work	-0.64	0.28	0.26	-1.44	0.17
	Production work	0.75	0.30	0.13	-0.10	1.59
	Professional work	-0.25	0.23	1.00	-0.90	0.41
Work with clients	Administrative work	-0.57	0.24	0.18	-1.24	0.11
	Managerial work	-1.20*	0.25	0.00	-1.91	-0.50
	Production work	0.18	0.27	1.00	-0.58	0.93
	Professional work	-0.82*	0.19	0.00	-1.35	-0.28
Managerial work	Administrative work	0.64	0.28	0.26	-0.17	1.44
	Work with clients	1.20*	0.25	0.00	0.50	1.91
	Production work	1.38*	0.31	0.00	0.51	2.26
	Professional work	0.39	0.24	1.00	-0.30	1.08
Production work	Administrative work	-0.75	0.30	0.13	-1.59	0.10
	Work with clients	-0.18	0.27	1.00	-0.93	0.58
	Managerial work	-1.38*	0.31	0.00	-2.26	-0.51
	Professional work	-1.00*	0.26	0.00	-1.73	-0.26
Professional work	Administrative work	0.25	0.23	1.00	-0.41	0.90
	Work with clients	0.82*	0.19	0.00	0.28	1.35
	Managerial work	-0.39	0.24	1.00	-1.08	0.30
	Production work	1.00*	0.26	0.00	0.26	1.73

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 92: One-way ANOVA for Productivity and Age

Productivity average					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.49	3	1.5	2.97	0.03
Within Groups	124.81	248	0.50		
Total	129.3	251			

Source: Own work.

Table 93: Multiple Comparisons with Bonferroni for Productivity and Age

Dependent Variable: Productivity average						
Bonferroni						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Up to 30 years	From 31 to 40 years	0.16	0.12	1.00	-0.15	0.47
	From 41 to 50 years	-0.32	0.14	0.14	-0.68	0.05
	Above 51 years	0.018	0.16	1.00	-0.41	0.45
From 31 to 40 years	Up to 30 years	-0.16	0.12	1.00	-0.47	0.15
	From 41 to 50 years	-0.48*	0.16	0.02	-0.90	-0.05
	Above 51 years	-0.14	0.18	1.00	-0.62	0.34
From 41 to 50 years	Up to 30 years	0.32	0.14	0.14	-0.05	0.68
	From 31 to 40 years	0.46*	0.16	0.02	0.05	0.90
	Above 51 years	0.33	0.20	0.55	-0.19	0.86
Above 51 years	Up to 30 years	-0.02	0.16	1.00	-0.45	0.41
	From 31 to 40 years	0.14	0.18	1.00	-0.34	0.62
	From 41 to 50 years	-0.33	0.20	0.55	-0.86	0.19

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 94: One-way ANOVA for Productivity and Line of Work

Productivity average					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.90	4	1.22	2.46	0.05
Within Groups	122.58	246	0.50		
Total	127.48	250			

Source: Own work.

Table 95: Multiple Comparisons with Bonferroni for Productivity and Line of Work

Dependent Variable: Productivity average						
Bonferroni						
(I) Line of work	(J) Line of work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administrative work	Work with clients	0.05	0.14	1.00	-0.36	0.46
	Managerial work	-0.12	0.17	1.00	-0.60	0.37
	Production work	0.38	0.18	0.36	-0.13	0.89
	Professional work	-0.07	0.14	1.00	-0.47	0.32
Work with clients	Administrative work	-0.05	0.14	1.00	-0.46	0.36
	Managerial work	-0.17	0.15	1.00	-0.59	0.26
	Production work	0.33	0.16	0.40	-0.12	0.78
	Professional work	-0.12	0.11	1.00	-0.45	0.20
Managerial work	Administrative work	0.12	0.17	1.00	-0.37	0.60
	Work with clients	0.17	0.15	1.00	-0.26	0.59
	Production work	0.49	0.18	0.08	-0.03	1.02
	Professional work	0.04	0.15	1.00	-0.37	0.46
Production work	Administrative work	-0.38	0.18	0.36	-0.89	0.13
	Work with clients	-0.33	0.16	0.40	-0.78	0.12
	Managerial work	-0.49	0.18	0.08	-1.02	0.03
	Professional work	-0.45*	0.16	0.04	-0.89	-0.01
Professional work	Administrative work	0.07	0.14	1.00	-0.32	0.47
	Work with clients	0.12	0.11	1.00	-0.20	0.45
	Managerial work	-0.04	0.15	1.00	-0.46	0.37
	Production work	0.45*	0.16	0.04	0.01	0.89

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 96: One-way ANOVA for Engagement and Age

Engagement average					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.98	3	5.66	4.13	0.01
Within Groups	333.13	243	1.37		
Total	350.11	246			

Source: Own work.

Table 97: Multiple Comparisons with Bonferroni for Engagement and Age

Dependent Variable: Engagement average						
Bonferroni						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Up to 30 years	From 31 to 40 years	0.26	0.19	1.00	-0.25	0.77
	From 41 to 50 years	-0.63*	0.23	0.03	-1.24	-0.02
	Above 51 years	-0.26	0.28	1.00	-1.01	0.48
From 31 to 40 years	Up to 30 years	-0.26	0.19	1.00	-0.77	0.25
	From 41 to 50 years	-0.89*	0.27	0.01	-1.60	-0.19
	Above 51 years	-0.52	0.31	0.56	-1.35	0.30
From 41 to 50 years	Up to 30 years	0.63*	0.23	0.04	0.02	1.24
	From 31 to 40 years	0.89*	0.27	0.01	0.19	1.60
	Above 51 years	0.37	0.33	1.00	-0.52	1.26
Above 51 years	Up to 30 years	0.26	0.28	1.00	-0.48	1.01
	From 31 to 40 years	0.52	0.31	0.56	-0.30	1.35
	From 41 to 50 years	-0.37	0.33	1.00	-1.26	0.52

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 98: One-way ANOVA for Engagement and Line of Work

Engagement average					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	33.34	4	8.33	6.42	0.000
Within Groups	312.79	241	1.30		
Total	346.12	245			

Source: Own work.

Table 99: Multiple Comparisons with Bonferroni for Engagement and Line of Work

Dependent Variable: Engagement average						
Bonferroni						
(I) Line of work	(J) Line of work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administrative work	Work with clients	0.06	0.24	1.00	-0.61	0.73
	Managerial work	-0.80*	0.28	0.05	-1.59	-0.00
	Production work	0.31	0.29	1.00	-0.52	1.15
	Professional work	-0.54	0.23	0.20	-1.19	0.11
Work with clients	Administrative work	-0.06	0.24	1.00	-0.73	0.61
	Managerial work	-0.86*	0.25	0.01	-1.56	-0.16
	Production work	0.25	0.26	1.00	-0.49	1.00
	Professional work	-0.60*	0.18	0.01	-1.12	-0.07
Managerial work	Administrative work	0.80*	0.28	0.05	0.00	1.59
	Work with clients	0.86*	0.25	0.01	0.16	1.56
	Production work	1.11*	0.30	0.00	0.25	1.97
	Professional work	0.26	0.24	1.00	-0.42	0.94
Production work	Administrative work	-0.31	0.29	1.00	-1.15	0.52
	Work with clients	-0.25	0.26	1.00	-1.00	0.49
	Managerial work	-1.11*	0.30	0.00	-1.97	-0.25
	Professional work	-0.85*	0.26	0.01	-1.57	-0.13
Professional work	Administrative work	0.54	0.23	0.20	-0.11	1.19
	Work with clients	0.60*	0.18	0.01	0.07	1.12
	Managerial work	-0.26	0.24	1.00	-0.94	0.42
	Production work	0.85*	0.26	0.01	0.13	1.57

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 100: Multiple Comparisons with Bonferroni for Use of HR Practices by Line of Work

Dependent Variable: HR practices						
Bonferroni						
(I) Line of work	(J) Line of work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administrative work	Work with clients	-0.13	0.16	1.00	-0.57	0.32
	Managerial work	0.26	0.19	1.00	-0.27	0.78
	Production work	-0.32	0.20	1.00	-0.87	0.24
	Professional work	-0.01	0.15	1.00	-0.44	0.42
Work with clients	Administrative work	0.13	0.16	1.00	-0.32	0.57
	Managerial work	0.38	0.16	0.20	-0.08	0.85
	Production work	-0.19	0.17	1.00	-0.68	0.30
	Professional work	0.12	0.12	1.00	-0.23	0.47
Managerial work	Administrative work	-0.26	0.19	1.00	-0.78	0.27
	Work with clients	-0.38	0.16	0.20	-0.85	0.08
	Production work	-0.57*	0.20	0.05	-1.14	0.00
	Professional work	-0.27	0.16	0.95	-0.72	0.18
Production work	Administrative work	0.32	0.20	1.00	-0.24	0.87
	Work with clients	0.19	0.17	1.00	-0.30	0.68
	Managerial work	0.57*	0.20	0.05	0.00	1.14
	Professional work	0.31	0.17	0.72	-0.17	0.78
Professional work	Administrative work	0.01	0.15	1.00	-0.42	0.44
	Work with clients	-0.12	0.12	1.00	-0.47	0.23
	Managerial work	0.27	0.16	0.95	-0.18	0.72
	Production work	-0.31	0.17	0.72	-0.78	0.17

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 101: One-way ANOVA for Use of HR Practices and Line of Work

HR practices					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.53	4	1.38	2.36	0.05
Within Groups	144.41	246	0.59		
Total	149.94	250			

Source: Own work.

Table 102: One-way ANOVA for Use of HR Practices and Employment Sector

HR practices					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.20	2	2.10	3.56	0.03
Within Groups	144.80	246	0.59		
Total	149.00	248			

Source: Own work.

Table 103: Multiple Comparisons with Bonferroni for Use of HR Practices and Employment Sector

Dependent Variable: HR practices						
Bonferroni						
(I) Employment sector	(J) Employment sector	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Primary and Secondary	Tertiary	-0.28	0.12	0.08	-0.57	0.02
	Quaternary	-0.37*	0.15	0.04	-0.72	-0.01
Tertiary	Primary and Secondary	0.28	0.12	0.08	-0.02	0.57
	Quaternary	-0.09	0.12	1.00	-0.39	0.20
Quaternary	Primary and Secondary	0.37*	0.15	0.04	0.01	0.72
	Tertiary	0.09	0.12	1.00	-0.20	0.39

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 104: Independent Samples Test for Use of HR Practices and Company Type

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
HR_practices	Equal variances assumed	0.05	0.83	2.09	250	0.04	0.24	0.12	0.01	0.47
	Equal variances not assumed			2.11	92.74	0.04	0.24	0.12	0.01	0.47

Source: Own work.

Table 105: One-way ANOVA for Development Opportunities and Performance Management Practices by Line of Work

		Sum of Squares	df	Mean Square	F	Sig.
I understand what my performance will be based on.	Between Groups	8.17	4	2.04	2.35	0.06
	Within Groups	61.78	71	0.87		
	Total	69.95	75			
In my company there is a good opportunity for advancement.	Between Groups	14.30	4	3.58	2.81	0.03
	Within Groups	89.09	70	1.27		
	Total	103.39	74			

Source: Own work.

Table 106: Multiple Comparisons with Bonferroni for Development Opportunities and Performance Management Practices by Line of Work

Bonferroni							
Dependent Variable	(I) Line of work	(J) Line of work	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
I understand what my performance will be based on.	Administrative work	Work with clients	0.16	0.37	1.00	-0.92	1.23
		Managerial work	-0.35	0.37	1.00	-1.41	0.71
		Production work	1.09	0.50	0.34	-0.37	2.55
		Professional work	0.09	0.33	1.00	-0.87	1.05
	Work with clients	Administrative work	-0.16	0.37	1.00	-1.23	0.92
		Managerial work	-0.50	0.34	1.00	-1.48	0.47
		Production work	0.93	0.48	0.57	-0.46	2.33
		Professional work	-0.07	0.30	1.00	-0.93	0.79
	Managerial work	Administrative work	0.35	0.37	1.00	-0.71	1.41
		Work with clients	0.50	0.34	1.00	-0.47	1.48
		Production work	1.44*	0.48	0.04	0.05	2.82
		Professional work	0.44	0.29	1.00	-0.40	1.28
	Production work	Administrative work	-1.09	0.50	0.34	-2.55	0.37
		Work with clients	-0.93	0.48	0.57	-2.33	0.46
		Managerial work	-1.44*	0.48	0.04	-2.82	-0.05
		Professional work	-1.00	0.45	0.30	-2.31	0.31
	Professional work	Administrative work	-0.09	0.33	1.00	-1.05	0.87
		Work with clients	0.07	0.30	1.00	-0.79	0.93

(table continues)

(continued)

Dependent Variable	(I) Line of work	(J) Line of work	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
In my company there is a good opportunity for advancement.		Managerial work	-0.44	0.29	1.00	-1.28	0.40
		Production work	1.00	0.45	0.30	-0.31	2.31
	Administrative work	Work with clients	-0.07	0.45	1.00	-1.36	1.23
		Managerial work	-0.20	0.45	1.00	-1.50	1.10
		Production work	1.60	0.61	0.11	-0.16	3.36
		Professional work	0.35	0.40	1.00	-0.81	1.50
	Work with clients	Administrative work	0.07	0.45	1.00	-1.23	1.36
		Managerial work	-0.13	0.41	1.00	-1.33	1.06
		Production work	1.67	0.58	0.06	-0.02	3.36
		Professional work	0.41	0.36	1.00	-0.63	1.45
	Managerial work	Administrative work	0.20	0.45	1.00	-1.10	1.50
		Work with clients	0.13	0.41	1.00	-1.06	1.33
		Production work	1.80*	0.58	0.03	0.11	3.49
		Professional work	0.55	0.36	1.00	-0.50	1.58
	Production work	Administrative work	-1.60	0.61	0.11	-3.36	0.16
		Work with clients	-1.67	0.58	0.06	-3.36	0.02
		Managerial work	-1.80*	0.58	0.03	-3.49	-0.11
		Professional work	-1.26	0.55	0.25	-2.84	0.33
	Professional work	Administrative work	-0.35	0.40	1.00	-1.50	0.81
		Work with clients	-0.41	0.36	1.00	-1.45	0.63

(table continues)

(continued)

Dependent Variable	(I) Line of work	(J) Line of work	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
							Managerial work
	Production work	1.26	0.55	0.25	-0.33	2.84	

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 107: One-way ANOVA for Performance Management Practice and Company Size

I understand what my performance will be based on.					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.04	3	2.35	2.69	0.05
Within Groups	62.91	72	0.87		
Total	69.95	75			

Source: Own work.

Table 108: Multiple Comparisons with Bonferroni for Performance Management Practice by Company Size

Dependent Variable: I understand what my performance will be based on.						
Bonferroni						
(I) Company size	(J) Company size	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Micro	Small	-0.70	0.44	0.73	-1.90	0.51
	Medium	0.14	0.43	1.00	-1.02	1.30
	Large	-0.20	0.42	1.00	-1.33	0.93
Small	Micro	0.70	0.44	0.73	-0.51	1.90
	Medium	0.83*	0.30	0.04	0.02	1.64
	Large	0.50	0.28	0.51	-0.27	1.27
Medium	Micro	-0.14	0.43	1.00	-1.30	1.02
	Small	-0.83*	0.30	0.04	-1.64	-0.02
	Large	-0.34	0.26	1.00	-1.04	0.37
Large	Micro	0.20	0.42	1.00	-0.93	1.33
	Small	-0.50	0.28	0.51	-1.27	0.27
	Medium	0.34	0.26	1.00	-0.37	1.04

*. The mean difference is significant at the 0.05 level.

Source: Own work.

Table 109: Independent Samples Test for Performance Management Practice and Company a Subsidiary

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I understand what my performance will be based on.	Equal variances assumed	1.06	0.31	-1.97	74	0.05	-0.46	0.23	-0.92	0.01
	Equal variances not assumed			-1.78	37.32	0.08	-0.46	0.26	0-.98	0.06

Source: Own work.

Table 110: Independent Samples Test for Financial Support and Socialization by Company Type

		Levene's Test for Equality of Variances				t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Financial_s upport	Equal variances assumed	13.56	0.00	2.17	139	0.03	0.18	0.08	0.02	0.34
	Equal variances not assumed			1.93	46.87	0.06	0.18	0.09	-0.01	0.36
Socializatio n	Equal variances assumed	20.97	0.00	-2.27	139	0.03	-0.22	0.10	-0.41	-0.03
	Equal variances not assumed			-2.37	59.74	0.02	-0.22	0.09	-0.41	-0.03

Source: Own work.

Table 111: Independent Samples Test for Pay for Performance, Performance Management, Development Opportunities and Decision Making Practices by Company Type

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
There is a link between how well I perform my job and the likelihood of my receiving a raise in pay.	Equal variances assumed	0.00	0.99	-2.45	74	0.02	-1.16	.047	-2.10	-0.22
	Equal variances not assumed			-2.20	14.19	0.05	-1.16	0.53	-2.28	-0.03
My pay is tied to my performance.	Equal variances assumed	3.40	0.07	-2.65	74	0.01	-1.33	0.50	-2.33	-0.33
	Equal variances not assumed			-2.06	13.03	0.06	-1.33	0.65	-2.73	0.06
I often agree with my manager on my performance evaluation.	Equal variances assumed	5.19	0.03	-2.10	74	0.04	-0.79	0.38	-1.54	-0.04
	Equal variances not assumed			-1.48	12.47	0.17	-0.79	0.54	-1.96	0.37
I am in a dead-end job.	Equal variances assumed	1.51	0.22	-1.91	73	0.06	-0.87	0.46	-1.79	0.04
	Equal variances not assumed			-1.57	13.49	0.14	-0.87	0.56	-2.07	0.32
In my job, I am allowed to make many decisions.	Equal variances assumed	2.55	0.12	-1.97	73	0.05	-0.77	0.39	-1.54	0.01
	Equal variances not assumed			-1.58	13.27	0.14	-0.77	0.49	-1.81	0.28

Source: Own work.

Table 112: Independent Samples Test for Psychological Support and Company a Subsidiary

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Psychological support	Equal variances assumed	18.66	0.00	2.35	139	0.02	0.17	0.07	0.03	0.31
	Equal variances not assumed			2.09	61.36	0.04	0.17	0.08	0.01	0.33

Source: Own work.

Table 113: One-way ANOVA for Health Promotion and Employment Type

Health promotion					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.78	4	0.69	3.00	0.02
Within Groups	31.02	134	0.23		
Total	33.80	138			

Source: Own work.

Table 114: Multiple Comparisons with Bonferroni for Health Promotion and Employment Type

Dependent Variable: Health_promotion						
Bonferroni						
(I) Employment_type	(J) Employment_type	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Full-time contract	Fixed-term contract	-0.02	0.13	1.00	-0.40	0.36
	Self-employed	0.11	0.17	1.00	-0.37	0.59
	Occasional work	0.67	0.35	0.55	-0.32	1.65
	Student work	0.28*	0.10	0.05	0.00	0.57
Fixed-term contract	Full-time contract	0.02	0.13	1.00	-0.36	0.40
	Self-employed	0.13	0.20	1.00	-0.44	0.70
	Occasional work	0.69	0.36	0.59	-0.34	1.72
	Student work	0.31	0.15	0.38	-0.11	0.72
Self-employed	Full-time contract	-0.11	0.17	1.00	-0.59	0.37
	Fixed-term contract	-0.13	0.20	1.00	-0.70	0.44
	Occasional work	0.56	0.38	1.00	-0.52	1.63
	Student work	0.17	0.18	1.00	-0.34	0.69
Occasional work	Full-time contract	-0.67	0.35	0.55	-1.65	0.32
	Fixed-term contract	-0.69	0.36	0.59	-1.72	0.34
	Self-employed	-0.56	0.38	1.00	-1.63	0.52
	Student work	-0.38	0.35	1.00	-1.38	0.62
Student work	Full-time contract	-0.28*	0.10	0.05	-0.57	0.00
	Fixed-term contract	-0.31	0.15	0.38	-0.72	0.11
	Self-employed	-0.17	0.18	1.00	-0.69	0.34
	Occasional work	0.38	0.35	1.00	-0.62	1.38

*. The mean difference is significant at the 0.05 level.

Source: Own work.