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KEY FACTORS OF PROFESSIONAL WELL-BEING

Abstract

As companies grow in numbers and in terms of the quality and complexity of the products and services they offer, the human factor is becoming an essential competitive advantage in the market. Thus, many companies are facing fierce competition for talent, looking for people who are educated in the field, creative and dedicated to the company that hired them. In this context, prioritizing the well-being of our colleagues at work and thinking about ways to keep them satisfied and productive becomes essential with everyone being responsible for it. If the people in our lives are as important to our happiness as research suggests, it makes sense to investigate how we relate to others, how we create relational networking, how we cooperate in teams, how conflicts are managed or how we build our persuasion strategies or emotional attachment.

Keywords: emotional well-being, career, performance, organizational culture

I. INTRODUCTION

Organizational culture is often implicit and develops organically over time from the traits and values of the people the company employs. It refers to the beliefs and behaviors that determine how employees and management of a company interact and manage transactions outside of the business. Recently, employers have begun to promote a culture of well-being in order to attract and retain top talent. This involves not only aspects related to personality traits such as honesty, agreeableness, conscientiousness or openness, but also interpersonal and communication skills, as well as managing healthcare costs. However, a culture of well-being should not just be a slogan or a generic health program. Rather, it should become a mindset, an ethos or even a cultural orientation in the workplace. In this way, real well-being can be authentically embedded in the daily activities of employees and the organization as a whole. Unfortunately, a culture of wellness has largely been a slogan and delegated to HR to tactically manage healthcare costs. Real wellness is not a program, it's not a topic, but rather a mindset, an ethos, or most successfully, a cultural orientation in the workplace. According to a 2019 Gallup study, if employees had higher well-being in the first year, they tended to have higher engagement at work in the second year, as well as increased positive change in well-being in the second year. An even more recent study was conducted to assess well-being, and higher well-being among employees leads to higher productivity and ultimately tangible benefits to a company's bottom line, according to a meta-analysis of 339 independent research studies. Another recent and comprehensive study (GOV.UK – Review of the evidence on employee well-being and its potential impact on workplace performance) suggests that improving well-being will lead to improved workplace performance: in terms of profitability (financial performance), work productivity and the quality of outputs or services. Job satisfaction – including aspects such as satisfaction with training, opportunities for personal and skills development, how much autonomy employees have in their role and how much

they have the opportunity to relate to others, use their own initiative and influence decisions, shows a strong and positive link with workplace performance. The Romanian language explanatory dictionary generally defines the term organization as: "A group of individuals, legal entities or the state having an independent organization, its own assets (in order to achieve a goal) and legal personality (institution, enterprise)" (dexonline, n.d.). Keeping the contextual framework formed exclusively by individuals, I emphasize the mention: the achievement of a goal, an objective or a series of objectives that, in a desirable situation, aims to fulfill two main functions: the good of the organization and the good of the employees who compose it. Absolutely justified, this "win-win", a term used since the 1920s by the pioneer in management and human resources, Mary Parker Follett, makes its presence felt in the business environment even now, more than 100 years later, in a competitive organizational environment, which manifests a dynamism unprecedented in the history of the human race. (Bluestein, 2011). Aiming to fulfill very well-defined goals, which result not only in maintaining an organization on the business market but also in expanding the customer portfolio, the range of services offered, increasing the quality of manufactured products, developing ways of delivery, streamlining interactions with potential customers, corporate attention will always be directed towards a single term: performance, regardless of the field of activity. Quantified in value by achieving the ratio between the result obtained and the totality of human resources, materials, time, necessary to carry out the activity or task from which it derives, performance is closely linked to efficiency. In general, a high-performing employee is an efficient employee, but what exactly characterizes such a person? More precisely, what should be considered as a mandatory condition to be met so that we can talk about a positive change in efficiency - performance - yield? To provide an answer to this question, current research verifies whether and to what extent the well-being of employees can influence performance in the workplace. An employee with a good general condition will be able to relieve himself of non-professional aspects more easily, will know and properly own his role in the organization, will manage and direct his physical and mental energy efficiently, will be a good colleague, a good boss, a good teacher, whenever the situation requires it.

II. RESEARCH METHODOLOGY

II.1. Research objectives

The general purpose of the research is to investigate a possible association between employee well-being, for the group of participants subject to the study, and their vision of their own performance at work. 1. Identify a possible association between well-being in organizations and performance at work.

II.2. Research hypotheses

It is assumed that there is a statistically significant correlation between well-being in organizations and performance at work.

II.3. Study participants

The group of subjects registered in this research is composed of 74 people over 18 years old, employees of the Sales department of a banking institution, which operates in the territory of Dobrogea, in two counties (Constanța and Tulcea), 16 stores allocated to 7 branches: Constanța, Medgidia, Murfatlar, Năvodari, Cernavodă, Mangalia and Tulcea. The gender distribution is 9 men and 65 women, with the distribution of subjects by function, according to the Romanian Classification of Occupations (COR): 36 Sales Representatives with collection duties; 5 Cashiers with sales duties; 10 Personal Banking; 18 Cashiers; 2 Commercial Support; 2 Coordinators. Their seniority within the company ranges from 2 years to 22 years, and they are registered with the

following employment dates: 1999 –2004: 5 people; 2005 –2010: 12 people; 2011 –2016: 39 people; 2017 –2021: 18 people [4].

Table 1 – Absolute and percentage frequencies for the dichotomous variable “Gender”, categorical, nominal type.

Gender					
	Frequency	Percent	Valid Percent	Cumulative Percent	
	Masculin	9	12.2	12.2	12.2
Valid	Feminin	65	87.8	87.8	
Total		74	100.0	100.0	100.0

According to Table 1, the disproportionate share between subjects is observed, where men represent 12.2% of the total of 74 participants and women 87.8%.

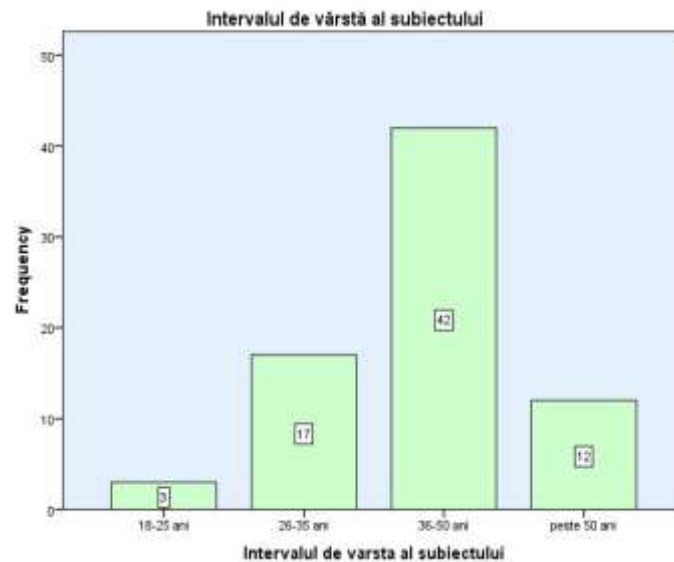


Fig. 1 – Distribution of participants by age range, in the form of a bar chart.

II.4. Instruments used and working procedure

Two instruments were used in this research, detailed in detail in the following lines:

1. Organizational Well-being Scale (UWES)

This questionnaire includes 17 items composed of small statements in the form of statements to which the subjects expressed their opinion by selecting an answer allocated on a 7 point Likert scale, where:

- Never,
- Almost never/A few times a year or less,
- Rarely/Once a month or less,
- Sometimes/A few times a month,
- Often/Once a week,
- Very often/A few times a week,
- Always/Daily.

Scoring was performed by summing the corresponding scores on three particular subscales: Vigor, Dedication, Absorption and dividing the individual results obtained by the number of items corresponding to each subscale. The final result of this test was the equivalent of the sum of the three subscores divided by 3.


2. Griffin's Workplace Performance Scale

Structured in the form of 27 statements, divided into 9 categories of 3 items each, this questionnaire evaluates workplace performance using a 5 point Likert summative scale as follows:

- To a very small extent,
- To a small extent,
- To some extent,
- To a large extent,
- To a very large extent.

The final scoring was performed by summing all the scores obtained by the participants. The working procedure involved transposing the two questionnaires into the Google Forms application and the instruments were sent to all subjects for completion only in electronic format. After the administration interval expired, all responses were collected in a report in .xlsx format and downloaded from the application server. The processing and preparation of the database pursued two main goals:

- the appropriate scoring of the results of the 74 study participants, by following the specific working instructions for each instrument applied;
- the structuring of the collected information in a format that allows a compatible level of their import into the SPSS application.



	Gen	Intervalvarsta	ScorStaredeBine	ScorPerformantaMunca
1	Masculin	26-35 ani	5.59	122
2	Masculin	36-50 ani	5.59	121
3	Masculin	36-50 ani	5.12	116
4	Masculin	36-50 ani	4.94	112
5	Masculin	36-50 ani	4.59	110
6	Masculin	26-35 ani	4.35	110
7	Masculin	26-35 ani	4.18	108
8	Masculin	36-50 ani	4.18	107
9	Masculin	36-50 ani	4.12	106
10	Feminin	36-50 ani	5.71	125
11	Feminin	26-35 ani	5.65	123
12	Feminin	36-50 ani	5.65	123
13	Feminin	36-50 ani	5.65	112
14	Feminin	36-50 ani	5.65	122
15	Feminin	18-25 ani	5.59	121
16	Feminin	peste 50 ani	5.53	121
17	Feminin	26-35 ani	5.41	121
18	Feminin	peste 50 ani	5.29	107
19	Feminin	36-50 ani	5.29	120
20	Feminin	peste 50 ani	5.24	119
21	Feminin	36-50 ani	5.18	118
22	Feminin	26-35 ani	5.18	118
23	Feminin	36-50 ani	5.12	104

Fig. 2 – SPSS Database Extract, sorting information by gender

II.5. Descriptive statistics

In order to process the collected data, in this subchapter we will follow:

- analysis of the mean, median and mode, the values of these indices representing the characteristics of the central tendency; subsequently, we will also evaluate:
- dispersion indicators, represented by the standard deviation and amplitude;
- distribution shape indicators, by analyzing the Skewness and Kurtosis values.

The purpose of these investigations is to properly establish the type of test necessary to be used to validate the working hypothesis or confirm the null hypothesis. Based on the established hypothesis, it is assumed that well-being would influence performance at work. From this, the existence of two types of variables is deduced:

- Well-being Score in Organizations – the independent variable;
- Workplace Performance Score – the dependent variable.

Table 2 – Starting indicators for the “Well-being Score in Organizations” variable
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Valid	74
N	0 4.6997
Missing	4.6800
Mean	4.12 ^a
Median	.55668 .192
Mode	.279
Std. Deviation	-1.221 .552
Skewness	2.00
Std. Error of Skewness	
Kurtosis	
Std. Error of Kurtosis	
Range	
Minimum	3.71
<u>Maximum</u>	<u>5.71</u>

Having no missing values, all 74 scores are valid; the arithmetic mean of the scores obtained is 4.69; the median has the value 4.68; the distribution is bimodal and the mode with the lowest value is 4.12; the standard deviation is 0.55; the amplitude of the distribution is 2, with a minimum of 3.71 and a maximum of 5.71

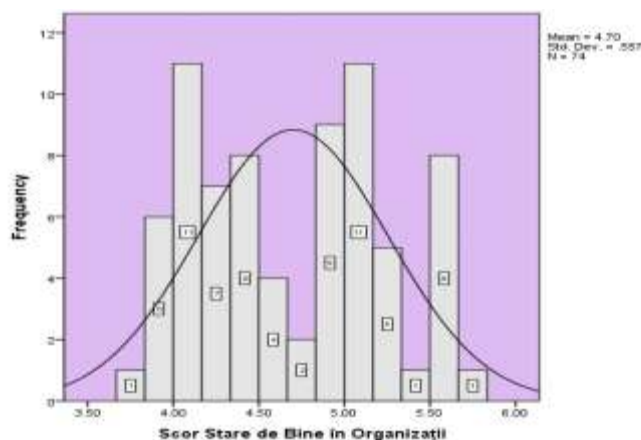


Fig. 3 – Histogram for the variable “Organizational Well-being Score”, alongside the normality curve of the distribution.

The Skewness coefficient has a value of 0.19 and the standard error value is 0.27; given that this coefficient of 0.19 falls both within the 95% interval, (between -0.54 and +0.54), but also within that of a single standard error, comprised in the value segment -0.27 and +0.27, it can be stated that there is a possibility of at least 99% that the distribution of scores for the variable “Organizational Well-being Score” is symmetrical;

Regarding the Kurtosis coefficient, -1.22, it does not fall within the interval defined by the first standard error (-0.55 and +0.55) nor the second standard error (-1.1 ... +1.1); thus, it can be stated that the distribution is not mesokurtic; as can be seen from graph 3, there is a leptokurtic tendency of the distribution. Although the statistical interpretation of all the collected data has not been completed, at this point in the analysis it is possible to establish concretely and correctly the type of test used [5].

Considering the following: the frequency of scores for the independent variable, "Well-being Score in Organizations" underlines that it is not unimodal and, taking into account the leptokurtic tendency of the distribution, even if there is a possibility of at least 99% that it is symmetrical, the type of the 2 variables will be ignored: continuous numerical for the independent variable "Well-being Score in Organizations" and discrete numerical for the dependent variable "Workplace Performance Score", and the use of the non-parametric Spearman correlation test will be required to the detriment of the parametric Pearson correlation test. To statistically support the above, the two normality tests were run simultaneously for both variables.

Table 3 – Normality tests for the variables “Organizational Well-being Score” and “Workplace Performance Score”

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic df		Sig.	Statistic df		Sig.
Scor Stare de Bine în Organizații	.154	74	.000	.931	74	.001
Scor Performanță la locul de muncă	.139	74	.001	.950	74	.005

a. Lilliefors Significance Correction

The result of the Kolmogorov-Smirnov test (K-S 0.15 with 0.13, $p = 0.00$ with $0.01 < 0.05$), implies a failure to comply with the criterion of normality of the data distribution for the two variables analyzed, so the use of non-parametric tests is required.

For the Shapiro-Wilk test (S-W 0.93 with 0.95, $p = 0.01$ with $0.05 < 0.05$), the null hypothesis regarding compliance with the criterion of normality of the data distribution for the variables in question is invalidated, and non-parametric tests will be used [6].

II.6. Inferential statistics

Testing the working hypothesis: 1. It is assumed that there is a statistically significant correlation between well-being in organizations and performance at work. Following the administration of the 2 work instruments in the form of questionnaires, data from the 74 study participants were collected and interpreted. To test the hypothesis, the non-parametric Spearman correlation test will be used to measure the degree of association between the two variables.

Following the administration of the Spearman test, the rho correlation coefficient is 0.78 (1.56) at a significance level of $p = 0.00 < 0.01 < 0.05$, which invalidates the null hypothesis, thus confirming the working hypothesis, according to which, for the group under study, we can affirm to a degree of at least 99% that there is a statistically significant correlation between well-being in organizations and performance at work.

Since the value of the Spearman test is positive, we can speak of a direct proportional relationship between the two variables; thus, there is an expectation, with a risk of error of less than 1%, for the situation in which well-being in organizations will increase, this will also attract the evolution of performance at work. Based on the statistical analyses performed on the results obtained by the 74 participants in this study, the working hypothesis, according to which it is assumed that there is a statistically significant correlation between well-being in organizations and performance at work, was validated and confirmed[7].

II.7. Research Limitations

The analysis of a large number of participants, diversified in terms of age category, social background and gender, could significantly contribute to the results of future similar research. Equally, the professional context under which the two work tools were electronically administered could have attracted, at least in the case of some respondents, the provision of desirable answers.

III. CONCLUSIONS

Robust investment in the health and well-being of the workforce appears to be one of the practices pursued by high-performing and well-managed companies. Positive financial results for a company support the need to continue to cultivate a culture of well-being and a strategy that is embedded in the ethos of the organization. Conversely, if employees are struggling or suffering, this attitude negatively affects the overall workplace environment and team. Managers greatly influence organizational culture, and if managers discuss and promote well-being as the norm, then their employees are more likely to engage in well-being activities. If managers are not engaged, then this employee cascade does not exist. Well-being is an ethos and a commitment to creating a healthier, happier, and more productive workforce, community, and world. It is up to leaders within organizations to focus on empowering and creating the conditions for employees to thrive and be well personally, professionally, physically, and financially. There is growing recognition of the importance of individual well-being both inside and outside the workplace. In an effort to

get the best out of their organization, many managers are choosing to adopt practices to increase the well-being of their staff. Employers have the potential to influence the well-being of their staff, which in turn will influence their performance. There is no one-size-fits-all approach, but if employers are able to increase the well-being of their workforce, they are also likely to see improvements in their workplace performance. There will be different factors that influence well-being at an individual level, but detailed analysis of a wide range of research studies has suggested that there are key factors for increasing well-being to boost performance overall. Where employees have a degree of autonomy over how they do their jobs – this does not mean that people should ignore established processes, but it could mean that staff have a level of discretion over how they carry out their work. Involvement in organisational decision-making can also be beneficial. Good communication and consultation is an element of this, as is having a voice in the workplace, whether through unions or more direct forms of involvement.

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КӘСІБИ ӘЛ-АУҚАТТЫҢ НЕГІЗГІ ФАКТОРЛАРЫ

Түйін

Компаниялар саны және олар ұсынатын өнімдер мен қызметтердің сапасы мен күрделілігі бойынша өскен сайын адам факторы нарықтағы маңызды бәсекелестік артықшылыққа айналады. Осылайша, көптеген компаниялар осы салада білімі бар, креативті және оларды жұмысқа алған компанияға берілген адамдарды іздеп, таланттар үшін қатаң бәсекелестікке тап болады. Осы тұрғыда жұмыстағы әріптестеріміздің әл-ауқатына басымдық беру және олардың қанағаттануы мен өнімділігін сақтау жолдарын ойластыру әркімнің оған жауапты болуы үшін маңызды болып табылады. Егер біздің өміріміздегі адамдар біздің тағдырымыз үшін зерттеулер көрсеткендей маңызды болса, біз басқалармен қалай қарым-қатынас жасайтынымызды, қарым-қатынас желісін қалай жасайтынымызды, командаларда қалай ынтымақтасатынымызды, қақтығыстарды қалай

басқаратынымызды немесе сенім арттыру стратегияларын немесе эмоционалды байланыстыруды қалай жасайтынымызды зерттеудің мағынасы бар.

Кілттік сөздер: эмоционалдық әл-ауқат, мансап, өнімділік, ұйымдастырушылық мәдениет

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КЛЮЧЕВЫЕ ФАКТОРЫ ПРОФЕССИОНАЛЬНОГО БЛАГОПОЛУЧИЯ

Аннотация

По мере того, как компании растут в количестве, качестве и сложности предлагаемых ими продуктов и услуг, человеческий фактор становится существенным конкурентным преимуществом на рынке. Таким образом, многие компании сталкиваются с жесткой конкуренцией за таланты, ищут людей, которые имеют образование в этой области, креативны и преданы компании, которая их наняла. В этом контексте приоритет благополучия наших коллег на работе и размышления о способах поддержания их удовлетворенности и продуктивности становятся существенными, и каждый несет за это ответственность. Если люди в нашей жизни так важны для нашего счастья, как показывают исследования, имеет смысл исследовать, как мы относимся к другим, как мы создаем реляционные сети, как мы сотрудничаем в командах, как управляем конфликтами или как мы выстраиваем наши стратегии убеждения или эмоциональную привязанность.

Ключевые слова: эмоциональное благополучие, карьера, производительность, организационная культура

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