

# The Connect Between Emotional Stability and Physical Well Being of Employees

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**Abstract** - Organizations continuously evaluate how well the employees are treated and their motivation to do work and continue in the same company. Whereas the physical wellbeing is looked after and easily known the emotional well being needs a careful consideration and is not easy to evaluate. Some employees are connected with their employer and the Company for many years and feel a kind of attachment and are reluctant to seek any other employment outside the company. While it is good for a company to have loyal employees, their continuous contribution and usefulness for the company has to be considered because of the changing nature of the priorities and strategy. Unless the company is able to ensure the emotional connect to employees with the company by virtue of their strategies and public postures, it is difficult to bind the employees to the company. This paper will explore how companies can successfully create an emotional connect with employees to ensure stability of operations on a continuous basis.

**Keywords** - Emotional connect between employees and employer, loyalty and attachment, environmental changes forcing companies to make changes in corporate strategy, how stability of operations are ensured.

## I. INTRODUCTION

Well-being in the workplace is, in part, a function of helping employees do what is naturally right for them by freeing them up to do so—through behaviors that influence employee engagement and therefore that increase the frequency of positive emotions. Short-term fixes through negative reinforcement that may result in behavior that helps the organization financially in the short-term may narrow the ownership and creativity of employees that limits long-term benefits to the organization. Alternatively, behaviors that increase the frequency of positive emotions lead to increasing clarity of expectations, the understanding and use of resources that is congruent with company goals, individual fulfillment in work, a bonding of individuals through a sense of caring, ownership for the altruistic and tangible impact of the company, and learning that it is in line with this shared mission. In the long run, this is what is good for the employee and the company.

Employee engagement is a leading indicator of intent to stay within a given organization. However, when the engagement is low, monetary satisfiers seem to become more important, which may relate to staying or leaving but less to productivity. The problem in many organizations is that the monetary satisfiers can easily be matched or

topped by competing organizations. Relying exclusively on these short-term satisfiers results in a quick-fix mentality that does not fully address the basic human need of fulfillment and feeling of impact and contribution.

It is increasingly being recognized that the mental health of employees is a crucial determinant in their overall health and that poor mental health and stressors at the workplace can be a contributory factor to a range of physical illnesses like hypertension, diabetes and cardiovascular conditions, amongst others. In addition, poor mental health can also lead to burn-out amongst employees, seriously affecting their ability to contribute meaningfully in both their personal and professional lives. Data from different countries around the world indicate that mental health problems are a cause of a number of employees dropping out of work. In the Netherlands, around 58% of the work-related disabilities are related to mental health. In the UK, it is estimated that around 30–40% of the sickness absence is attributable to some form of mental illness. Mental health problems have an impact on employers and businesses directly through increased absenteeism, negative impact on productivity and profits, as well as an increase in costs to deal with the issue. In addition, they impact employee morale adversely.

Work-related stress is a major cause of occupational ill health, poor productivity and human error. This means increased sickness absence, high staff turnover and poor performance in the organization and a possible increase in accidents due to human error. Work-related stress could also manifest as heart disease, back pain, headaches, gastrointestinal disturbances or various minor illnesses; as well as psychological effects such as anxiety and depression, loss of concentration and poor decision making. Stress is the adverse reaction people have to excessive pressures or other types of demands placed upon them. There is a clear distinction between pressure, which can be a motivating factor, and stress, which can occur when this pressure becomes excessive.

## II. OBJECTIVES AND METHODOLOGY

All organizations are concerned with the well being of its employees, because the employees will contribute well when they are physically and mentally fully fit and ready. Supervisors and managers can observe the physical health of its employees on a day to day basis as they are

constantly in touch. Mental fitness of employees is to be discerned from their actions and actual work in their departments or from family feedback. The interesting thing is that there is a strong connection between their job performance and motivation to their inner health. The mental illness of employees also cannot be hidden for a long time since it will be reflected in the attitude towards work and performance on the job. This research paper will explore the various means of improving such connectivity and causes thereof so that organizations can be forewarned to take preventive actions. With these thoughts in view following research objectives have been identified for this research paper.

1. A brief review of current business environment.
2. How the present environment is affecting well being of employees.
3. What are the organizations doing about the well being?
4. Implications of the on business connect on organizational performance.
5. Long term impacts and action plan
6. Recommendation for future organizational health.

The objectives identified for the current study and research are very important for futuristic organizations. The availability of plenty of published research in the connected areas has prompted the researcher to take up the current topic for further study and research. On examination of the research in this area and a review of papers published, it became clear for the researcher that enough data is available for compilation. What it required was a comprehensive compilation, analysis synthesis and adaptation for the objectives of the current focused research. The author feels that a reasonable analysis has been done and presented in the following paragraphs. Conclusions and suggestions for future research have also been given at the end of this paper.

### III. REVIEW OF LITERATURE

The most common reason for office stress is dealing with difficult boss. But this may be far easier to solve by improving communication skills. Having a sincere conversation may make a difference. Sometimes, the boss may set unreal targets, where an honest discussion can bring out what deadlines can be met. Tasks that are not part of an employee role or skill set can also cause stress. Companies often make employees multitask but this could potentially affect their ability to deliver. Communicating with superiors about this matter at the earliest is the best way to resolve this. One area that presents an opportunity for conflict for the personality-disordered individual concerns the hierarchical nature of organizations.

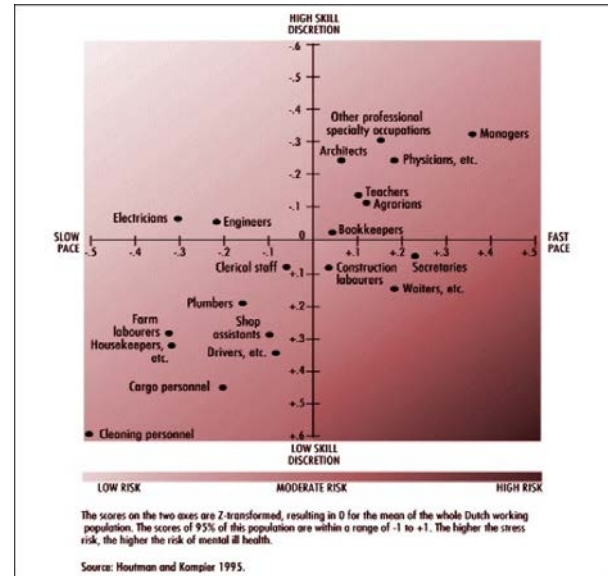


Figure 1: Occupation and related mental stress (Indian Journal of Occupational & Environmental Medium) 2010 Sep-Dec; 14(3): 63–65.

Some occupations are at more risk of mental health problems than others. A study in the Netherlands mapped skill levels against the pace of work to have an idea about the risk for stress levels and mental ill health for different occupations. Higher stress levels correlated with a higher risk for mental ill health. **Figure 1**, maps the risks for stress and mental ill health for a range of occupations, based on work place and skills. Risk for stress and mental ill health for different occupational groups, as determined by the combined effects of work pace and skill discretion (Source: ILO Encyclopedia of Occupational Health and Safety 4<sup>th</sup> Edition, Edited by Jeanne Mager Stellman)

A tool to evaluate the level of work-related stress and the measures to be taken thereof to control the same has been extensively used. This tool which is known as the Work Stress Scale (WSS) allows individuals to assess for themselves the degree of stress faced in the following broad domains:

- relationship problems with superiors;
- bureaucratic constraints;
- work family conflict;
- relationship problems with colleagues;
- performance pressure and
- Poor job prospects

Dealing with coworkers may be more difficult as their performance is often against oneself. This again has to be resolved by amicable discussion, conducted by a mutual agreement. One can explain to the colleague as how a team can have far more benefits than indulging in rivalry. But if things are getting out of hand, it should be brought to the

notice of the superior concerned. Families are struggling to cope with an increasingly complex world. Individuals are struggling to find the right balance between work and family responsibility. Domestic issues can affect work where balancing work and home by allotting adequate time for both can help reduce stress. Unrealistic expectations, especially in the time of corporate reorganizations, which, sometimes, puts unhealthy and unreasonable pressures on the employee, can be a tremendous source of stress and suffering. Increased workload, extremely long work hours and intense pressure to perform at peak levels all the time for the same pay, can actually leave an employee physically and emotionally drained.

Organized workplaces are going through metamorphic changes under intense economic transformations and consequent pressures. Reorganizations, takeovers, mergers, rightsizing and other changes have become major stressors for employees, as companies try to live up to the competition to survive. These reformations have put demand on everyone, from a CEO to a line manager.

Organizational size and bureaucratic systems have certain rules and regulations, which are inherent parts of the system to serve as checks and balancing forces. However, they are likely to serve as constraints and stress for managers. Other job stressors include uncomfortable working conditions, job overload, lack of control over the work process and sheer monotony.

Given the heavy contributions of the private sector to the economy, employee wellness programs are not only a strategic priority for India but also an economic imperative for corporation Providing employees the opportunity to expand their monetary rewards--by clarifying outcomes, providing material support to achieve these rewards, and putting them into positions in which they can do what they do best and contribute to the organization--expands the chance for positive emotions to occur more frequently and opens employees' minds to how they can most efficiently build their own resources and expand relationships to build more in-depth consideration for how resources can be applied.

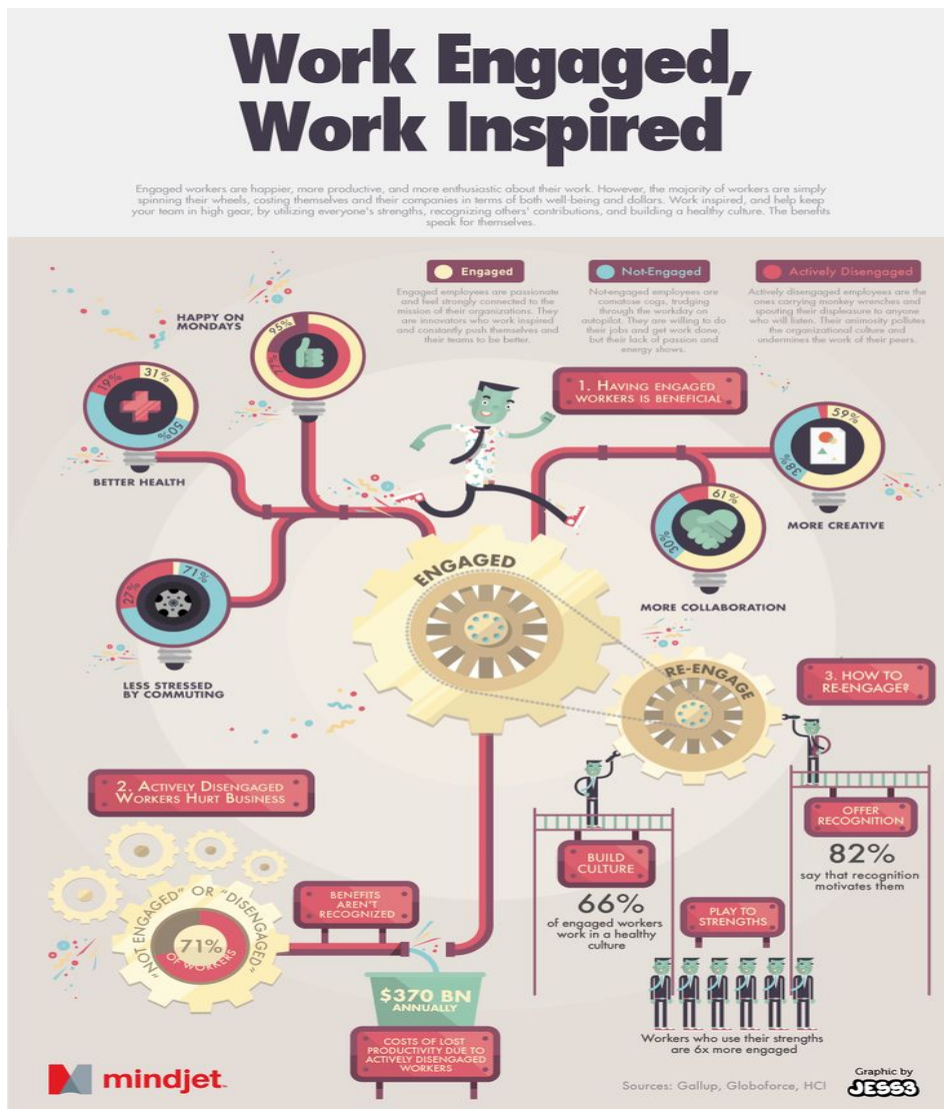


Figure 2: Work engagement

Workplace well-being and performance are not independent. Rather, they are complimentary and dependent components of a financially and psychologically healthy workplace. For instance, in the short-term, a work unit may be profitable, but if customers are not satisfied and employees are leaving the work unit, profitability is

likely to suffer in the long-term. Profitability may be achievable in the short-term through quick fixes by management and factors outside the scope of employee engagement. But in the long-term, turnover and disloyal customers will have direct financial consequences to the business unit.

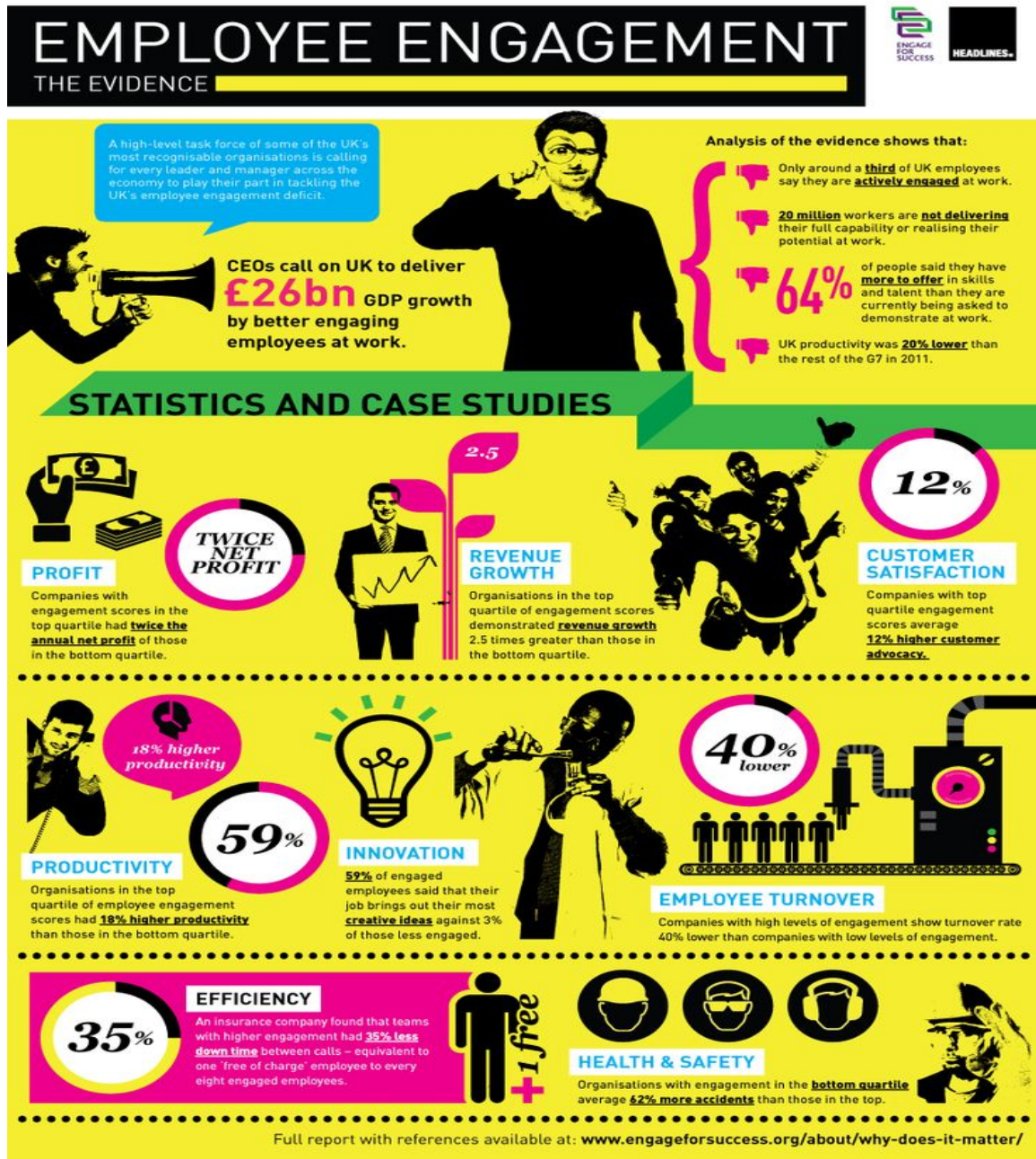


Figure 3: Benefits of employee engagement

Employee engagement is a leading indicator of intent to stay within a given organization. However, when employees are not engaged, pay may enter in as a more critical factor. Employees heavily underpaid relative to others they perceive as in like jobs may place a different weight on pay. However, when the engagement is low, monetary satisfiers see to become more important, which may relate to staying or leaving but less to productivity. The problem in many organizations is that the monetary

satisfiers can easily be matched or topped by competing organizations. Relying exclusively on the short-term satisfiers results in a quick-fix mentality that does not fully address the basic human need of fulfillment and feeling of impact and contribution.

Another important consideration of employee engagement is that its partial causes may be independent-level psychological traits. Although it is possible that traits may

account for individual difference in job satisfaction or engagement (i.e., emotional stability or neuroticism--reverse scored--and conscientiousness), business-unit aggregate scores of employee engagement average out most individual-level personality differences (average of 25 individuals per business unit). Therefore, business-unit measures of employee engagement provide a more construct-valid definition of the attitudinal component of engagement, which may explain why we have observed changes in engagement over time across many business units.

Short-term fixes through negative reinforcement that may result in behavior that helps the organization financially in the short-term may narrow the ownership and creativity of employees that limits long-term benefits to the organization. Alternatively, behaviors that increase the frequency of positive emotions lead to increasing clarity of expectations, the understanding and use of resources that is congruent with company goals, individual fulfillment in work, a bonding of individuals through a sense of caring, ownership for the altruistic and tangible impact of the company, and learning that it is in line with this shared mission. In the long run, this is what is good for the employee and the company. One real and important element in the workplace we have not yet addressed is monetary pay and benefits. Managers vary in how they can affect their employees' pay and benefits. Yet it is a factor important to nearly everyone; people often choose to join and leave organizations based in part on tangible rewards. Our evidence suggests that employee engagement is related to how people perceive their tangible rewards.

In the evolutionary time frame, our ancestors may have been successful at survival because they were good at cooperating with each other (broadening each other's thought--action repertoires) and gathering resources together. When employees are in a position in which their only satisfaction comes from gathering their survival resources alone, it does not feel as good and is not sustainable to the benefit of the larger organization. Even the most independent of entrepreneurs and sales people rely on other for sustainable growth and celebration. Providing employees the opportunity to expand their monetary rewards--by clarifying outcomes, providing material support to achieve these rewards, and putting them into positions in which they can do what they do best and contribute to the organization--expands the chance for positive emotions to occur more frequently and opens employees' minds to how they can most efficiently build their own resources and expand relationships to build more in-depth consideration for how resources can be applied.

At the business-unit level of analysis, there is evidence that growth in engagement relates to growth in business outcomes (Harter, 2000). There is certainly more research

that can be conducted in understanding issues of causality, including complimentary quantitative and qualitative designs. An important element in the utility of any applied instrument and process is the extent to which the variable under study can be changed. Our current evidence is that employee engagement, as measured with the GWA, is changeable and varies widely by business unit within nearly any company. Therefore, the need to create change in many business units is substantial. We conclude that the well-being perspective is quite applicable to business and that, as managers and employees focus on satisfying basic human needs in the workplace--clarifying desired outcomes and increasing opportunity for individual fulfillment and growth--they may increase the opportunity for the success of their organization.

#### IV. ANALYSIS AND CONCLUSION

Business environment dictates success of any business when it applies intelligently factors favorable to Products and services of the company. A continuous review is called for to evaluate the strategic changes needed in the organization to meet the challenge of the market. The present environment of business is very competitive and organizations struggle to meet the realities of the situation. Some organizations cut corners to be more competitive and lose in the long run for they cannot sustain the short term policies. So, organizations need to understand what contributes to well being of individuals and groups and how to provide them.

The environment in society and business is no more static. The rising cost of living puts pressures on employees to increase their income. The pressures on individuals start affecting their mental health and unless the organizations are alert to this situation and take corrective action to stem the rot it may be too late. Short term fixes are suitable for temporary relief (Like financial incentives); but in the long run mental health of employees become as important as their physical health. The well-being perspective is quite applicable to business and that, as managers and employees focus on satisfying basic human needs in the workplace--clarifying desired outcomes and increasing opportunity for individual fulfillment and growth--they may increase the opportunity for the success of their organization. We have provided a theoretical framework to describe why this may occur. The data indicate that workplaces with engaged employees, on average, do a better job of keeping employees, satisfying customers, and being financially productive and profitable.

Organizations are aware of the risk involved due to stressful work situations. Decreasing work role ambiguity would reduce job strain and work-related psychological disorders including anxiety disorders. The development and implementation of a workplace mental health policy

and program will benefit the health of employees, increase the productivity of the company and will contribute to the well-being of the community at large. It has been found that psychosocial intervention courses along with stress management training and health promotion interventions have a positive impact on mental well-being.

The data compiled and analyzed would indicate that workplaces with engaged employees, on average, do a better job of keeping employees, satisfying customers, and being financially productive and profitable. Workplace well-being and performance are not independent. Rather, they are complimentary and dependent components of a financially and psychologically healthy workplace. Organizations are going through a metamorphosis and are using more and more tools like WSS (Work Stress Scale) to study the impact of work related stress on employees to find solutions to eliminate them.

Dealing with coworkers may be more difficult than what we bargain for. The impact of Domestic problems may be carried to work place and it needs psychological counseling to unearth such factors. Organizations are more and more aware of mental health of employees, because of current environmental pressures due to family, economic conditions, rising prices and a host of other economic variables which do affect the living conditions of employees at all levels. So, organizations have a well planned psychological assessment program for key employees periodically.

Apart from the corrective actions that organizations have to any way address, it is the long term implications that need to be addressed. Cooperation of employees at all levels and their willing participation in the organization development has to be ensured. For this many companies resort to external agencies and others have their own specialist to analyze organizational climate and advise them accordingly.

## V. RECOMMENDATION

Well-being in the workplace is, in part, a function of helping employees do what is naturally right for them by freeing them up to do so—through behaviors that influence employee engagement and therefore that increase the frequency of positive emotions. It is the responsibility of organizations to provide an environment in which the employees can work and contribute for growth and participate in the development process. In the current environment only such organizations which care for employees and continuously monitor their physical and emotional health will only survive and grow!

Digitalization of business and society has introduced fresh challenges to organization. In fact they challenge the very existence of formal organizations and structures. Digital

divide of demographic groups in an organization and family and their tendency to be more self oriented, is a great challenge for organizations to pool their talent and contribution for common welfare of the organization members. Further study in this area is recommended for a better understanding of organizational dynamics.

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