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Worker’s Wellbeing and Productivity in Sweden

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Abstract

Investing in employee well-being may result in improved employee engagement, less sick leave, greater performance, and enhanced production. However, since they exist in isolation from daily operations, well-being programs often fall short of their promise. The main purpose of this report is to find out the impact of workers' well-being on the productivity of employees, which may or may not impact the profitability of the company in Sweden. For this study, qualitative techniques are used, as the topic has been explored enough by previous scholars; our study aims to find the void in this research and hopes to fill it with our take on this topic. Through our research, the findings have established that the emphasis on the well-being of employees pays as a dividend in the form of increased productivity and, thus, increased profitability. The result of the thesis will help the authors to understand the significance of workers' well-being, and here, the author of the thesis provides a strategy to improve employee well-being in Sweden. Implementation of the new strategy is very important for the companies in Sweden.

Keywords: Employee well-being, Sweden, work environment, productivity, engagement, motivation.
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1. Background

1.1 Introduction

When "I" is replaced by "We", illness becomes "Wellness". People's total health depends on their well-being and mental health (Stiglitz et al., 2009). In many nations, policymakers prioritize well-being (Bache & Reardon, 2016). Several nations have taken steps to encourage employee well-being as one of the social determinants of national growth. The World Health Organization has added that one of the social determinants is employment and the circumstances it is connected with. Employee well-being is made up of many diverse aspects, not just one aspect. It may be characterized as the general well-being of an employee, which may include their physical, emotional, mental, or financial well-being. The resources and equipment they interact with daily, their relationships with co-workers, the influence of their decisions, and other circumstances at work might affect their health. Their general well-being directly impacts the performance and productivity of people at work. They often perform better, exhibit healthier behaviours, and make better decisions; in the poll "The future workplace 2021 HR attitude," 67.8 per cent of HR evaluated employee welfare as their top concern.

According to the World Happiness Report 2018, the methods and approaches that progressive nations like the United Kingdom, Sweden, Denmark, Norway, and Finland have adopted and implemented for the general well-being of the people. In many other nations, a healthy work-life balance is still more of a pipe dream than a reality. Additionally, not every firm or government has prioritised enhancing employee well-being. These are the two primary causes. Second, no appropriate work practices or programs for employee well-being have been implemented. To encourage well-being at work, organizations should concentrate on implementing well-being initiatives and strategies. This will guarantee greater production and worker safety (Foldspang & Nordic Council of Ministers, 2011).

When various elements at work surround employees, this is referred to as a "work environment." The workplace setting and interactions between this group include the workforce, working conditions, and the relationship between employees and management. Different work environments are established depending on the firm's responsibilities, model, culture, or history. Regardless of the model used, the workplace environment impacts workers' performance.

The workplace environment is dynamic and always changing to keep employees performing at their highest levels. Extreme pressure from stakeholders, the workplace environment, etc., will have a detrimental effect on an organization's workers' well-being, leading to employee absences, demotivation, and decreased productivity. A wonderful place to work will be cultivated by actions
like fostering a workplace culture of respect, inclusion, diversity, and innovation. The workplace of the twenty-first century is significantly reliant on technological advancements, putting pressure on businesses' efficiency and performance and both employees and workers. Companies must develop methods to boost worker performance and productivity in such a setting (Kour et al., 2019).

Literature on employee well-being, in contrast, takes a multifaceted approach. The first component of well-being strongly focuses on an individual's subjective feelings and job performance. The second element focuses on the physical and emotional health of workers, taking into consideration factors like stress, anxiety, and weariness during work. Finally, the third dimension focuses on relationships. The effectiveness of a company's relationships and connections with its employees, managers, and the organization serves as a barometer of its social well-being (Purell and Kinnie, 2009). Despite the differences in these points of view, the authors of the thesis have made an effort to understand the interconnected relationships between the working environment and workers' well-being and productivity in Sweden.

1.2 Problem Definition

1.2.1 Aim and Objectives

This report aims to ascertain how the workplace environment in Sweden affects workers' well-being. So, in this study, the authors’ concentrate on the elements that either benefit or harm workers. Since there hasn't been any research on the relationship between productivity and well-being in Swedish enterprises, this study focuses on this relationship for Swedish businesses. With the help of this research, aim to pinpoint the variables that may significantly affect employee happiness and, in turn, the business's productivity. Building a theoretical model in this report will study the pertinent indicators that might affect workers' well-being. This model allow us to access data that can identify many elements of the variables that can affect employees' well-being at work. Around 24.5% of the Swedish population has experienced work-related disorders during the last several years (Lui et al., 2022). Therefore, workers must be given a setting that will boost their production in order to establish a sustainable lifestyle. This report assist in creating strategies and an action plan that will aid in creating the atmosphere required for workers' well-being. The authors of the thesis are able to analyze how environmental variables, aptitude for work, motivation, and work-life balance can aid in predicting well-being at work during this study.
1.2.2 Research Questions

1. What are the factors or components that influence the well-being of employees at work?

2. What is an ideal work environment, keeping the well-being of employees in mind?

3. How is productivity related to the well-being of employees?

4. Is Work flexibility very significant for every employee?

1.3 Methods

A research method is a tactic utilized to carry out that approach. Because a solid research design ensures that the data you gather help you answer your research question more effectively, research design and methods are distinct but closely connected. The instruments one employs to do research are referred to as research methods. By measuring the variables, it is possible to create connections between them.

Here in this research, one type of research are used.

1. Qualitative research

Here the authors of this thesis conduct a survey to collect the primary data. The primary data is considered the most significant data for the research. The survey was performed using google forms and distributed among the target audience, the Swedish people. The responses are be collected and shown in diagrams or graphs. The secondary data focus on the textual analysis from the referred books, articles, websites and other related sources. The literature review of the thesis is very vast. The authors of the thesis have gone through 32 references, which include 17 books, 13 articles and 2 websites. The information gathered from the theoretical framework has been used as the base for the analysis. Details about the survey: The survey was conducted using Google docs through google survey.
1.4 Ethics-Related Matters

This dissertation does not violate ethical standards by copying or plagiarizing, despite the fact that all of the secondary data utilized in this study originated from corporate websites. The research cited its sources, recognized the authors and publishers, and utilized open data that had been published in a variety of literature. While collecting the survey responses, the participation of the respondents is considered voluntary, and no personal data, like email addresses or phone numbers, have been collected. The participant's responses are purely anonymous.

1.5 Data Collection methods

The authors of the thesis discovered that qualitative data assessment is more pertinent to our selected issue after reviewing pertinent papers. Therefore, it was chosen to acquire secondary data. "Qualitative approaches" are used in order to comprehend why evidence-based practice is either successful or ineffective. As a result, it also requires studying social meaning.

**Population and Sample of the research:** The whole group about whom you wish to make conclusions is referred to as a population. The particular group from which you will gather data is known as a sample. The sample size is always less than the population as a whole. Here in this research the population is considered as the employees who works in different enterprises in Sweden. Sweden has good working conditions and a robust welfare system, making it one of the finest places in the world to live. Indeed, the Nordic nation has one of the highest employment rates on the continent. The fact that Sweden has one of the highest unemployment rates on the continent, however, also demonstrates how complex the Swedish labor market is.

Therefore, the author prepared a survey which contains 10 important questions to understand the respondent's perspectives about their working environment and well-being. All 10 questions are closed-ended questions. The author has used closed-ended questions because it is easier for the respondents to provide an answer and help the author obtain measurable and qualitative data. The questions are distributed to more than 50 respondents purely voluntary basis, and the 50 responses are taken as the sample.

**Sample of the research**

Sampling is the process of choosing the group from whom you will collect data for the research. A sample from the population of Swedish employees was chosen as the sample and because earlier research has demonstrated that Sweden puts a high focus on the well-being of its
workers. Here random sampling is the method used. Each sample has an equal chance of being picked as part of the sampling procedure known as random sampling. A randomly selected sample is intended to provide a fair reflection of the whole population.

<table>
<thead>
<tr>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swedish employees work in different enterprises</td>
<td>IT professionals, Logistics employees, Government employees, Private employees, Public employees, Teachers, Restaurant workers etc.</td>
</tr>
</tbody>
</table>

A survey with few questions was conducted as a part of the research. The response of 50 individuals is considered as the sample of the survey. Here in this thesis, a simple random sampling method is used. The author chose random people who are working in different companies in Sweden, and every member of the population has an equal chance of giving a response. The responses of 50 individuals are selected, and the results are published in tables and figures.
2. Theoretical Framework

2.1 Defining Well-being

A broadly recognized definition of "well-being" is still elusive due to the term's multidisciplinary use. This is made worse by the disparate viewpoints expressed by persons with expertise in economics, health, and social science, all of whom are interested in the topic, as well as the trivialization of the problem in certain media outlets. Unresolved definitional issues have led to several ambiguous and excessively inclusive definitions of what constitutes well-being. Despite the divergent methodologies, most scholars agree that well-being is a multi-dimensional concept. However, this has produced a research foundation that is chaotic and conflicting, with a variety of opposing classifications. It claimed connections between personality, life events, well-being, and ill-being. Instead, these studies place a greater emphasis on well-being's characteristics than on its definition.

It's important to highlight that these definitions do not only focus on the positive aspects of well-being. This enables the understanding of well-being in both positive and negative forms, as well as a neutral state. While it's possible that a managerialist viewpoint would accept the prospect of their being unfavourable states of health as a relatively uncontroversial assumption, the idea of well-being is far more difficult to define. As a matter of fact, the portmanteau word "well-being" has overwhelmingly positive connotations, which usually normalizes it in a very favourable way (MacLeod, 2014).

It is easy to see why popular definitions of well-being emphasize well-being in a wholly positive way, especially when considering a person's health. However, determining an individual's well-being status is a difficult task when you think of well-being as having both positive and negative aspects and consisting of physical, mental, and social dimensions. A person can be both healthy and unhealthy at the same time, or they can have poor mental health or well-being while having good physical health or well-being, or vice versa. Investigating the idea of a person's well-being is made more challenging by this. The sorts of well-being initiatives implemented in the workplace have generally been impacted by the positive, inclusive, and ambiguous definitions of well-being provided by HRM practitioners. From a managerialist viewpoint, creating and implementing successful workplace well-being programs requires complete knowledge of well-being. However, from a critical management standpoint, the imbalance of the employment relationship still plays a significant role in well-being research, with recognition of neutral or poor employee well-being states and workplace well-being framed as a problem relating to the subjectivity or identity of the employee (MacLeod, 2014).
2.2 Workers well-being

The whole mental, physical, emotional, and financial wellness of your staff is referred to as employee well-being. It is impacted by several things, including their interactions with co-workers, the choices they make, and the resources and tools they have at their disposal. Employee well-being is significantly impacted by hours worked, remuneration, and workplace safety. While it will differ from person to person, average employee well-being should allow for a successful and healthy workplace. Employers may still accept responsibility for what they can do for their workers while recognizing that they have little control over what occurs after hours. Employers have a responsibility to provide employees with the assistance and care they need for both their physical and mental health. In spite of this, a lot of firms still lack a focused well-being plan. A well-being plan may promote a sense of worth and support among staff members. It may also raise employee engagement and inspire groups throughout the whole organization to achieve their objectives. A key component of every company is its ability to maintain its well-being. Even if your business is smaller or in a different industry, you can still discover that there are a lot of worthwhile methods to raise everyone's standard of living. The future may be improved or saved by taking proactive measures to ensure employee well-being (Pescud, 2019).

A subject of ever-increasing attention and significance is well-being at work. There isn't, however, a single definition for the idea. Additionally, several terms are used to refer to the same issue, including health and work capacity, workplace well-being, employee well-being, occupational safety and health, and health and well-being at work. The phrase "well-being" is employed in this research. There are two distinct advancements in employee health, safety and welfare. First, stress connected to the job and mental health is increasingly prioritized before avoiding physical injuries. Second, there is a growing consensus that businesses should actively encourage healthy lives in general in addition to preventing accidents and unneeded stress.

A supportive management style, a positive workplace culture, and staff competence contribute to a worker's well-being, which may be enhanced by improving working circumstances and abilities. The employee's well-being improves coping, dedication to the workplace, and productivity while decreasing instances of sickness absence. The focus of conversations regarding workplace well-being often is on the obligation of the employer. However, workers also have a heavy share of responsibility for their well-being and safety at work. Employees must continue to be capable and competent in their jobs, but they also have the power to change the environment at work (Kowalski, 2017).
Ability to plan and outline tasks as well as the willingness to acquire new skills and discover solutions when confronted with problems. Employers’ well-being at work was independently assisted by using these work management tools, which highlights the significance of individual accountability for employee well-being and dealing with the present stressful work environment. The authors advise workers to get training in self-leadership and job management. The well-being of employees is a complicated topic for many reasons. The combination of a person's physical, mental, and social well-being determines their level of well-being. The well-being of workers is impacted by their personal and professional lives. Additionally, it is intangible and unique, meaning something distinct to each employee. How a person feels during and about their employment is important to their well-being (Stubbe, 2007).

It is a vast and varied concept with significant application in the workplace. Costs related to disability, occupational accidents, and sick leave are reduced. Profitability and productivity both benefit from this. The health of the workforce also enhances employee motivation and the work environment, which raises the level of service and, in turn, quality and customer happiness (Crabtree, 2005). Additionally, it fostered organizational learning and shared competency, which supports the development of fresh goods and services. The well-being of employees also encourages involvement and dedication, which enhances the company's reputation as an employer and a business partner.

2.2.1 Work proficiency and ability

Workability is defined in a variety of ways. The phrase has traditionally been used to refer to organizational components and fundamental health, competence, and motivation. In some ways, it has served as a synonym for job satisfaction. Each person may have workability in various jobs; nonetheless, workability is task- and job-specific. Competence is the knowledge and potential that a person brings to the company and employs while doing their job. It consists of talents, competencies, information, and experiences. A strong educational foundation, comprehensive post-secondary education, and work-related experience are all prerequisites for competence. Competence is task-specific and often undergoing ongoing development. The ability to influence and feel in control of oneself encourages the use of one's skills in the workplace (Friedman, 2004).

2.2.2 Motivation

Motivated workers are more likely to work harder, generate better quality and quantity of work, participate in organizational citizenship activities, and are less likely to quit the company in pursuit of more rewarding possibilities; a psychological trait known as motivation propels a person toward a goal and keeps her working toward it. It has to do with the forces that encourage and dissuade
us from acting in various ways. It is an ethereal quality that cannot be immediately perceived. It is predicated on the notion that psychological requirements underlie human behaviour. When one need is met, the person aspires to move up the hierarchy, where the need that follows becomes the most significant in determining behaviour (Maslow, 1994).

2.2.3 Maslow’s hierarchy for motivation

Maslow identified five categories of needs:

1. Physiological
2. Safety
3. Belonging
4. Esteem
5. Self-actualization (Maslow, 1994)

Obviously, this is a condensed theory that does not fully describe human behaviour, but Sandri & Bowen assert that it is a trustworthy manual for inspiring employees.

It may be used as a "framework to discover the numerous advantages firms might give to meet their workers' requirements and, in turn, increase revenues and minimize expenditures," they claim. Maslow's hierarchy may be used to interpret well-being. The first level is basic physical health which serves as the foundation for a worker's well-being. The second level is psychological well-being. It has to do with the feeling of security that employee requires in the setting, mood, and nature of their employment. The third level indicates social well-being at work, which promotes coping and involvement. The worker must have a sense of community inside the team and at work. The desire for respect is represented by the fourth. This relates to the workplace's acceptance and value of competence and professional abilities. The fifth stage, self-actualization, involves creativity, personal growth, and the desire to pursue life objectives. Spirituality and inner drive, encompassing ideals and motivation, are the additional dimension. Finally, employees should be asked for development and improvement suggestions (Maslow, 1994).

In order to affect motivation and performance, highlighted several important ideas from motivation theories and offered recommendations for how it might be integrated into HR practices and policies. They first acknowledge the significance of the task itself as a motivating force. It involves people looking for and ultimately finding fulfilment in their profession, which offers chances for accomplishment, recognition, responsibility, autonomy, difficult tasks, and growth. Through HR practices and regulations, there are numerous opportunities to impact motivation and maybe
performance in this area. Additionally, the significance of social needs is taken into account, focusing on the desire for affiliation as a motivating element. These demands may be satisfied by introducing cooperation and broad engagement into the task. Finally, the manager's position is becoming more and more significant. According to one view, individuals behave in accordance with how they are treated. People will conduct responsibly and be self-motivated when that is what is required of them, but they will behave irresponsibly and lazily when that is what is expected of them (Maslow, 1994).

2.2.4 Wellbeing, workplace health promotion, and output

People's capacity and desire to reason, make choices, and create new knowledge are necessary for knowledge work. More and more, intangible characteristics like motivation, competence, and environment are linked to workplace happiness. In addition, the state of a person's health impacts how well they can use their skills. As a result, successful performance necessitates work-related, appropriate knowledge, attitude, and values. The degree of well-being use is also influenced by a person's social skills, physical health, and mental health. The illustration below best illustrates their link (Odonnell, 2002).

![Diagram](image)

Figure 1: Factors affecting performance (Odonnell, 2002).

When individuals are physically and emotionally capable of working and want to work, human performance is greater. Bigger productivity and potential for improved earnings come from higher human performance. Therefore, workplace health promotion has a significant impact. It could help with health benefits, which might help with physical and emotional job capacity. Programs for health promotion may also enhance the workplace environment, which immediately boosts productivity by raising employees' motivation to work. This suggests that the emphasis should be
more on psychological and emotional well-being than physical health when seeking to increase job productivity via worker health promotion (Armstrong, 2003).

A person who has little influence over their task, like a factory worker or a clerk, may be able to boost productivity by 5% to 30%. If so, sales agents stand to benefit greatly from greater productivity. Contrary to what one may first believe, this truth is considerably more relevant to business and has more potential. Reduced health care expenditures and absence rates can only save as much as they cost; if they are zero, there are no savings. However, higher efficiency has the potential to ultimately boost profits rather than cut costs. Because of this, the potential is significantly bigger. People must provide their best efforts sustainably. Making health a "business priority and important component of the organization's operations". Few businesses, however, really take this action. Additionally, it continues to be challenging to quantify the return on well-being investments and show how employee well-being helps businesses. A greater degree of task performance, a feeling of accomplishment, and the capacity to participate in workplace choices are all indicators of positive employee engagement (Taylor, 2006).

High psychological well-being also promotes favourable individual results, enhancing organizational performance. Moreover, these states seem to reinforce one another: devoted workers are healthier, and healthy employees are more committed.

2.2.5 Impact of well-being at work

The level of importance each party places on employee well-being will influence the company culture. Work-life policies, such as well-being programs, involve a fundamental cultural shift in the expected predominance of work and nonwork that is often unnecessary when adopting other HRM policies. This is vital to examine in the context of culture. Since most work-life policies are predicated on the premise that work identities are the core identity in an individual's life, this viewpoint is a radical departure for many offices.

Relationships between workers and their employers have an impact on the psychological contract, which in turn affects employee attitudes and participation choices. Workers' faith in their employer is based on their belief in the good intentions of their boss, his or her ability to deliver on his or her commitments, and the fact that the boss acts predictably and dependably. As these aspects impact an employee's predisposition for wellness programs, they are especially important. An example of this would be the belief that the program is only a public relations exercise intended to portray a favourable image to the rest of the community. From this standpoint, employer branding initiatives may be considered a tool to improve the impression that the organization is a nice place to work. Predictability, consistency, and trust in an organization's ability to manage such programs
also have a role in employee receptivity to programs, as well as the use of personal data, such as health data, by the organization.

Theoretically, organizational trust is linked to fundamental psychological need fulfilment since meeting basic needs at work fosters an employee's confidence in their employer's ability and willingness to look out for their interests. More specifically, trust will be built based on an evaluation of how the organization typically addresses a range of employee equity issues, provides safe working conditions, provides adequate resources for employees (for example, staff training), and demonstrates social responsibility. Moreover, since micro-psychological processes and group dynamics are integrated with macro-organizational factors, confidence in the organization may tell us something about how to open an employee to any organizational endeavour (Haar, 2004).

2.2.6 Perspectives on workplace well-being

The managerialist and critical management approaches stand out in the literature on workplace well-being. The distinctions between them will be assessed in this literature review area. The managerialist approach to workplace well-being is strongly related to HRM in practice. Workplace well-being is seen from the viewpoint of HRM practice as a strategy to enhance employee well-being while also boosting their capacity for productivity. As a result, well-being is seen as something that both employers and workers may benefit from; this way of thinking is called "shared advantages." The conventional perspective of human resource management (HRM) is that it has a beneficial impact on employee well-being by implementing procedures that elicit and manage the behaviours that contribute to overall organizational performance, which improves working conditions in an organization.

The idea behind reciprocal gains is that by promoting employee well-being, HRM eventually improves operational and financial success for the company, making it a more enjoyable place to work while immediately enhancing workers’ well-being. Therefore, from a managerialist viewpoint, it is fundamentally unproblematic since workplace well-being benefits both parties in the employment relationship. Finding the best strategy to guarantee high staff productivity levels has long been considered the "holy grail" of management study. According to this school of thought, raising employee satisfaction is the best method to boost productivity. This responsibility has often devolved to HR departments since the 1980s. Their location in the organizational hierarchy affects their particular role in creating and executing well-being programs. It might be challenging for any HR activity to be given organizational importance when there is a shortage of HR representation at the director level in certain organizations. The justification for these HRM
initiatives were that workers would work harder in return if they were happier at work. Job satisfaction has reportedly been a recurring feature in the concept of employee happiness.

The significant efforts made by HRM professionals to boost work satisfaction and, therefore, employee happiness signaled the inclusion of employee well-being by employers into the management domain. However, a key question in current managerialist literature is who is really in charge of ensuring the well-being of employees. In the present day, it is far more probable that employers and workers would share that obligation in cooperation, as opposed to being thought of as something given to employees by benevolent employers. This is partly due to higher expectations on both sides of the employment contract; employees expect their employers to demonstrate their commitment to upholding the slogan "people are our greatest asset" through concrete actions, and employers expect employees to participate in well-being initiatives and bear some of the responsibility for their well-being.

"Workplace well-being as a contemporary concern" this concept is covered in greater depth. The responsibility of line managers to manage employee well-being is another factor to take into account in this respect. As the traditional personnel management paradigm gave way to contemporary HRM, which placed a strong focus on performance, employee commitment, and compensation, one of HRM's key features was the direct devolution of many "people management" responsibilities from experts to line managers.

The creation of universal accountability for well-being outcomes results from giving managers responsibility for HR concerns like employee well-being. According to the managerialist approach, this increases the likelihood that an organization will take its long-term objectives into account. However, there are concerns about whether line managers have received enough training. There is also the matter of line managers’ dual duties since they serve as both an employee and an employer's representative. According to the managerialist viewpoint, top managers play a critical role as role models for line managers and workers, who are more inclined to participate in health and well-being programs if they see senior leaders actively partaking in them. Leadership entails top management's active and visible engagement in health and well-being programs beyond just endorsing programs. Contrarily, critical management studies criticize managerial viewpoints on workplace well-being as being largely driven by managerial objectives and not paying enough attention to the unbalanced employment relationship between employer and employee. According to the critical management viewpoint, HRM approaches always result in increased workloads and systematic employee exploitation.
Employee well-being is defined as a parallel business result alongside performance in the skeptical approach, which deconstructs the idea of organizational performance into a multi-dimensional term. The pessimistic view advocates a trade-off between employee well-being and organizational performance: Organizational performance is attained at the expense of employee well-being. Moreover, it has an even more negative attitude toward the relationship between organizational performance and employee well-being, viewing the two as competing for organizational outcomes. This school of thought is crucial to the disconnected capitalism argument, in which employers are under pressure to simultaneously uphold employment relationship bargains and satisfy shareholder expectations. As a result, they are forced to streamline operations to generate capital, which frequently leads to cutbacks or restructuring that result in job losses, pay decreases, worsening conditions, and broken promises. Therefore, commitments in employment relationship deals cannot be fulfilled because employers cannot risk not living up to shareholder expectations.

Despite increased rhetoric about workers being an organization's greatest asset, employers are decreasing their investment in human capital, as evidenced by declining security, career ladders, pensions, and other benefits. This is even though labour is being asked to invest more of themselves at work (effort, commitment, and new aspects of labour-power like emotions). The quest for shareholder profit within more and more financialized capitalism fuels this divide. Growth methods for businesses aim to simultaneously reduce labour costs and increase the active management of company assets, as shown in delayering, disaggregation, downsizing, and divestiture. Although local unit and functional managers are entrusted with driving high performance from labour, they cannot ultimately maintain favourable circumstances.

Criticized HRM professionals for treating employee well-being as a "means rather than an end," with the primary focus on improving well-being for the sake of productivity as undermining the premise of mutual gains and negating well-being initiatives from being of any actual benefit to employees. Despite similar features being apparent, there is no consistency or consensus in the research on workplace and general well-being over how well-being should be defined (Grimes, 1992).

2.2.7 Relation between employee engagement, physical activity and well-being

Engagement has a strong connection to wellness through the mental advantages it produces. For instance, it's crucial for people to be inspired and motivated at work and to live in a society that values their well-being. It's crucial for everyone's psychological well-being but also advantageous for health. Health and well-being often make up one the components among the other aspects in various theoretical frameworks for employee engagement. They are a part of a larger picture, but
if a company pays close attention to health-related issues with its workers, investing in bettering work engagement may be a proactive method to deal with health issues and the ensuing loss in productivity. Obesity, stress from the workplace, and a sedentary lifestyle were the three most prevalent threats. Many businesses developed wellness programs to address these issues, emphasising the psychological and social components of company culture and employee engagement. Exercise programs would improve well-being even more, but engagement programs and work environment improvements are also crucial for overall health. This seems to establish a link between employee happiness and employee engagement.

Exercising or engaging in physical activity might be one of the easiest methods to increase engagement. Exercise helps boost one's mood, which makes it easier to be involved, but work and corporate communities also play a significant role via communal concern and grouping. Engagement in physical exercise may be split into two categories: self-initiated physical activity and company-initiated physical activity. Personal and professional resources are crucial components in fostering workplace engagement. Regarding the physical activity component of engagement, this may be true; employer incentives and a spontaneous healthy and active lifestyle are likely to positively impact employee engagement. After all, being physically active generally positively affects cognitive abilities like reciprocity, which are also favourably correlated with employee engagement (Hadjar, 2013).
3 Analysis of the Literature

In this chapter the author analyzes the significant data based on the workers' wellbeing. The subjective judgment used in this study is based on "soft" or unquantifiable data. Analysis of intangible and imprecise data, which may be challenging to get and analyze, is covered in this chapter. In the below subchapter the authors of the thesis analyze the factors affecting the workers' wellbeing and the standard work environment and productivity in Sweden.

The methods used in the analysis of literature are crucial for: (a) determining what has been written on workers' wellbeing; (b) assessing the degree to which the research area reveals any interpretable trends or patterns; (c) aggregating empirical findings related to workers' wellbeing question to support evidence-based practice.

3.1 Factors affecting the well-being of workers

This subchapter will allow the author to answer the first research question.

Personality

A wealth of literature examines the connections between personality and well-being. Numerous research, according to Judge and Larsen (2001), contends that an employee's attitude toward work satisfaction is a key factor in determining their level of well-being. The emotional style and sentiments that one has for other people, things, and activities are reflected in one's affective disposition. Positive affectivity and negative affectivity are the two distinct personalities it exhibits. It is clear from the many research studies that have been done in this field that one of the key factors in measuring EWB is an employee's emotional disposition. The most important indicators of affective well-being at work were people's positive and negative personality qualities. Personality characteristics might foretell favorable emotional experiences in people. Workplace satisfaction has been shown to be adversely correlated with neuroticism. Extraversion and conscientiousness have been linked favorably to work satisfaction (Dresdale, 2016).

Physical fitness

It is common knowledge that only those in the finest possible physical and mental shape can perform to their full ability as workers. Not only will a fit employee be able to work effectively and efficiently, but they will also be better able to adapt to the demanding circumstances they confront. Each employee has their ideal level of fitness, which enables them to perform at their best. The same is influenced by various elements, including their routines, internal and external inputs, behavioural and emotional training, and socioeconomic situation. Participating in any physical exercise favours an employee's well-being, as shown by several studies. It not only aids in maintaining physical health but also lessens tension and worry brought on by the workplace. Everyday physical activity, regardless of its form or content, relieves the tension and anxiety
experienced by workers of all ages. Regular exercise also prevents the development of age-related diseases and problems (Shuck, 2014).

**Emotional fitness**

Emotions are an integral aspect of being human and influence our decisions, motives, and actions, influencing how we perceive our psychological health. Emotional intelligence (EI) is "the capacity to observe access and produce emotions to support cognition, to comprehend emotions and emotional knowledge, and to reflectively control emotions to foster emotional and intellectual progress.". Content that a person's EI may also be accounted for in how they handle stress, self-control, consciousness, and social stimuli, including disputes and leadership challenges. According to their research, those with high EI would perceive their psychological well-being as greater and vice versa. By efficiently perceiving, generating, regulating, and encouraging their emotions, those with high EI are better equipped to manage stressful circumstances (Shuck, 2014).

**Behaviours**

Work-related behaviours include job performance, turnover, absenteeism, discretionary behaviour, burnout, and workaholism. Indicators of poor EWB at work include burnout and workaholism. Burnout is caused by extended exposure to stress, and it has been shown in various research that burnout may result in poorer work satisfaction and diminished fitness levels. On the other hand, workaholism is characterized by an employee's difficulty in putting their work aside. Employees often put in more effort than necessary, preventing them from contributing to their other social obligations. In addition, workaholics often lack genuine emotional connections and use work as a justification for missing out on social events. This has a negative impact on the quality of interpersonal relationships and lowers life satisfaction (Shuck, 2014).

Compared to physical conditions and exposure, the overall psychosocial status of the workforce is more difficult to assess. The general psychosocial condition of the employees is comparatively more complex to measure than physical conditions and exposure. Psychosocial conditions incorporate the ongoing interactions in the workplace, individual's perception of the work environment, aspirations, opportunities and challenges. Other forms of stress in the workplace could involve job security, salary and increment, perks, etc. Psychological well-being is interrelated with all the day-to-day satisfaction an employee achieves; in other terms, it is inversely proportional to life satisfaction. Life satisfaction is achieved through the quality of life an individual has. Distress is a useful indicator of emotional intensity that may distinguish between moderate and severe forms of mental illness. There is a greater emphasis in Sweden on burnout or psychological stress. Burnout can only be combated in our contemporary culture if individuals have the financial means to take time off work to recharge their batteries. Paying for sick days and
having access to therapies for issues like stress and burnout are both important, but the best solution is to avoid them altogether. Changing the work environment and culture is necessary to avoid burnout caused by too much labour and stress. In these categories, Sweden outperforms the rest of the globe. Stress and burnout may be reduced through long vacations, flexible scheduling, parental leave policies, and 40-hour workweeks. Employers are also required under the Swedish Work Environment Act to protect their workers' emotional and physical well-being. Immigrants in Sweden had worse mental health than locals; it is unclear in Sweden how this varies by the age of migration and duration of residence. It also argues that differences between Swedish-born and foreign-born workers in terms of psychological distress and the influence of various socioeconomic determinants of health on these differences may be seen in Sweden's working-age population.

The amount of time spent in the receiving country and one's age at the time of migration were found in research on migrants' psychological discomfort. The original Swedes, on the other hand, find solace in the smallest of things. The authors of the thesis have seen that in Sweden, individuals place a greater emphasis on their physical and emotional well-being. Sweden's residents may be a little reclusive in some situations, but they like being alone. Fishing, hiking, open-air barbecues in the summer, extended paid summer vacations, long walks, Fika, and friends' get-togethers are some of the few activities they like. In other places of the globe, similar festivals do take place. But the people are not as pleased as they are in Sweden. All the factors mentioned above contributed to psychological well-being, but there were a few more. For example, life satisfaction was shown to deteriorate when travel time increased when examined further. Yet another study found nothing. In addition, various means of public transportation were connected with varying levels of life satisfaction. Cognitive well-being was also linked to commuters' attitudes toward transportation; commuters who like driving and automobile trips reported greater levels of well-being.

Physical impedance when travelling (e.g., distance) was shown to be strongly linked to happiness with one's home. This may seem physical, but it has nothing to do with a person's bodily health. It was shown that physical impedance when commuting was connected with more depressed moods and that night-time commutes were even more closely linked to low moods at home. The psychological well-being of a person is also affected by these little events. Even if a person enjoys his or her work, if the commute is too difficult, he or she may decide to leave the company and seek employment elsewhere. Therefore, addressing the little things that make people happy at work is also important. Finally, it is recognized that money does not always bring contentment. Recognizing employees not only does it help them feel appreciated and motivated but also
increases their productivity and overall well-being. A detailed review of existing research, such as the relevance of employee creativity to boost organizational performance, shows that most previous studies focused on the value of employee creativity from an organizational viewpoint. People spend around 7 to 8 hours of the day at the workplace, where they do their jobs and meet their responsibilities. A person's mental health suffers greatly when he or she spends most of his or her waking hours at work.

Consequently, the work environment must be stress-free and joyful to avoid negatively impacting the fundamental psychology of the employee and, as a result, the firm's overall productivity (Kour et al., 2019). To put it another way, it is not an issue of getting people to perform their jobs but rather how to get them to do their best work. It is easier to feel inspired while working in a supportive workplace where the focus is on the mental health of workers.

3.2 Standard Work Environment and Productivity in Sweden

Based on the World Health Organization's reference, the current work methodology in various countries such as Japan, Australia, India, Mexico, New Zealand, Vietnam, and the majority of the United States is quite stressful. The World Health Organization has even considered burnout an officially diagnosable syndrome from chronic workplace stress. The physical and psychosocial well-being of the employee is affected by the way the company functions in general, such as organization of work, working hours, individual influence, the demand and workload, supervisory practices, culture, social support etc. Company practices for improving the work environment refer to how businesses work to improve the workplace. Every workplace has to develop various initiatives to help employees balance their physical and psychological illnesses regardless of the nature of the job. If the same stress prevails in the work environment, then this could lead to employee dissatisfaction which could even lead to the death of an individual. Based on the Swedish labour law and work environment regulations addresses wage formation and mediation in labour disputes. In the Swedish economy, characterized by strong labour force participation and a high employment rate, fair working conditions and a healthy working environment contribute to high productivity. No one in Sweden would work in a job that abuses or exhausts them. No one should be at risk of death or severe injury at work. This is the exact work environment each and every country should have. The Authority's main goal is to reduce the risk of illness and accidents in the workplace and enhance the working environment in general, including from the physical, mental, social, and organizational perspectives. On the other hand, Work efficiency can be evaluated by the efforts involved as an individual or a team. Employees can only be productive when they have proper information and knowledge. All the above factors can only be possible in a positive/better work environment. When there is a really good environment, there is high productivity from the
employee; when there is high productivity, both the employer and the employee benefit, resulting in better well-being. One goal of focusing on workplace well-being is to create healthy workplaces and prevent employees from becoming stressed, unwell, injured, or involved in accidents. A healthy workplace has a number of ramifications for individuals, businesses, and society as a whole.

**Physical Condition of Employees**

The physical condition and exposure refer to an individual's exposure in the work environment, which is tangible, such as exposure to chemicals, noise, ventilation in the workplace, lighting, seating arrangements, etc. Physical exposure and stress have both short-term and long-term effects on the health of individuals and are comparatively easier to measure and visible than psychosocial conditions. Taking precautions is one of the ways to minimize accidents and hazards in the workplace to reduce damage caused by physical exposure and hazards. Individual and organizational well-being are intertwined when it comes to well-being (Diener, 2000). Employer well-being and work-life balance are not often considered when developing company strategies or measuring business success in many workplaces (Kossek et al., 2014). The setting where employees do their job is crucial in all kinds of firms. Some workplaces are making an effort to improve the ergonomic conditions of their employees by implementing changes to things like desks and computers as well as workstations, equipment, lifting techniques, and other things. The goal is to keep employees healthy and productive for the long term. As a preventive step, some firms use it, while others do it in reaction to complaints or physical ailments in accordance with Foldspang and the Nordic Council of Ministers (2011). Healthy living, according to the World Health Organization (WHO) (2010), includes things like regular physical activity and a healthy diet, as well as stress management techniques and habits that can harm one's health, such as not smoking or drinking too much alcohol. It also includes things like practicing sexual safety, learning and practising good safety and health habits like these. A person's overall health and well-being are influenced by their physical appearance and daily routines and way of life. Have a good idea of the way of life and the culture because of our diverse real-world experiences working in various organizations. Employees who work in environments where just the results of their labor are needed are subjected to physical stress and trauma. Acute stress responses mobilize vast amounts of energy in the body, raising blood sugar and free fatty acids levels, speeding up breathing and contracting muscles. At the same time, the digestive system is shut down. These reactions may be traced back to when the body was prepared to flee or resist an approaching threat (Tanner et al., 2002). Excessive physical strain is to blame.

Few organizations get work done by fewer people with high physical stress rather than hiring large
manpower to make the work much easier. This is a strategic business plan for cost-cutting. (Tammer et al., 2002) For example, in Sweden, as per the "Swedish Work Environment Act ", there are regulations on the working hours, pay per day, rights to break and rights to recess. It is the goal of the Workplace Health and Safety Act to protect workers from ill health and accidents, as well as to foster a positive work environment. Stress-related mental illness, especially among young individuals aged 25-39, was the most prevalent reason for taking sick leave in Sweden in 2020, according to the latest Swedish Social Insurance Agency (SIA) (Egerstrom, 2022). In Sweden, unlike many other nations, occupational burnout and job-related chronic stress are genuinely recognized as medical illnesses that need treatment and time away from work. Burnout and chronic stress are legitimate medical illnesses in Sweden, entitling the sufferer to certain benefits, such as paid sick leave. For example, one to six months of therapy and relaxation are often required for chronic stress and burnout. In Sweden, taking time off from work to recuperate should not be financially burdensome. (Lui et al., 2022). The Swedish Social Insurance Agency will pay you around 80% of your wage for up to a year off for medical reasons. The Swedish welfare system is one of the most generous in the world in this regard (Lui et al., 2022). It is a basic human right to rest and be well, both mentally and physically, and there are institutions in place to make sure that this is handled and prioritized. However, in certain countries, this benefit is not available to all employees, despite the fact that it is critical to ensuring the health and happiness of workers.

**Psychological State of Employees**

Compared to physical conditions and exposure, the overall psychosocial status of the workforce is more difficult to assess. Psychosocial conditions incorporate the ongoing interactions in the workplace, individual's perception of the work environment, aspirations, opportunities and challenges. Other forms of stress in the workplace could involve job security, salary and increment, perks, etc. Psychological well-being is interrelated with all the day-to-day satisfaction an employee achieves; in other terms; it is inversely proportional to life satisfaction (Liu et al., 2022).

Life satisfaction is achieved through the quality of life an individual has. Distress is a useful indicator of emotional intensity that may distinguish between moderate and severe forms of mental illness. There is a greater emphasis in Sweden on burnout or psychological stress (Egerstrom, 2022). Burnout can only be combated in our contemporary culture if individuals have the financial means to take time off work to recharge their batteries (Egerstrom, 2022). Paying for sick days and having access to therapies for issues like stress and burnout are both important, but the best solution is to avoid them altogether. Changing the work environment and culture is necessary to avoid burnout caused by too much labour and stress. In these categories, Sweden outperforms the rest of the globe. Stress and burnout may be reduced through long vacations, flexible scheduling, parental leave.
policies, and 40-hour workweeks. Employers are also required under the Swedish Work Environment Act to ensure that their workers’ emotional and physical well-being is protected. (Honkaniemi et al., 2020).

Even though a study done in 2020 by Honkaniemi et al. found that migrants in Sweden had worse mental health than locals, it is unclear in Sweden how this varies by the age of migration and duration of residence. It also argues that differences between Swedish-born and foreign-born workers in terms of psychological distress, as well as the influence of various socioeconomic determinants of health on these differences, may be seen in Sweden's working-age population. (Honkaniemi et al., 2020) The amount of time spent in the receiving country and one's age at the time of migration were found in research on migrants’ psychological discomfort (Jurado et al., 2017). On the other hand, the original Swedes find solace in the smallest things. Have seen that in Sweden, individuals place a greater emphasis on their physical and emotional well-being. Sweden's residents may be a little reclusive in some situations, but they like being alone.

Fishing, hiking, open-air barbecues in the summer, extended paid summer vacations, long walks, Fika, and friends' get-togethers are some of the few activities they like. In other places of the globe, similar festivals do take place. But the people are not as pleased as they are in Sweden. All the above-mentioned factors contributed to psychological well-being, but there were a few more. Life satisfaction was shown to deteriorate when travel time increased when examined further. Yet another study found nothing. According to a recent study, those who walk to work are happier than those who drive to work. In contrast, a previous study indicated that cycling to work had a favourable effect on the quality of life). In addition, various means of public transportation were connected with varying levels of life satisfaction (Chng et al., 2016; Eriksson et al., 2013). Cognitive well-being was also linked to commuters' attitudes toward transportation; commuters who like driving and automobile trips reported greater levels of well-being (Kent et al., 2019).

Physical impedance when travelling (e.g., distance) was strongly linked to happiness with one's home. This may seem physical, but it has nothing to do with a person's bodily health. It was shown that physical impedance when commuting was connected with more depressed moods and that night-time commutes were even more closely linked to low moods at home. The psychological well-being of a person is also affected by these little events. Even if a person enjoys his or her work, if the commute is too difficult, he or she may decide to leave the company and seek employment elsewhere. Therefore, addressing the little things that make people happy at work is also important. Finally, it is recognized that money does not always bring contentment. Recognizing employees not only does it help them feel appreciated and motivated but also increases their productivity and overall well-being. A detailed review of existing research, such as the relevance of employee
creativity to boost organizational performance, shows that most previous studies focused on the value of employee creativity from an organizational viewpoint (Harun et al., 2021; Ismail et al., 2021). People spend around 7 to 8 hours of the day at the workplace, where they do their jobs and meet their responsibilities. A person's mental health suffers greatly when he or she spends the majority of his or her waking hours at work. Consequently, the work environment must be stress-free and joyful to avoid negatively impacting the fundamental psychology of the employee and, as a result, the firm's overall productivity (Kour et al., 2019). To put it another way, it is not an issue of getting people to perform their jobs but rather how to get them to do their best work. It is easier to feel inspired while working in a supportive workplace where the focus is on workers' mental health.
4. Results and Findings

It is feasible to gauge employee happiness at work, and doing so is crucial. Employer well-being surveys are a new way for businesses to advance this analysis in light of the growth of internal people analytics capabilities. Unfortunately, most employee well-being surveys typically include two factors: gauging each employee's degree of well-being and weighing the advantages of different projects. But much more than simply that is needed to comprehend well-being. To understand this in a better way, the authors of this thesis chose to perform a survey with the employees who are working at different companies in Sweden; the results are published with the help of diagrams and figures below. Here the authors distributed the survey to 50 employees in Sweden. The questions are based on some important elements for employee well-being. All the questions mentioned below cover the elements such as employment status, working hours, commitment to well-being, manager's care about employee well-being, physical and mental fitness, emotional problems, anxiety and stress at the office, time with family and friends, work-life balance, employee motivation and mental needs.

4.1 Results from the theoretical framework

The theoretical analysis of this research provide an idea of workplace well-being. It has progressively gained relevance among organizational experts on par with the more often used ideas of motivation and leadership. Given the connection to the daily work and experiences of all organizational members, the true significance of this notion for academics, researchers, managers, and executives is extremely obvious. There are many different ways to define and measure workplace wellness. The common strategy used by organizational researchers is to conceive in terms of relatively stable individual characteristics. It is possible to take a single measurement of well-being and anticipate that it will be steady over a long period of time. This steady level is likely the most suitable when a full assessment of well-being, taking into account subjective and social components, is being considered. It's time to agree on a broader definition of total well-being at work to promote research on the most effective ways to optimize the ideal condition for workers that foretells significant business consequences.
.2 Results from the literature analysis

The way an employee feels about being happy at work is a key factor in figuring out how well they are doing. One's affective disposition shows their emotional style and how they feel about other people, things, and activities. It has two different personalities: one that is positive and one that is negative. People may have good emotional experiences because of their personalities. Neuroticism has been shown to have a bad relationship with job satisfaction. Work satisfaction has been linked to extraversion and being a hard worker.

Every worker has their own ideal level of fitness, which lets them do their best work. This is affected by many things, such as their routines, the information they get from inside and outside, their behavior and emotional training, and their social and economic situation.

Emotional Intelligence can also be seen in how a person deals with stress, self-control, awareness, and social stimuli, such as disagreements and leadership challenges.

Behaviors that have to do with work include job performance, turnover, absenteeism, slacking off, burnout, and being a workaholic.

Compared to physical conditions and exposure, it's harder to figure out what the overall mental and social health of the workforce is.

According to the "Swedish Work Environment Act," there are rules about how long people can work, how much they can be paid per day, when they can take a break, and when they can take a pause. The goal of the Workplace Health and Safety Act is to protect workers from getting sick or hurt on the job and to make the workplace a good place to be.

If you get sick and can't work for up to a year, the Swedish Social Insurance Agency will pay you about 80% of your salary.

.3 Survey results

Here qualitative data is analyzed. Qualitative data includes everything including input that lacks a straightforward quantitative comparison to a number scale. Data that is qualitative is categorical. It may be used to evaluate language and, as a result, help us comprehend how people see things differently. Characteristics are described via qualitative data. Typically, it is acquired via focus groups, questionnaires, observations, or interviews. It's used to sort information into categories based on verifiable characteristics or qualities. Here the survey results are analyzed from google forms (RSVP), The main motive behind the survey is to understand the employee's point of you how their company is treating them. The elements covered by the questions below include employment status, working hours, commitment to employee well-being, managers' concern for employees' physical and mental fitness, emotional issues, workplace anxiety, time spent with friends and family, work-life balance, employee motivation, and mental needs. All the above-
mentioned thesis elements are essential for employee well-being; that is why the author of the thesis came up with 10 questions based on the above-mentioned elements.

**Type of questions**

<table>
<thead>
<tr>
<th>Type of questions</th>
<th>Closed ended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of respondents</td>
<td>50</td>
</tr>
<tr>
<td>Number of questions</td>
<td>10</td>
</tr>
</tbody>
</table>

**1. Which one best describes your employment status?**

This question aims to understand the type of employment the Sweden people do.

![Employment Status Chart](image)

*Figure 1: Employment status*

<table>
<thead>
<tr>
<th>Employee status</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed full time</td>
<td>53%</td>
</tr>
<tr>
<td>Employed Part time</td>
<td>26%</td>
</tr>
<tr>
<td>Self employed</td>
<td>13%</td>
</tr>
<tr>
<td>Not employed</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Findings:** According to the respondents, 53% of the respondents are full-time employees, while 26% of the employees are employed part-time. 13% of the employees are self-employed, and 8% are unemployed. Since the questionnaire aims to understand the perspectives of working individuals, the authors have neglected the responses of those who are not employed.

**2. How many hours do you typically work in a week?**

The purpose of this question is to understand the impact of working overtime; your stress levels rise as a result of spending more time at work and thinking about work. Additionally, it increases your chance of developing depression, anxiety, and other mental health problems. Personal
connections are stressed out by working overtime, which raises your chance of depression.

![Pie chart showing hours of work distribution]

Figure 2: Hours of work

<table>
<thead>
<tr>
<th>Hours</th>
<th>Response percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 8</td>
<td>1%</td>
</tr>
<tr>
<td>8-16</td>
<td>12%</td>
</tr>
<tr>
<td>16-32</td>
<td>37%</td>
</tr>
<tr>
<td>32-40</td>
<td>32%</td>
</tr>
<tr>
<td>Above 40</td>
<td>18%</td>
</tr>
</tbody>
</table>

**Findings:** For the above question, about 32% of the respondents states that they work between 32-40 hours a week, whereas 37% of the respondents work between 16-32 hours a week. 18% work more than 40 hours, and 12% work for 8-16 hours. All these respondents come under full-time, part-time and self-employed.

3. **Is your company's environment committed to the well-being of its employees?**

The reason for this question is because employers that appreciate their employees place a high focus on ensuring the overall health of their workers since doing otherwise may be expensive in many different ways. According to experts, businesses are increasingly taking ownership of their workers' health and wellness as they realize that they are their most precious asset and have a right to expect that they are taken care of.
Figure 3: Companies environment Commitment to well-being

<table>
<thead>
<tr>
<th>Company committed to wellbeing</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72%</td>
</tr>
<tr>
<td>No</td>
<td>28%</td>
</tr>
</tbody>
</table>

**Findings**: The above numbers say that about 72% of the respondents' companies are committed to their employee's well-being. But 28% of the respondents say the opposite. The question is how a company could show their commitment to employees' well-being. The author's suggestion is to build employee wellness programs every week. For employee wellness programs to be the most successful and long-lasting, the organization should prioritize employee well-being, not just a well-being group. The most significant implication is that when choices about performance, work environment, and awards are made regarding discretionary budgets, the welfare of the workforce is taken into account.
4  Do your managers care about well-being?

The significance of this question is that staff members are conscious that their supervisors can't resolve all of their issues when they speak out to them about their struggles. However, they feel heard and respected when they are being listened to. Regarding worker well-being, it also aids managers in understanding what is important and what doesn't.

![Figure 4: Managers care about the well-being](image)

<table>
<thead>
<tr>
<th>Managers Care</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers does care about the wellbeing</td>
<td>59%</td>
</tr>
<tr>
<td>Managers does not care about wellbeing</td>
<td>41%</td>
</tr>
</tbody>
</table>

**Findings:** The results say that in Sweden, about 59% of the respondents say that their manager does care about their well-being and 41% of respondents say the opposite. In our most engaged firms, whether a manager cares about an employee's wellness is among the top 10 drivers. Even when these organizations do as well in other areas of engagement, the engagement ratings of companies with managers who prioritize their direct reports' welfare are considerably different from those without such managers.

5  My work allows me to allocate time to physical and mental fitness.

Many corporate executives believe it is none of their concern what an employee's mental health. But an employee's thoughts, feelings, and actions influence everything from productivity and communication to their capacity to uphold workplace safety. Therefore, one of the most crucial actions an employer can do to enhance an employee's well-being as well as the health of the whole firm is to assist them in improving their mental health.
Figure 5: Time for physical and mental fitness

<table>
<thead>
<tr>
<th>Time for physical and mental fitness</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>39%</td>
</tr>
<tr>
<td>Agree</td>
<td>34%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>12%</td>
</tr>
</tbody>
</table>

**Findings:** According to the survey, about 39% of the respondents strongly agree, and 34% agree that their work also allows the employees to get time for physical fitness. And about 27% of the respondents say that their company does not allocate time. Therefore it is highly important to have both flexible scheduling and no-meeting time are crucial. Making one's schedule is one of the advantages of a mixed work style. Additionally, people who make time for exercise are more productive at work.

6 Able to communicate emotions constructively in your office

Sharing one's feelings with others increases productivity for everyone and helps leaders seem more human. Although privacy is crucial, your team may have issues if they are unable to understand your general state of mind.
Figure 6: Communicate emotions

<table>
<thead>
<tr>
<th>Able to communicate emotions</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>30%</td>
</tr>
<tr>
<td>Agree</td>
<td>29%</td>
</tr>
<tr>
<td>Disagree</td>
<td>26%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>15%</td>
</tr>
</tbody>
</table>

Findings: As the figure from the above image, 30% of the respondents strongly agree, 29% agree that their companies provide time to communicate their emotions constructively, and the rest 41% say the opposite. It is imperative that it will be easier for you to communicate effectively with others if you have emotional awareness or the capacity to comprehend emotions. You will communicate more clearly if you are emotionally aware. You will become aware of other people's emotions and how they affect communication. Additionally, you will comprehend what people are saying to you and why. Sometimes it's more crucial to comprehend how someone is talking with you than what is really being stated inside a company.
7 My team encourages open discussions on stress and anxiety at work.

Although it is fantastic that individuals are becoming more comfortable discussing their mental health, it still seems to be a delicate subject in the workplace. This may be due to worries that you will be seen differently and that speaking out would jeopardize your employment. However, it's crucial to be open and honest about anxiety at work so that the appropriate adjustments may be made to make you feel more secure and in charge.

![Figure 7: Open discussion about stress and anxiety](image)

<table>
<thead>
<tr>
<th>Open discussion about stress and anxiety</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31%</td>
</tr>
<tr>
<td>No</td>
<td>69%</td>
</tr>
</tbody>
</table>

**Findings:** Through the survey respondents, it's clear that most of the respondents (69%) employers are not encouraging open discussions on stress and anxiety. Even while an employee's anxiety may not be related to their workload, it nevertheless has the potential to negatively impact their performance. Anxiety at work may significantly affect your job and you. People who experience workplace anxiety may even base their professional selections on this worry. For instance, if accepting a promotion would require you to do more management, speak in front of an audience, or travel to new locations, you could feel obligated to decline it.

8 My work allows me to spend time with friends, family and nonwork activities.

Investing quality time with friends and family is just as crucial for creativity and inspiration as time alone. Even for introverts, social interaction is crucial for pleasure. More so than a higher salary, studies have shown that the quantity of time spent with friends and family significantly positively impacts happiness.
Figure 8: Spend personal time

<table>
<thead>
<tr>
<th>Spend personal time</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>31%</td>
</tr>
<tr>
<td>Agree</td>
<td>32%</td>
</tr>
<tr>
<td>Disagree</td>
<td>27%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Findings:** About 63% of the respondents agree that their company allows them to spend time with their friends and family. But the rest 37%, are not getting time for their non-work activities. Must update our conception of work-life balance to consider hybrid work. The impact of work-life balance on employee morale, burnout, and retention still continues to be significant.

9 **The management is interested in motivating the employees.**

A company’s success depends on its ability to motivate its employees. It's the degree of dedication and zeal that employees of a firm bring to their jobs every day. Without it, businesses endure decreased productivity, lower levels of production, and a higher likelihood that they will miss key objectives.
Findings: About 52% of the respondents agree that the management is interested in motivating the employees. And the rest disagree with the statement. An employee's success depends on its motivation to motivate its employees. It's the degree of dedication that employees of a firm bring to their jobs every day. Without it, businesses endure decreased productivity, lower levels of production, and a higher likelihood that they will miss key objectives.
10 My employer provides the resources which are essential for employees to meet their mental needs

An employee's emotional and social well-being is part of their mental health, which also encompasses how they think, feel, and behave. Although mental illness is a part of mental health, the two are different. Even though they may experience periods of poor mental health, workers are not always suffering from a diagnosable mental disorder. A worker's mental health may also alter over time based on various variables, including their workload, stress level, and work-life balance.

Figure 10: Employer provides resources for mental needs

<table>
<thead>
<tr>
<th>Employer provides resources for mental needs</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>42%</td>
</tr>
<tr>
<td>Agree</td>
<td>22%</td>
</tr>
<tr>
<td>Disagree</td>
<td>23%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>13%</td>
</tr>
</tbody>
</table>

Findings: About 64% of the respondents agree that their company provides resources for mental needs but the rest, 36%, vote for the opposite.

Workspace challenges found by employees of Sweden

3.1 Responses from the survey give an impression that about 28% of the respondents say that their company is not committed to employee welfare.

3.2 41% of the employee managers don't care about the welfare of their workers. 27% of the respondents say that their work doesn't allocate physical and mental wellness to their employees.
3.3 About 41% of the respondents say they cannot openly communicate their emotions inside the office.

3.4 About 69% of the respondents say that their team doesn't allow their workers to open discussions about their anxiety and stress inside the office.

3.5 From the survey, it is clear that 39% of the respondent's work doesn't allow time with friends, family and other nonwork activities.

3.6 48% of the respondents say that the management is not interested in motivating the employees.

3.7 Also, 36% of the respondents say that their employer doesn't provide resources essential for employees to meet their mental needs.

Survey conclusion

The firm should promote staff welfare, not simply the well-being of a particular group if it wants employee wellness initiatives to be the most effective and durable. The most important effect of this is that the welfare of the workforce is considered when decisions concerning performance, work environment, and rewards are made about discretionary resources. The engagement ratings of firms with managers who emphasize their direct reports' well-being are significantly different from those of companies without such managers, even when these organizations do as well in other engagement-related areas. Lack of sleep, which may also exacerbate the onset of burnout, can influence every aspect of our waking lives, claims the author of the thesis.

Flexible scheduling and meeting-free periods are essential. One benefit of a mixed work style is choosing one's time schedule. Additionally, those who make time for exercise are more productive at work. If you have the ability to understand emotions or emotional awareness, it will be simpler for you to interact with others. If you are emotionally aware, your communication will be clearer. You will learn to recognize other people's feelings and how those feelings impact their communication. You will also understand what is being said to you and why. Occasionally, it's more important to understand how someone is speaking to you than what is being said inside a firm. Your job and you may both be negatively impacted by workplace anxiety. People who struggle with job anxiety could choose careers based on this concern. You could feel compelled to turn down a promotion, for instance, if it would include performing additional managerial duties, speaking in front of an audience, or visiting new places. Work-life balance still has a big influence on employee satisfaction, burnout, and retention. Chronic stress is one of the most common health issues at work. The success of an employee relies on their ability to inspire other workers. It's the level of committed staff members a company brings to their work daily. Without it, organizations have reduced output levels, less productivity, and a greater risk of missing important goals. A person's ability to deal
with challenges and disappointments in life, both at work and home, depends on their level of mental health.

**Survey limitations**

Access to the population of concern is limited by insecurity. The lack of resources required to conduct a survey does not have enough time to conduct a poll. Due to other competing pressing obligations, conducting a survey is given a lesser priority.
.4 Analysis and Discussion

Working Flexibility

This answers the 4th research question. Flexibility in work is also a significant factor that leads to wellness. Workplace efforts that support work-life balance allow workers to pay full attention to all tasks, both within and outside of work, on time. This is made possible through workplace flexibility. For example, flexible scheduling is a good working practice since it enables those with family responsibilities or other significant obligations to balance their work and personal lives. In addition, it is a means of giving workers a feeling of control over their working lives and significantly raises workers' commitment and loyalty to the companies they work for (Ichniowski, 2013).

Additionally, connected to psychological well-being is flexible employment. Flexi-time, working from home, job sharing, the ability to change hours, work compressed hours or work patterns, encouraging the use of vacation time, flexible schedules, community involvement programs, childcare assistance, elder-care assistance, caregiving assistance, etc. are all flexible working arrangements that organizations offer.

Workers job commitment

The degree of commitment an employee has to the responsibilities allocated to him or her at work is known as work commitment. It is the sense of obligation someone has toward the objectives, purpose, and vision of the organization they are affiliated with. High levels of employee engagement and work commitment are associated with higher levels of employee satisfaction in a business. Superior company performance is the consequence, and this enhances the work environment by improving profitability, productivity, and staff retention. Over time, a person acquires certain traits. The same holds true for businesses; if a work wants its staff to achieve above and beyond expectations, it must create an atmosphere that will foster greater commitment to work. An organization's ideal comes true when it has a dedicated team of workers. For an organization's or any business's long-term success, a dedicated team of workers is preferable. Building such culture inside the company is the responsibility of the leaders (De Grip, 2012). The advantages of having a staff that is dedicated to working are as follows:

Benefits of commitments towards productivity

Committed workers need a manager who will guide them; they do not need someone who must continually be in their way in order to do the job. Increased productivity at work is the outcome of such corporate commitment. A team that is compliant will design its own duties and make
sure they are carried out. They will do the essential tasks and much more when they arrive at work on time (Shaw, 2008).

A dedicated team will go above and beyond to achieve its ambitions and goals as opposed to a complacent team, which will merely perform what is required of them. A dedicated team is aware of its objectives and each member’s contribution to accomplishing those objectives. They have a strong sense of self-motivation and set greater goals for themselves. Goals are more than simply a number, a deadline, or a target for a dedicated team; they represent a vision and a journey for them (Shaw, 2008).

Commitment increases task ownership and inventiveness. A dedicated team thrives on fresh, creative thinking, and putting such ideas into practice repeatedly is enjoyable.

By actively participating in topics pertaining to the firm, commitment at work adds value. Committed workers bring excellent ideas to the table and are always willing to assist others in seeing those ideas through. To accomplish its objectives, a company requires the commitment and devotion of its personnel (Brachet, 2012).

**Working environment and employee wellbeing**

Employee happiness is maintained in a healthy environment, which also enhances work and endurance. This keeps them active and motivates them to work in more effort. The business should stress to its staff how important it is to maintain a good diet and lifestyle. In addition, offering them useful services like a nutritious meal and exercise equipment will keep them engaged. As you can see, creating a positive work environment involves motivating your staff members and safeguarding their welfare. This benefits the business since it increases sales, draws in new clients, and brings in more money (Gittell, 2010).

You may encourage your staff to think freely and let their creative juices flow by creating a happy work environment. Many organizations often lack innovation as a result of lengthy workdays and laborious processes. The rigid timetables prevent employees from being creative and coming up with fresh ideas. Making your schedule more flexible and improving the atmosphere at work are two good ways to handle this. Additionally, it may be beneficial to lessen the volume of excessive submissions while giving fresh ideas and excellence priority. Since innovation is praised in every business, you may draw in more clients and distinguish yourself from your rivals with fresh ideas (Macky, 2007).

A great office environment involves more than just fostering a happy atmosphere; it also involves having a physically attractive space that affects your productivity and stress levels. A
clean, well-organized desk enhances focus and provides work more clarity. Employees’ mental health is also impacted by the kind of workplace environment, color scheme, and design components. Find capable fitout suppliers in your region to produce an elegant interior design and get the required workplace atmosphere. Additionally, you may include the design aspects that your staff members recommend. As a consequence, they will take fewer sick days, which will have an effect on the turnover rates at the firm. Eventually, your business will gain from this element as well as you will spend less on workplace injuries. Since mental health is a factor in workplace injury expenses, create a healthy office environment to keep your staff content and stress-free (Brown, 1996). And this answers the second research question.

Employee wellbeing and productivity

In the past, physical safety the averting accidents and minimizing injury in the environment was associated with employee welfare. But the concept has changed. Employers are now paying more attention to their workers' mental and emotional health. Creating processes and cultures at work that assist workers is fundamental to wellbeing. It involves paying attention to their issues, both at work and outside of it, and effectively reacting to them. Well-being is impacted by workload. Mental illness does too. It makes sure that line managers can address issues with employees as they emerge and before they get out of hand.

Each firm will have a distinct definition of productivity. In the end, it serves as a gauge for worker output. Simply said, productive workers are more successful and efficient in their jobs, while unproductive workers make fewer positive contributions to a work's performance.

Encourage staff to leave their workstations for breaks. It may be helpful to set up a welcoming kitchen and communal dining area. People might be motivated to get up and away from their screens by negotiating discounts with nearby cafés or meal delivery services. Breaks provide the body and brain with an opportunity to reset and refocus. It might be beneficial to get some distance from our immediate surroundings and spend some time alone. People like to converse during lunch breaks, which might encourage co-workers to be more open and honest with one another (Boselie, 2010) This answers the 3rd research question.
.5 Conclusion

The focus of research has recently gravitated significantly toward worker wellness. However, there is a lack of empirical data to support the assertions that worker well-being is important for boosting an organization's productivity and creating its competitive edge, even though numerous studies have made this point. In light of this, this research attempts to analyze the causes and effects of workers' welfare by putting out a theoretical framework. The literature analysis reveals that workers' welfare has been examined from several angles, and no one definition has been widely acknowledged. However, it has long been recognized that well-being is a complex concept. According to the findings, personality traits, particularly neuroticism, extraversion, and conscientiousness, as well as age, physical fitness, emotional intelligence, and work-related behaviours like workaholism and stress, are the individual-level factors that significantly predict the well-being of workers. According to a research review, it is also clear that having a strong family support system and engaging in pleasant social interactions are crucial for employees' health. This study also showed that various organizational activities, such as wellness initiatives and quality-improvement plans, contribute to the maintenance of positive workplace culture and, together with flexible scheduling options, are crucial components of workers' welfare.

Additionally, this research has made an effort to demonstrate the connection between workers' health and productivity. This research contributes to the body of knowledge on workers' well-being and is specially designed to motivate managers to develop different actions to improve workers' well-being in their organizations by pinpointing its causes. In summary, this study focuses on the idea of worker well-being, the elements contributing to it, and how it affects worker productivity.

.6 Limitations

Numerous issues with self-reporting exist, not the least of which is technique variance that is often seen and socially acceptable replies. Our findings suggest that the emotional aspect of work satisfaction has not yet been properly investigated. When writing, do not simply discuss the welfare of the workforce; also describe the laws and rules that are in place in Sweden and other nations. There are many issues with the research's findings. This study began by concentrating on the growth of Swedish employee well-being and the associated process. Compared to other types of research, there hasn't been as much done to explore the connections between the workplace, well-being, and productivity. Although some early studies with Swedes, would still want to collect additional information from people in other countries to compare these aspects to those in Sweden.


Reference


Survey Questions

1. Which one of the best describes your employment status?
   - a) Employee full time
   - b) Employee part time
   - c) Self employed
   - d) Not employed

2. How many hours you typically work in a week?
   - a) 1-8
   - b) 8-16
   - c) 16-32
   - d) 32-40
   - e) Above 40

3. Is your company committed to the wellbeing of its employees?
   - Yes
   - No

4. Do you managers care about wellbeing?
   - a) Managers does care about the wellbeing
   - b) Managers does not care about wellbeing
5. My work allows me to allocate time to physical and mental fitness
   
   o  a) Strongly agree
   o  b) Agree
   o  c) Disagree
   o  d) Strongly Disagree

6. Able to communicate emotions constructively in your office
   
   o  a) Strongly agree
   o  b) Agree
   o  c) Disagree
   o  d) Strongly disagree

7. My team encourages open discussions on stress and anxiety at work
   
   o  Yes
   o  NO

8. My work allows me to spend time with friends, family and non-work activities.
   
   o  Strongly agree
   o  Agree
   o  Disagree
   o  Strongly Disagree
9. My employer provides the resources which is essential for employees to meet their mental needs.
   - Strongly disagree
   - Disagree
   - Agree
   - Strongly agree

10. My employer provides the resources which are essential for employees to meet their mental needs
    - Strongly disagree
    - Disagree
    - Agree
    - Strongly agree