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## **A Review on the Psychological Well-Being of Workers at Workplace and Its Implications**

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### **Abstract**

The workplace has a crucial impact on an individual, as one third of their life is spent there and as such it pertains quite a significant role in their development. Consequently, mental health is one of the most affected aspects of this development, as it shapes most of their outcomes. Evidence shows that an employee's mental health is a strong determinant of their overall health and the stress experienced at work can lead to a variety of physical ailments. Moreover, mental health problems can result in employee burnout, which then influences their capacity to improve both their personal and professional lives. This literature review will focus precisely on how important having a positive workplace is, the factors aligned with well-being at work and the implication that it has on job performance and not only, with a particular focus on the rising of deviant and criminal workplace behaviors.

**Keywords:** *workplace, well- being, deviant workplace behaviors.*

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## **INTRODUCTION**

Human resources play a crucial role in the development of a business (Arifin et al., 2020). Identified as organizational assets, they should stay committed in a prepared, coherent, and capable manner to advance the organization's vision, mission, and goals (Feby et al., 2019; Idris et al., 2019). However, this is not always up to their hands, as there are various factors that implicate their performance as well as their behaviors, connected to their wellbeing.

The concept of workplace well-being has been developed for the aim of maintaining the long-term sustainability in an organization (Murat, Aytac, and Bondy, 2011). Employees' well-being is greatly influenced by factors such as personality, organizational climate, and organizational well-being (Burns and Machin, 2013). Various studies have shown that employees with well-being are likely to display a physical, mental, and healthy behavior. When employees have a well-being of an employee can result in low productivity of the employee itself, a decrease in the quality of decision making and contribution to the organization, and also causing deviant behaviors of various graves (Kurniadewi, 2016).

This study focuses on employee well-being by taking into consideration various psychological factors and not only. Considering the importance of employee concerns, the current study aims to provide a review of the literature on employee well-being, the vital key influences, and their effect on work productivity and behaviors with a particular focus on the emergence of deviant ones, from various sources, and draw conclusions based on the findings.

### **1. The conceptualization of well-being**

Human well-being is defined as the state in which individuals have the potential and capability to lead a life they have reason to value. The ability of people to pursuing a life they value is determined by a variety of freedoms instrumentals. Human well-being is characterized by personal and environmental safety, provision of necessary goods and materials to live a dignified life, a healthy life and social relationships, all of which lead to the freedom to make decisions and act (Sen, 1982). The conceptualization of well-being has been developed from two related philosophical traditions: hedonism and eudaimonia.

### *1.1 Hedonic well-being*

Hedonic well-being is the dominating narrative of well-being, at least for the last two decades (Culbertson, Fullagar, & Mills, 2010). This kind of well-being has been explained in terms of achieving pleasure and avoiding pain (Ryan and Deci, 2001). The most widespread formula to operationalize hedonic well-being is based on affective well-being and of subjective well-being. Affective well-being includes the frequent experience of positive affect and the infrequent experience of negative affect (Diener & Larsen, 1993). On the other hand, Warr (1990) conceives affective well-being as much as a broad concept that extends throughout life (context free), and as a medium-range concept related to a specific segment of life (called domain specific).

Subjective well-being consists of cognitive and emotional evaluations that people make about their lives, including those related to overall satisfaction, humor, fulfillment, and satisfaction with specific areas such as marriage and work (Diener, Oishi, & Lucas, 2003).

### *2.2 Eudaimonic well-being*

Hahn, Frese, Binnewies and Schimth, (2012), based on Ryan et al. (2001), conceptualize it as the level of full functioning of a person. Waterman, (2008), defines it as a sense of fulfillment of a person's potential. However, Ryff (1989) identifies the lack of a theory when the concept of happiness is used, the incorrect explanation of the concept of eudaimonia and the insufficiency of the operationalization of happiness (as subjective well-being), to define the structure of well-being.

## **2. Wellbeing at workplace**

Industrialization in our environment advances day by day to a great extent, the workload and psychosocial risk as well; so it is there where new methods are proposed to ensure that this space does not become an unpleasant and risky environment for the worker or that is only based on productivity. The work environment has taken great importance since it is a space in which its members must spend the most of their day and this leads to the need to analyze and create strategies that make the workplace is more enjoyable and healthy.

Work well-being also requires a conceptualization rigorous study that considers developments in research on the general well-being. Most of the research on well-being at work has focused on hedonic components. In addition, researchers have paid attention to different constructs such as job satisfaction or positive emotions and it is difficult to find studies with broader conceptualizations. Studies on labor well-being show a lack of consensus on the definition of this construct. For example, Baptiste (2009) defines it in terms of material conditions and experiences at work, while Schulte and Vainio (2010) do so in terms of flourishing. The latest integrative review of the approaches hedonic and eudaimonic in the world of work was carried out by Danna and Griffin in 1999.

In psychology in general, studies on well-being advance in the integration of constructs, combining pleasure and engagement (Diener & Seligman, 2004). In work psychology some recent theoretical studies (Robertson et al., 2010) and empirical (Culbertson, Fullagar and Mills 2010; Hahn et al., 2012), also advance in the direction of integrating hedonic and eudaimonic components.

### **3. Factors that influence labor well-being**

The concept of well-being is related to the quality of working life, which seeks to transcend in the integral human development in the organization, due to the concern about the unrewarding nature of the job and growing job dissatisfaction. One of the ways to measure well-being is the degree of job satisfaction, according to Berg (cited by Hernández et al., 2003) is related to three factors: characteristics specific to the job (autonomy, variety of tasks, meaningful work, possibility of use knowledge or skills), high performance practices at work (work in team, problem solving groups, training, communication systems horizontal and vertical) and factors that affect people's work environment (good relations with management, job security, decision-making); as such it is necessary to talk about categories such as: Work overload, Burnout syndrome and Engagement, concepts related to labor well-being, recognizing that within there are other phenomena to take into account.

Work overload is one where the worker is exposed to high levels of stress due to overwork, and you feel how little by little your physical health is affected and mind. According to research by Blanch, Crespo and Sahagún (2012), "Work overload, care time and psychosocial well-being in commodified medicine", overload work consists of a state (occasional or chronic)

of saturation and excessive work, associated with a perceived lack of time to finish it or to do it well, that entails a certain awareness of professional malpractice. This intensification objective of the work prints in the work activity signs of pressure, speed, haste, urgency and perception of overflow and risk of collapse.

Regarding Burnout Syndrome, the first definition of the term was presented in the decade of the sixties, in a study carried out by Freudenberger in 1974, where he takes the literal dictionary definition explaining it as “failing, running out, or reaching wear out due to excessive force, excessive demands on energy or resources”; in this way, it incorporates a colloquial term into scientific language (Gil Monte, 2003).

According to Cobo Martín, José María and López Refojos, Lucía (2011), when talking about health labor or labor welfare we can infer that it refers to the security situation physical, mental and social in which the collaborators of an organization are, this in order to provide control measures aimed at promoting well-being and reducing or eliminate the risks of illnesses or accidents. Taking into account that the health physical and mental is one of the dimensions that contribute to human beings having a quality of life, and even more so in the workplace, a good state of health allows the proper development of work activity and constitutes the basis for achieving and maintaining adequate well-being at work.

In this way, in the event that there is a psychosocial risk that may affect in some way shape the collaborators of an organization, is reflected not only in the quality of life but also produces a negative impact on the productive conditions of the organization, that is, to achieve productivity, sustainability, competitiveness and a proper development of organizational work is of vital importance that its employees or collaborators enjoy good physical and mental health, which is achieved through of a labor well-being.

It is also important to highlight that in recent times organizations have increased concern for guaranteeing the labor and social well-being of the employees, that although this task is complex and it has not been possible to give a total guarantee of healthy work contexts, if there is a constant concern to promote and maintain a high degree of physical and mental well-being for employees in their activities, in order to provide them with "protection" from risks that may harm the health in general and enable the adequacy of these activities according to the aptitudes

physiological and psychological conditions of the collaborators, thus achieving some healthier, more motivated employees and a better work environment.

#### **4. Psychological health and organizational culture**

The work environment has been changing rapidly and the role played by employees in turn has changed. Currently, the worker should not be perceived as an isolated subject who only lives to produce and consume; but is also an individual who thinks, feels, communicates, can make decisions and generates labor relations (Blanch, 2014).

For the authors Margarita Chaing Vega and Sonnia Alexandra Heredia, the concept of organizational climate and psychological health cannot and should not be related in an isolated, since they contain a two-way relationship, although the climate organization is more directly related to the structural bases of the company and with the conception that it has of the employee (whether it represents for the company a passive, active or dynamic subject) will be related to the role that the worker plays in the organization. The term psychological health has to do with the individual outside the organization and how he represents himself within that structured organization. Therefore, when talking about Organizational Climate, necessarily we should talk about psychological health of employees. The well-structured organizational culture and work environment aim to create a high quality of life for the worker, since with these motivations and attitudes are generated positives that are reflected in the results of the company; workplace welfare helps to maintain the physical and mental health of the worker, thus creating an optimal environment for the development of their activities and pre- eliminating deviant behaviors that may result due to dissatisfaction.

#### **5. The potential role of workplace culture in triggering deviant behavior**

According to estimates, violence at work results in at least one death and twenty-five additional injuries each week, especially in the United States. Massive losses are caused by this violence, not just for the victims and their families, but also to businesses in terms of lost production and court fees.

Griffin and Lopez (2005) investigated the causes of these behaviors. The main personality traits that have been found to cause this deviance are locus of control, narcissism, dispositional aggressiveness, and Machiavellianism. Experiential factors are included in a

second category of triggers. If workers experience anger and feel unfairness, they are more prone to use violence. Third-class triggers, or motivations, interact with these events in different ways. This category encompasses instrumentation motivation, or the urge to achieve balance and restore equity, and expressive motivation, or the need to let go of pent-up resentment and fury.

Negative emotions also generate a number of deviant behaviors in the workplace. Anyone who spends a lot of time in an organization realizes that people often behave in ways that violate established norms and threaten the organization, its members, or both. For example, envy is an emotion that occurs when you resent with someone because they have something that you don't, and that you really want: like a better workload, larger office, or higher salary. That leads to malignant deviant behavior, such as a jealous employee acting hostilely by spreading rumors about another, distorting the successes of others, and misrepresenting their personal achievements. Evidence suggests that people who experience negative emotions, particularly those who experience anger or hostility, find it easier to engage in deviant behavior at work, than those who do not.

Finally, the authors contend that company culture has a significant impact on whether workplace violence occurs or not. Organizational culture encompasses conventions, incentives, and employee orientations. Violence can flourish in an environment where aberrant behavior is accepted, encouraged, or tolerated, where there is intense competition, or where workers are viewed as disposable. The authors put up an interactionist model of deviance, in which elements of the workplace environment interact with individual traits to influence the tendency for violence there.

Deviant behavior can also be conceptualized as a reaction to workplace problems, especially frustration (Giacalone & Greenberg, 1997). Any scenario or incident that prevents workers from reaching their objectives is referred to as a frustration. In this situation, a person will act antisocially in an effort to deal with their frustration. Theft of resources, the destruction of problematic equipment, and the substitution of retaliatory behavior are a few examples of this.

Stress, burnout, and mental health consequences of problematic work relationships are also to be considered when analyzing the origin of most deviant workplace behaviors. (Harden, Fritz & Omdahl, 2012).

## **6. Most common deviant workplace behaviors**

Bennet and Robinson (2000) proposed two types of workplace deviance. The first type, organizational deviance (OD), refers to deviant behaviors targeting the organization such as theft, sabotage, unproductive behavior, coming to work late without permission, or putting little effort into work; they see property and production deviances as both targeting the organization and labeling this organizational deviance. The second type, interpersonal deviance (ID), includes deviant acts directed toward individuals in the workplace such as coworkers, supervisors, and subordinates and includes behaviors like making fun of others, playing mean pranks, acting rudely, arguing, and physical aggression; it is from behaviors targeted against other members of the organization.

The impact of these risk factors is caused by the process of work, essentially the characteristics of the organization and the content of the work, but may be aggravated by health problems that workers already suffer from and have been genetically inherited or generated as a result of work in the past. On the other hand, the effect on those who receive the impact of these risk factors will be different depending on the position in the social stratification, education and vocational training, gender and age, personality characteristics and resistance capacities and stress adaptation. Regarding this issue, the heterogeneity is the norm.

Let us remember that there is no consensus about the various forms of nuisance, violence or harassment that workers may suffer. Scholars identified various forms of violence, internal or external to the company or organization (customers, users, criminals) (Hirigoyen, 2014; Lorenz, 1986; Chappell & Di Martino, in his report for the OIT, 2000) lists: 1) moral harassment, 2) sexual harassment, 3) verbal aggressions, 4) physical aggressions, 5) threats.

But these situations do not only affect workers in execution. Monneuse (2014) raises the concern that these risk factors also involve middle management and supervisors, because in those positions within the organization it is frequent to remain silent or resign –if there are no other job possibilities – when they disagree with what happens in the company and they have no power to control the events or change them. That is to say, they have a reduced freedom of expression.



## **7. Prevention and aftermath**

The company or organization policy must imply and commit all participants, and also carry out an analysis of the situation with the active participation of workers: group discussions, individual interviews, questionnaires designed for this purpose, registration systems, parts of incidents, complaints, information from the security service, from joint health, safety and working conditions committees, police information and study of the environment in which it is located the work center.

On the other hand, in order to minimize or prevent violence in the workplace, some measures are related to the environment: control the entrances, exits, risk points, etc.; visibility and lighting for observing the work areas; provide appropriate equipment communication to staff; establish a system (sound or lighting) to be able to call for help quickly; endow with security instruments such as cameras or other security systems security in the places that are necessary; train the workers in handling equipment designed to prevent or stop violence and so on.

Hess and Hess (2014) put emphasis on the fact that, though most media scope of the topic of work environment viciousness includes workers killing workers, the range of deviant and violent behaviors (and their transgressors) is wide. The authors classify these acts concurring to the parties included. These classifications include criminal expectation, when the guilty party has no authentic relationship with the casualty; customer or client viciousness; employee-on-employee viciousness; and intimate accomplice viciousness, where the culprit is from a past or ongoing relationship, and the violent act happens within the victim's work environment.

After investigating effect of working environment violence, the authors survey procedures for avoidance. Natural strategies revolve around changing the physical environment. Organizational and authoritative methodologies involve developing programs and arrangements that advance a secure environment. Behavioral and interpersonal techniques include the preparing of staff in viciousness anticipation strategies, counting how to recognize potentially violent circumstances, how to diminish the probability of an occurrence, and how to respond to struggle inside the workforce. A well-rounded prevention planning mechanism is anticipated to decrease the event of work environment violence, and an occurrence reaction arrange is

anticipated to constrain the harms and make the return to commonality a much more effective handle.

## **CONCLUSIONS**

This paper tried to explain the importance that workplace has on the development and maintenance of wellbeing of individuals, with a particular focus on the ways it affects their behaviors whether it being positively or negatively. Based on qualitative research, this paper tried to provide a better understanding of what consists on the wellbeing as a concept and the influence that various factors related to workplace nature have towards its management.

As current evidence shows based on several studies about the organizational well-being, where the concepts that cover this topic are expanded and it becomes emphasized, it is essential to create work spaces that are conducive to people keep physically and mentally healthy, since the organizational culture and climate as those perceptions shared by the group of collaborators, which are linked to the policies, practices and procedures that are carried out in an organization therefore are vital sources to generate labor well-being in companies promoting health of workers and resulting in high productivity. Main focus was to strengthen the well-being of employees in the workplace so that in this way, it is possible to align the interests of the worker with those of the organization.

Well-being at workplace constitutes a fundamental need for the achievement of the objectives of any organization, which is why the environment in which man lives and works is a determinant in the productivity and quality of the work carried out, the great organizations integrate through participation a favorable organizational climate in which factors such as confidence, optimism and motivation are generated for the work among others, leaving aside the negative attitudes that impede the growth both individual and organizational.

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