



THE IMPACT OF EMOTIONAL WELL BEING ON WORK RELATIONSHIPS AT A FMCG COMPANY

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ABSTRACT

The purpose of this research is to find the impact of emotional well being on the work relationships among employees. This study was conducted in a department of an FMCG company in Bangalore in the year 2017. The main goal of this study is to identify how the communication or lack thereof can obstruct the creation of quality and meaningful work relationships that can improve the quality of the work-life of the employees. This research focused on the fact that though people spend such large amounts of time in the organization, they still do not communicate well with their colleagues. This acts as a hindrance to the creation of effective as well as meaningful relationships among employees as well as among superiors and subordinates. The motivation behind this research is to identify the impact that the emotional well being of an employee has on the quality of their work relationships. The results of this study stated that there indeed existed a relationship between the emotional well being and the quality of the work relationships of employees. This study is thus useful for all those who want to improve the overall productivity of their employees and to ensure that they all enjoy emotional well being as well as good and productive work relationships.

INTRODUCTION

Emotional Well Being is an increasingly relevant and necessary consideration in the modern workplace. Well-being at its simplest level is perhaps ultimately about personal happiness - feeling good and living safely and healthily. This means not allowing work to undermine our basic purposes and needs in our lives, and by extension those of our families and loved ones. In this respect well being is a hugely significant aspect of our work and careers. Many facets of work do not necessarily impact on the core life needs. This cannot be said for well being and stress, whose implications run very deeply indeed - mind, body and soul. Well-being and stress management issues are within the overall 'duty of care' that an employer owes to its employees, yet the consideration extends far beyond the employer's duty of care. The subject of well being has broad implications for quality of life - how we choose to live, from a philosophical and fulfillment viewpoint - and in some cases potentially how long we live and whether we enjoy health and happiness, or suffer anxiety and illness, or worse. Organizational management structure might also be referred to as 'organizational architecture' or 'management hierarchy'. Mainly this means the number of management levels in an organization. It does not take much imagination to see that such complexities provide more of a challenge for establishing and maintaining adequate support in relation to stress and wellbeing. A manager who truly understands how to adapt his/her style according to each different situation, and to the style and support needs of the team and the individuals within it can empower any group of people to achieve remarkable efforts and results. The manager can become a true leader, in helping team members to flourish as people and fulfill themselves in ways, which far extend the normal expectations of a job or career.

Work Relationships regards all the employees that work for an organization. Many full-time employees spend more of their waking hours with co-workers than they do with their spouses and families. As such, it is important to allow employees the opportunity to build quality relationships with their co-workers. This can be accomplished through the organization of informal get-togethers away from work, as well as by encouraging employee interaction. There are many benefits that can be reaped by small business owners who allow and foster good relationships in the workplace. According to the Gallup Organization, people who have a best friend at work are seven times more likely to be engaged in their jobs. And it doesn't have to be a best friend: Gallup found that people who simply had a good friend in the workplace are more likely to be satisfied. All workers should be able to express their thoughts and feelings and feel safe doing so. It is important to remain non-judgmental and non-

confrontational when speaking with your colleagues. This will create an environment where employees are encouraged to talk to each other about any issues that come up so that they can be handled quickly and efficiently, without anyone feel uncomfortable addressing these things.

REVIEW OF LITERATURE AND HYPOTHESES

According to Sharma and Tolani (2015), SWB (Subjective Well Being) is the evaluation of the outcome of happiness based on the balance between the positive and the negative effect of the outcome. The measures used for the analysis of SWB by Sharma and Tolani (2015) are: life satisfaction; the presence or absence of depression; employee anxiety and their general level of happiness in the workplace.

In the research conducted, Putnam and McKibben (2004) have brought out the differences in the mental state of being between women/men. Younger employees/older employees, White employees/Black employees and between poor/economically well-off employees. In all of these cases, their research has found that the cases of depression are more apparent and clear in the former of the two categories of individuals than in the latter.

Davies (2008), in her paper, brings into the foray the impact that depression has not only on the employees but also its impact on the company that the employees work for. She has found that though the senior management is aware of the negative aspects of depression and the disastrous effects it has on their employees, depression is still an illness that is misunderstood poorly recognized.

Paul (2003) states that research and new innovation have enhanced our comprehension of depression but there are still numerous myths and much that is unknown about its causes and cures. Overseeing workplace depression includes a wide array of activities but is extremely crucial to make sure that the top management agrees with a remedy as the employees are indeed an asset to the organisation. He goes on to state the common symptoms of workplace depression like: always being sad or anxious; either under sleeping or over sleeping; either a decrease or an increase in body weight and most importantly the constant feeling of sorrow mixed with restlessness and the feeling of "pointlessness".

Jonge, Bosma, et al (2000) also found that employees who were highly committed to their jobs showed signs of poor well being as there was a rewards-effort mismatch. Jonge, Bosma, et al (2000) concluded by stating that they found that well being of employees were not a function of gender- men/women or them being young and old but that well being was a function of the inequality between "effort" put in and rewards received. They also found that this is most visible in the cases of those employees who are "overcommitted" and feel that there is an inequality.

Pierotti (2008) conducted this study with the main purpose to understand what actors and targets of a stressful workplace relationship perceive to be the causes, behavioral nature, and outcomes of a stressful relationship by examining multiple questions. The qualitative study was structured to elicit experiences from a variety of individuals regarding their involvements with stressful work relationships. Using a structured interview process, Pierotti (2008) then interviewed individuals from a variety of backgrounds, asking them to recount times when they feel they were either a target or an actor in a stressful work relationship.

Buren and Greenwood (2008) state that one of the most pertinent ethical issues in the relationship of employments is the case of employees losing their voice. They state that this involves the employee's ability to raise concerns regarding his employment and at the same time negotiate the terms of his employment.

Gersick, Bartunkey and Dutton (2000) have conducted in-depth interviews with business school faculty members and found that the relationships that are made in the professional context are much more than just a mere tool to facilitate the employee's growth in the organization. Such work relationships help in defining the career of the employee as well. They write about how an ill-formed relationship and subsequently negatively made relationships can even go so far as to kill the career of the employee.

H₀: There is no significant relationship between Emotional Well Being & Work Relationships.

H₀: There is no significant impact of Emotional Well Being on Work Relationships.

H₀: There is no significant difference in the level of Emotional Well Being with respect to Demographic Variables.

H₀: There is no significant difference in the level of Work Relationships with respect to Demographic Variables.

METHODOLOGY

This study was conducted in the Trade Marketing and Distribution Department of a FMCG company in Bangalore. A questionnaire was designed with the aim to measure the emotional well being and work relationships of the respondents. There were a total 25 items out of which 10 measured level of emotional well being and 15 items measuring work relationships of employees. The responses were measured using Likert Scale of 1-5 where 1 was Strongly Disagree and 5 were Strongly Agree. The Assistant HR Manger was contacted to circulate the hard copies and the online link. An academic expert and a HR manager validated the questionnaire and their reviews were considered accordingly. A Pilot Study was conducted on 20 respondents to check the reliability of the questionnaire. The reliability test was measured using Cronbach Alpha, which was 0.737 for emotional well being and 0.774 for work relationships which was found to be good to go ahead with the rest of the survey. There were a total of 62 respondents.

The techniques for analysis used are Regression Analysis, to find the impact of emotional well being on work relationships, One Way ANOVA and Post Hoc Analysis (LSD) to check the impact of demographic variables on the other two variables, descriptive statistics (mean and standard deviation) as well as correlation testing. All these analysis were conducted on the SPSS software version 21.

DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics

Table 1 contains means and standard deviations of the study variables. The descriptive statistics provides the average value (or mean) response of each variable. If the standard deviation is low, these mean numbers will provide the actual average response. In this questionnaire, the SD is lower than one for all variables, implying that the mean is indeed a fair indication of an average response.

It is also suggested that if the mean is above 3, it implies that all the employees are fairly satisfied with the factors mentioned in the questionnaire. In this questionnaire, most of the mean values are above 3, hence showing that the employees of the department are fairly satisfied.

Regression Analysis

H_0 : There is no impact of emotional well being on work relationships.

The following table shows the regression analysis done between the two variables. It is observed from the above table that the R^2 value is 0.157, which shows that the predictability of the model is 15.70%. The significance is 0.01, since it is less than 0.05 the predictability percentage is significant. If the independent variable is changed by the factor of 1, the dependent variable will be impacted by a degree of 0.589. As the significance value is 0.01, the regression equation is significant.

$$\text{Work Relationship} = 1.631 + 0.397 \times \text{Employee Well Being}$$

Since the significance value is lesser than 0.05, the null hypothesis is rejected, i.e., there is a significant impact on Work Relationship by Employee Well Being.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397 ^a	.157	.143	.49312

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.724	1	2.724	11.201	.001 ^b
	Residual	14.590	60	.243		
	Total	17.314	61			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.631	.638		2.558	.013
	MeanR	.589	.176	.397	3.347	.001

ANOVA**Age:**

(Table 2)

H_0 : There is no significant difference in the level of Work Relationships with respect to Age.

The significance of age on work relationships is 0.153. As the significance is higher than 0.05, the null hypothesis is accepted. There does not exist a difference in work relationships based on age.

H_0 : There is no significant difference in the level of Emotional Well Being with respect to Age.

The significance of age on emotional well being is 0.000. As the significance is lower than 0.05, the null hypothesis is rejected. There does exist a difference in employee well being based on age.

However, in the case of employees between 30-40 years and 40-50 years, 30-40 years and more than 50 years and 40-50 years and more than 50 years there may exist a difference in emotional well being based on age.

Gender:

(Table 3)

H_0 There is no significant difference in the level of Work Relationships with respect to Gender.

The significance of gender on work relationships is 0.883. As the significance is higher than 0.05, the null hypothesis is accepted. There does not exist a difference in work relationships based on gender.

H_0 : There is no significant difference in the level of Emotional Well Being with respect to Gender.

The significance of gender on emotional well being is 0.289. As the significance is higher than 0.05, the null hypothesis is accepted. There does not exist a difference in emotional well being based on gender of employees in the company.

Marital Status:

(Table 4)

H_0 There is no significant difference in the level of Work Relationships with respect to Marital Status.

The significance of marital status on work relationships is 0.023. As the significance is lower than 0.05, the null hypothesis is rejected. There does exist a difference in work relationships based on marital status.

H_0 : There is no significant difference in the level of Emotional Well Being with respect to Marital Status.

The significance of marital status on emotional well being is 0.000. As the significance is lower than 0.05, the null hypothesis is rejected. There does exist a difference in emotional well being based on marital status of employees in the company.

Tenure in the Organization:

(Table 5)

H_0 : There is no significant difference in the level of Work Relationships with respect to Tenure in the Organization.

The significance of tenure in the company on work relationships is 0.220. As the significance is higher than 0.05, the null hypothesis is accepted. There does not exist a difference in work relationships based on tenure in the company.

H_0 There is no significant difference in the level of Emotional Well Being with respect to Tenure in the Organization.

The significance of tenure in the organization on emotional well being is 0.000. As the significance is lower than 0.005, the null hypothesis is rejected. There does exist a difference in emotional well being based on tenure of the employees in the company.

However, in the case of employees who have served between 2-4 years and 4-7 years, 2-4 years and more than 7 years as well as between 4-7 years and more than 7 years there may exist a difference in emotional well being based on tenure in the organization.

Tenure in the Post:

(Table 6)

H_0 : There is no significant difference in the level of Work Relationships with respect to Tenure in the Post.

The significance of tenure in the current post on work relationships is 0.811. As the significance is higher than 0.05, the null hypothesis is accepted. There does not exist a difference in work relationships based on tenure in the current post.

H_0 There is no significant difference in the level of Emotional Well Being with respect to Tenure in the Post.

The significance of tenure in post on emotional well being is 0.488. As the significance is higher than 0.05, the null hypothesis is

accepted. There does not exist a difference in emotional well being based on tenure in post of employees in the company.

CORRELATION

The following table shows the correlation between the two variables. The correlation coefficient r measures the strength and direction of a linear relationship between 2 variables on a scatterplot. The value of r is always between +1 and -1. The correlation value is 0.397 that shows there exists a weak linear relationship but is positive. The value of 0.397 signifies that there exists a weak but positive relationship between the two variables. There thus exists a weak positive relationship between emotional well being and the work relationship of the employees.

Correlations

		MeanEW	MeanWR
MeanEW	Pearson Correlation	1	.397**
	Sig. (2-tailed)		.001
	N	62	62
MeanWR	Pearson Correlation	.397**	1
	Sig. (2-tailed)	.001	
	N	62	62

FINDINGS AND CONCLUSION

The regression test for this research yielded a r^2 of 0.157. This means that the predictability of the model is 15.70%. as the significance is less than 0.01 we can thus say that the regression equation is significant. Similarly, the correlation value is 0.397 that shows that there indeed a weak linear relationship. Though the relationship is a weak one, it is a positive one that shows there does exist a significant impact between emotional well being and work relationships

The results of this research show that there does indeed exist an impact of Emotional Well Being on the Work Relationships of Employees. Researchers like Gersick, Bartunkey and Dutton (2000) have also found similar results and have enumerated them in their study. They found that the basis of the relationships made in the professional context are more than just tools that enable promotions and are more for the overall well being of the employees. Buren and Greenwood (2008) state that one of the most pertinent ethical issues in the relationship of employments is the case of employees losing their voice. This feeling of a loss is pertinent to this study as this study seeks to correct such losses. With effective communication and sharing, there will not arise such losses and misgivings. Sharma and Tolani (2015) have fully understood the existed problems and have researched towards finding a balance between employee capability and happiness at the workplace and have researched towards finding outcomes for the same. They have introduced the concept of SWB, Subjective Well being which analyses how the environment affects the employee.

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25. **My superior/boss is someone who cares about me ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

26. **I am allowed to voice complaints and grievances ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

27. **I feel secure and comfortable while voicing complaints and grievances ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

28. **I sometimes feel lost with regards to the work I am doing ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

29. **My superior/boss supports my decisions ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

30. **I believe I have a positive work/professional relationship ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree