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**CREATING WELLNESS AS COMPANY CULTURE:
THE CASE OF WORKPLACE STRESS IN A
COMMUNICATION COMPANY IN GEORGIA**

Master Thesis

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Pärnu 2017

Recommendation for permission to defend thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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A handwritten signature in black ink, appearing to be 'G. M. 13', written over a horizontal dotted line.

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INTRODUCTION

20th century considering as the period of incredible change in human history. The world is changing fast and work became stressful and demanding. These pressures at work lead to physical and mental disorders of employees. Therefore, they get stressed which can result in “cardiovascular disease, sexual health problems, a weaker immune system and frequent headaches, stiff muscles, or backache” (Burnett. K, 2001, p. 58). It can also result in “poor coping skills, irritability, jumpiness, insecurity, exhaustion, and difficulty concentrating” (Burnett. K, 2001, p. 58). People became more depended on their job and more then half day they spend at work. Occupational wellness of employees will directly influence peoples’ life even outside the work. Therefore, it is extremely important working climate and how company treats employees. In this case, implement wellness as a company culture can play crucial role for the people’s life. Leading employers have been taking employee wellness more seriously now. To take care of employees, reduce workplace stress, keep employees healthy, motivated and satisfied are key ingredients of a successful business strategy.

In order craft effective solutions to issues such as workplace stress, work-life balance and etc., it is paramount that company has solid evidence on the scope and nature. This is what the Thesis endeavors to provide and this is why author chose this topic for Thesis. General topic of the Thesis is Creating Wellness as Company Culture: the case of workplace stress in a communication company in Georgia. In the thesis author will try to find out what kind of stress employees are facing, identify ways to implement wellness as a company culture.

Unemployment is a big issue around the world. As for most of the people work provides main source of income many workers are ready to take any paid job just to make money for a living. Therefore, workers are trying to keep job and undertake any requirements from the supervisor, even if they are mentally against to do it. There is less freedom of

expression of one's opinion. Its understandable high level of unemployment and easily findable workforce gives advantage to the employer, but no matter how healthy, motivated employees are when they start, if company will not keep them motivated and healthy, employees will burn out, which will lead to numerous negative issues for the company itself, which are discussed in detail in the literature review. Current research is very important, as it will show how stressed and unsatisfied employees affect the quality of job.

The thesis aims to establish a theoretical framework of how stress influences people's health, identify stress factors in the workplace and create wellness as a company culture.

In order to implement wellness as a company culture first company needs to find the main cause of stress at workplace and how employees perceive stress. Research questions were developed as follows:

RQ1: How do workers describe occupational stress?

RQ2: What creates stress conditions in the workplace?

The literature review will identify problems which may arise in the workplace, that are directly related to people's health, will collect information about benefits of creating wellness as a workplace culture and at the end of the thesis author will give suggestions how to promote healthy lifestyle and implement wellness as a company culture. Objectives of the thesis are listed below:

- To identify the factors and type of stress among employees
- To study effect on health of stress on employees in call center sector
- To identify coping strategy to manage stress

In order to identify stress factors in the workplace and to investigate and analyze the demand and possibilities to implement wellness culture authors' choice for the research one of the most stressful occupation, Call Center operators. Originally author of the thesis is from Republic of Georgia and knows the Georgian culture very well, which enabled author to analyze the research results accurately and customized. Accordingly case study was done in one of the biggest communication company located in Tbilisi,

Capital of Georgia. The company has the opportunity to use this research as a way to develop wellness as a company culture in order to reduce occupational stress, raise employee satisfaction and improve employee health. As a research method author chose semi-structured interviews, which were conducted by Skype.

The paper is divided into two parts: theoretical and empirical parts of the work. The first chapter is theoretical and consists of three subchapters. The first subchapter provides deep understanding of the meaning of work. In the second subchapter author describes how occupational stress influence on people's health. The third subchapter author introduces companies who already created wellness as their company culture, which will give the reader a clear idea, what primary steps should be taken if a company decides to create employee wellness as a company mission. Author also introduced employee-integrated health and well-being management systems.

The empirical part of the paper is the second and third chapter. Second chapter is "methodological framework" of the research and it consists of three subchapters. The first sub-chapter indicates research methods, which are applied in this master thesis, and introduces them. The second subchapter provides research analysis of the gathering data. In third chapter author discussed research findings, therefore made recommendations for the Communication Company and developed model how to implement wellness as a company culture. The author presents outcomes of the research in Conclusion. Then the paper is structured as follows: References and Appendices, which includes four appendices.

1. LITERATURE REVIEW

1.1. The meaning of work

Work is a synonym of a job, which is a “regular activity performed in exchange for payment” (Rosso et al., 2010 p. 97). Work is an activity that requires a person's physical or mental effort. Work is an important determinant of a person's self-esteem and identity. It can provide fulfillment and opportunities for social interaction. For most people, work provides their main source of income (Rosso et al., 2010, p. 95). In Europe, the working time implemented a maximum 48-hours a week (Eurofound, 2008, p. 1). The increase in work hours is directly influence on peoples life, it means they will spend less time with the family and friends, as well as pursuing activities that they enjoy or taking time to grow up personally and spiritually. (Ramya. 2014, p. 23). People became more dependent on their job and most of them spend more than half their day at work (Eurofound, 2008, p. 1). Work becomes an increasingly prominent domain and scholars progressively interested on the meaning of work. (Rosso et al., 2010 p. 102). The meaning of work has been shown to influence some of the most important outcomes in organization, such as “motivation, work behavior, engagement, absenteeism, job satisfaction, personal fulfillment” and etc. (Rosso et al., 2010 p. 92).

There are factors, which need to be discussed in order to understand how employees find a meaning in work. Peoples' values, motivations, beliefs, co-workers, leaders, groups and communications, family, future, design of job task, financial circumstances, organization mission, spirituality, self-esteem, purpose, belongings all those mentioned are fundamental and are influencing the way employees are doing their job (Rosso et al., 2010 p. 92). Other influencing factors are employees personal values, motivation, job involvement, how job tasks are designed, peoples self esteem and etc. (Rosso et al., 2010 p. 112). When company understands their employees in turn they get employees engaged with the company itself, which is paramount for the organizational success. It

is peoples desire to be able to realize themselves trough working (Brief et al., 1990, p. 2). Locke and Taylor describes values as an important determinant of peoples perception about the job. Values could be material outcome, achievement, sense of purpose, social relationship, self-concept enhancement and maintenance, etc. (Locke & Taylor, 1990, p. 135). Study conducted in eleven national cultures by The Work Importance found that the fulfillment of personal potential, or “self-realization,” was an important value of respondents (Rosso et al., 2010 p. 112). Hackmand and Oldham (1980) believes when employees experience their work as meaningful, significant, challenging and complete, work motivation greatly improves because they feel their work matters (Hackman, Oldham, 1980 as cited in Rosso et al., 2010 p, 102). Particular environment and activity can influence on persons motivation (Rosso et al., 2010 p. 102). “When people are motivated, they are likely to feel harmony between their work activities and their self-concept, which produces high meaningfulness” (Rosso et al., 2010 p. 115). For example, Shamir (1991) suggests that even work tasks that are not inherently enjoyable will be experienced as both motivating and meaningful if they are connected components of an individual’s self-concept (Shamir, 1991 as cited in Wtzesniewski A., et al., 2003).

In general, employees believe their jobs are central to their lives and job can meet their needs (Kanungo, 1982, pp. 341-349). The more involved person is with the job, the more their work becomes meaningful (Brown, 1996 as cited in Rosso et al., 2010 p. 113). In order to involve person in work, first they should understand what work means for them, then job tasks could be designed in a way to be suitable for each employee (Peterson et al., 2009, p. 162).

Theorists proposed that individuals tend to see their work primarily as a job, a career, or a calling (Wrzesniewski et al., 1997). People who have a *job* orientation focus on the material benefits. The work is a source of income, which allows people to enjoy time outside the work. In contrast, those with *career* orientations work for the rewards, looking for advancement, for them increased pay, status and prestige is a dominant focus of work. Advancement brings employees higher social standing, high self-esteem and increased power (Bellah et al., 2007). Finally, those with *calling* orientations work

not for financial rewards or for advancement, for them work usually associated with the belief that the work contributes to the greater good and makes the world a better place.

The more autonomy, task identity and task significance employee has the more they experience meaningfulness of work, which, in turn, contributes positively to motivation, performance, and satisfaction (Fried & Ferris, 1987 as cited in Grant A.M. 2008). Work designed to promote a sense of purpose also contributes to greater meaningfulness and perceived task significance. Every individual needs to feel fulfilled; especially employees need to see themselves accomplished in order to have meaningfulness and self-esteem (Baumeister & Vohs, 2002, pp. 608-618). Although relatively in the literature, the self-esteem has been examined in terms of how person achievements provide a sense of value and self-worth (Baumeister & Vohs, 2002 pp. 608-618). Employees who see themselves successfully completing are likely to have enhanced perception of self-worth and feel valuable contributions to their groups and organizations.

1.2. Occupational stress

The workplace is one of the most common source of stress. Occupational stress experienced by employees' results negative health outcomes. (McKenzie D, M 2015, pp. 52-59). Symptoms of stress are manifested both physiologically and psychologically. Therefore, stress became a major concern for both employers and employees. Persistent stress can result in frequent headaches, backache, sexual health problems, cardiovascular disease, weaker immune system or stiff muscles (Demerouti et al., 2001). It can also result insecurity, difficulties in concentrating, makes immune system weaker, people feel exhausted and etc. (Ramya. R, 2014, p. 23). Stress may also lead to unhealthy eating, smoking and alcohol consumption (Harvard Mental Health Letter, 2012). Moreover, the workplace's physical environment may influence for some of the most salient injuries such as losses of productivity. (Maslach & Jackson, 1981 as cited in Smith S. et al., 2012).

Occupational stress not only damage employee's mental and physical wellbeing, but also it has a bad influence on the business itself. The costs associated with employees'

mental health problems are connected with loss in productivity and increased staff turnover. Employees who are at work and experience stress or mental health problems are most likely less productive at work. This is known as 'presenteeism'. Employees in public administration, defense, education and health and social work had some of the highest rates of self-reported stress, anxiety and depression (Donaldson & Harriss, 2016). People who experience poor working conditions, workload, limited support and exposure physical hazards are getting negative affect on their health. These health inequalities may be reduced by improving in the quality of work and working conditions (Siegrist & Marmot 2004 as cited in National Institute for Health and Care Excellence, 2009, p. 73).

Financial climate of the organization is not less important than other working conditions in the workplace; it has the potential to increase mental health problems, because of worries about job insecurity and unemployment (Harvard Mental Health Letter, 2012). Stress and mental health can be increased with tensed personal relationships or a sense of unfairness arising from management. Noise and dirt are stressful conditions as well, which is associated with extremely poor working conditions. (National institute for Health and Care Excellence, 2009).

According to Esther M. Orioli, president of Essi Systems, a stress management-consulting firm, "Traditional stress-management programs are oriented to reduce stress on the individual rather than on the organization-where it belongs. "No matter how healthy individual employees are when they start out, if they work in a dysfunctional system, they'll burn out." (Mageswari & Prahbu, 2012, p. 51)

It is very important to know effects of stress on people's life, health and organizational itself and it is also need to be noted causes of work stress. These aspects are called 'stress related hazards'. WHO categories of stress-related hazards, which are listed below (Leka et al., 2003):

Job Content

- Monotonous, under-stimulating, meaningless tasks
- Lack of variety
- Unpleasant tasks

- Aversive tasks

Workload and Work pace

- Having too much or too little to do
- Working under time pressures

Working Hours

- Strict and inflexible working schedules
- Long and unsocial hours
- Unpredictable working hours
- Badly designed shift systems

Participation and Control

- Lack of participation in decision making
- Lack of control (for example, over work methods, work pace, working hours and the work environment)

Career Development, Status and Play

- Job insecurity
- Lack of promotion prospects
- Under-promotion or over-promotion
- Work of 'low social value'
- Piece rate payments scheme
- Unclear or unfair performance evaluation systems being over-skilled or under-skilled for the job

Role in the Organization

- Unclear role
- Conflicting roles within the same job
- Responsibility of people
- Continuously dealing with other people and their problems

Interpersonal Relationships

- Inadequate, inconsiderate or unsupportive supervision
- Poor relationship with co-workers
- Bullying, harassment and violence
- Isolated or solitary work

- No agreed procedures for dealing with problems or complaints

Organizational Culture

- Poor communication
- Poor leadership
- Lack of clarity about organizational objectives and structure

Home-Work Interface

- Conflicting demands of work and home
- Lack of support for domestic problems at work
- Lack of support for work problems at home

World Health Organization believes, that mentioned hazard, which refers to physical or psychological health, could be managed and their affects controlled (WHO, 2005). In order to assess the risk of work-related stress World health Organization suggests answering the following basic questions:

- Is there a problem? Could work stress be affected your workers' health?
- How can the stress problem be solved
- Is the whole system being monitored?

Answering these questions will give clear idea of work practices or circumstances that may cause imbalance of demand (Leka et al., 2003). Afterwards, steps may be taken to reduce work stress. In this thesis, employee health issues at work will be discussed and what has to be done in order to improve the health conditions of the employee.

1.3. Creating wellness as a company culture

In order to know if the organization is managing employee stress efficiently in first place organization culture should be determined. "Organizational culture reflects in the attitudes of staff, their shared beliefs and values about the organization" (Mustafa, 2013). It reverts to organizational culture, through what problems are solved in the workplace. What is experienced as stressful inside the company and how they are solved, how those experiences translated into health difficulties (Leka et al., 2003). It is very important that employees and managers be aware the culture of organization and if necessary these parties must engage in culture change activities (Kenny, 2015).

In the report presented by Global Wellness Institution (GWI) more than 90 percent of the global workforce doesn't offer wellness programs (Global Wellness Institution, 2016). Moreover, employees are having bigger problems than typical wellness programs can cover. Remarkably, participation percentages in the programs are very low, people employees simply are not involved in the process, even if the programs are designed to help them (Oliver, 2015). In U.S. survey has been conducted by Global Wellness Institute, which laid out that 49 percent of U.S. workers specified that their employer offers a workplace wellness program. However, only 31 percent actually participated in it. Survey also showed that only 13 percent of employees have access to the workplace wellness programs and think that it actually helps to their health and wellness (Matke, S. et al., 2014). Research also identified people perception of the workplace wellness programs. Employees are thinking employer offers them wellness programs in order to reduce workplace stress. Very small amount of employees thought employer offers workplace wellness service because they actually care about employee personal wellness. One of the biggest weakness that current workplace programs have is that they are concentrating on treating rather than preventing. (Global Wellness Institution Report, 2016). Therefore, a lot of research has shown that wellness programs alone cannot be sufficient and wellness needs to be developed as a part of workplace culture in order to create healthy, productive and satisfied employees. For all of the reasons above, there is a clear need to implement wellness as a company culture; work has a lot to offer that can improve employee wellness including a sense of purpose and a supportive environment to develop healthy habits. (Global Wellness Institute, 2016)

After the company decide to implement wellness as a company culture and includes reducing stress as a priority, company can start individual employee behavior change and improve work environment. The center for Disease Control and Prevention (CDC) has created Comprehensive Workplace Health approach. They offer to employees health-related programs and opportunities to change, or maintain health behaviors (CDC Workplace health program, 2016). According to CDC policies should be written that are designed to promote and protect employee health following with health benefits such as health insurance or discounts in regard to health. Environmental support which refers to physical factors of working space should be taken into serious consideration.

Resources are needed in both cases if company decides to implement wellness as a company culture or offers stress reduction programs. Human resources department, training departments or other individuals with responsibility for staff need to have orientation of wellness in a company. “Individual problems, which are complex, difficult and not manageable internally, are best dealt with by a counseling psychologist, clinical psychologist, counselor, or an occupational physician who may consult (Leka et al., 2003. p. 105).

The example of Johnson and Johnson will give the reader a more practical view of how wellness could be implemented as a company culture. In 1979 was introduced Live for Life Program in Johnson & Johnson Company through its group chairman Jim Burke. The aim of the program was to promote positive lifestyle (Isaac & Flynn, 2001 as cited in Institute of Medicine of the National Academies, 2005). The program was successful and as a result “22.6 percent of smokers who participated in the program quite smoking” (Goetzel et al., 2002, p. 113). Program combined different activities such as health promotion, work life programs and employee assistance. In terms of finances Johnson & Johnson saved approximately \$8.6 million on employee health care (Goetzel et al., 2002). Beside the cost saving on healthcare company noticed increased employee productivity.

Goetzel (2005) defined a process for implementing an approach to integrate health, safety, and productivity improvement and management. In the beginning company should make data analyze centered on employees and organization itself. Then involve a team and analyzed data. Afterwards starts offering programs, which includes disease management, workplace environment, health promotion, and organizational climate and culture. The last step will be to checkup, whether system will be successful or will it fail (Goetzel, 2005).

There are various strategies to solve work stress problems. World health Organization identifies strategy, which could be used by private and public companies. WHO makes attention to job demand and workload and suggest redesigning work (Leka et al., 2003 p.7). Offering trainings is part of the process as well, but it is also very important to review the process regularly. Employees need to feel supported. Obviously, control is

necessary, but the process should be improved and introduced flexibility, job-sharing, encourage teamwork etc. Stress management training is fundamental when company tries to reduce stress level in the organization. Employees may not be motivated to take part in the company offerings, therefore company should encourage them, engage them in relaxation activities or doing exercises as well (Leka et al., 2003).

As mentioned above environment design is also very important, therefore company can improve equipment used at work and physical working conditions. To talk about management development, company can improve managers' attitudes towards dealing with employee stress, their knowledge and understanding of it (The Mayo Clinic, 2014). World Health Organization suggests to develop organization itself, plan and implement better work and management system and develop friendlier, supportive culture (World Health Organization Report, 2005).

Stress related problems could be detected on time and prevented them before they take serious phase. In order to achieve it World Health Organization suggests to monitor staff satisfaction and health regularly. Making sure staff knows to whom to talk about problems (WHO, 2005). Small business would perhaps refer to their employee Assistant Program. Larger business may have access to their own occupational health service. Afterwards, company should follow up their findings and compare them with their earlier findings. Method of follow-up should be recorded and explained. If necessary, approach can be revised as well (CRD's guidance, 2009).

1.3.1. Defining an employee-integrated health and well-being management system

Integrated approach to worker health combines occupational safety and injury prevention with worker well-being (NIOSH 2012, p. 2). Such approach prevents work-related injuries and illnesses and refers to strategic and systematic programs in order to enhance the overall health and well-being of the workforce (Hymel, P et al., 2011). In the report of The National Aeronautics and Space Administration (NASA) in 2005 were discussed the role of Occupational Health in NASA and in other organizations, both public and private. In this sub-chapter, the author will discuss the successful preventive

health program as well as strategies for optimizing the preventive health options offered to the NASA workforce (Institute of Medicine of the National Academies , 2005 p. 32). Accordingly, elements required for organizing and managing wellness, as a company culture will be reviewed with other integrated health data management systems.

NASA was one of the first Federal Agencies to recognize the importance of occupational and preventive health programs to overall health and productivity of its employees. Their mission was to ensure that employees who join their company end their careers healthier (Institute of Medicine of The National Academies, 2005, p. 3)

First of all, to determine the success of each integrated health programmatic component, a data system must be able to reflect a "employee-centric" perspective rather than a program-centric focus. NASA identified characteristics of best practices programs. (Institute of medicine of the national academies, 2005, p. 64).

- Top management supports the program;
- Effective communication programs are implemented;
- Effective incentive programs are used;
- Evaluation is an integral part of the program and is
 - Systematic;
 - Shared with top management;
 - Shared with employees;
 - Valued by top management;
- The creation of a supportive environment is strongly pursued;
- The program is appropriately resourced, with a sufficient budget;
- The program design is based on best practice management and behavioral theory
 - Goal setting;
 - Stages of readiness to behavior Change; Define theories
 - Self-efficacy as a recognized predictor for successful behavior change among employees;
 - Incentives to optimize program participation;
 - Social norms and social support features;

- o Programs tailored to the needs of individuals;
- o Multi-level program design that addresses awareness, behavior change, and supportive environments. (Institute of Medicine on National Academy, 2005 p. 64)

The list outlined data management, evaluation and collecting data systematically in order to ensure program staff is liable for the program's performance. Current program is based on scientific theory. Therefore, reporting of the program may aid to formate new hypotheses that could be tested by others, in return, may benefit the field of worksite health promotion (Institute of medicine of the national academies, 2015, p. 65).

Programs mentioned above are more then just traditional medical health, it has well-being approach which involves fitness and wellness programs. As a responsible person for assign program operating culd be medical staff or program director as well. In mid-sized and small organizations, community partners and insurance providers can also fulfill this role. In this case of the NASA program, 11 program components together take a physical and health insurance (health plan design, disease and case management, primary care centers,) behavioral health, occupational and environmental health, wellness (health portal, health risk assessment, wellness program, fitness center), absence management (e.g. disability and worker's compensation), and health advocacy (e.g. coaching and outreach) (Fertman C.I. 2005, p. 30).

Employee-integrated health/well-being management system (IH/WBMS) requires a recognized structure in order to be effective (Figure 1). Process should develop within the organization (Institute of Medicine of The National Academies, 2005 pp. 34-52)

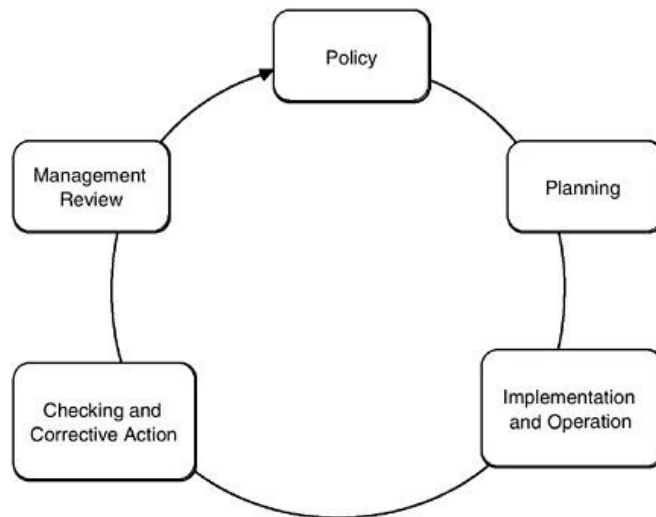


Figure 1. IH/WBMS Cycle of Continuous Improvement. (Source: Institute Of Medicine of The National Academies, 2005, p. 86)

Many companies adapted this program and successfully, for instance IBM have shown consistent improvements in their work-related injury/illness rates by using the management systems approach (Institute of Medicine of The National Academies, 2005 p. 77).

Integrated Employee Wellbeing and Welfare Strategy was also developed by Health service executive (HSE) Feidhmeannacht na Seirbhíse Sláinte. HSE mission is “to enable people to live healthier and more fulfilled lives (Health Service Executive, 2014, p. 2). The strategy is a comprehensive framework that supports managers and employees. It has to reduce absenteeism and maintain a healthy workforce, thus ensuring employees are delivering a high quality service. Employee wellbeing encompasses Occupational health, employee support, health promotion and health and safety. Welfare encompasses “terms and conditions of employees, family friendly policies, sick leave entitlement and pensions and gratuities” (Health Service Executive, 2014, p. 4). The plan sets eight strategic objectives:

- taking action to improve the health, safety and wellbeing of employees in the workplace

- fostering a more open work culture in which employees are informed, listened to, able to have input into service planning and have their achievements recognized.
- support employees throughout the transformation program
- actively promoting diversity and equal opportunity
- provide ongoing learning and development
- improve management skills of managers in critical areas such as communicating, setting work objectives, giving feedback.
- strengthening the partnership approach so that employees and their representatives can collaborate in managing change in the organization
- ensuring that HR policies are developed and communicated in a clear and fair way and that employees are well informed. (Health Service Executive, 2014, p. 5)

Following mentioned strategy may enable all employees to reach and maintain their full potential in the workplace and thus deliver high quality service.

Integrated approach to worker health, safety and well-being was developed by World Health Organization. WHO Healthy Workplaces cycle based Framework continual improvement, which includes Mobilise, Assemble, Assess, Prioritise, Plan, Do, Evaluate, Improve (See figure 2).

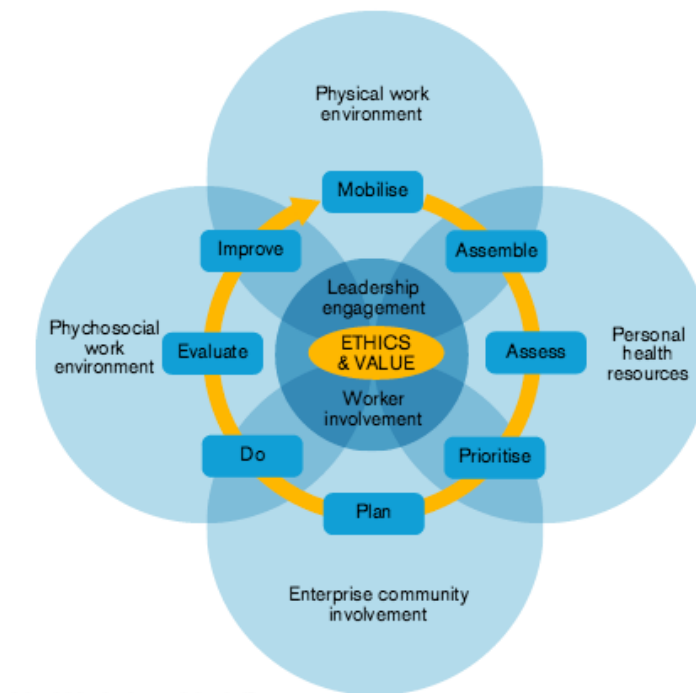


Figure: 2. WHO Healthy Workplace Framework and Model (Source: World Health Organization, 2010, p. 8)

The Physical Work Environment bounds health and safety, which is managed by, designated workplace specialists. The psychosocial work environment focuses on the culture and social climate of the workplace. Personal Health Resources refers to the healthy lifestyle choices; physical activities stress management, healthy eating and work-life balance. Enterprise Health Resources addresses the importance of a being engaged with the greater community. Supporting community initiatives, for instance sponsoring a sport team, community gardens, supporting installation of trails or sidewalks near the workplace and tec.

In this section author reviewed three main workplace wellness approaches. Health programs of the center for disease Control and prevention (CDC), Johnson & Johnson company strategy and a model program for NASA.

CDC approach tries to cover workplace risk factors and improve health conditions of employees. They grouped for major strategies: Health related programs (1), health related polices (2), health benefits (3), environmental support (4), which they believe

most likely influence on employees' behavior change, workplace culture, and the work environment (CDC Workplace health program, 2016).

Johnson & Johnson had more practical approach. Their concept was to encourage positive lifestyle. The program was called "Live for life", which showed successful results. 22,6 percent of smokers who participated in the program quite smoking, compared to 17,14 percent in companies offered a health screening only. Live for life evolved programs that integrates health promotion activities with occupational health and work life programs. Johnson and Johnson had studies financial benefits as well (Isaac, Flynn, 2001 as cited in Institute of Medicine of the National Academies, 2005).

A model program designed for NASA "Integrated employee health" introduces Goetzl (2005) approach, which was based on a comprehensive review of the organizational best practices. Review outlined a process for implementing an integrated approach. Mentioned approach had 4 main steps: Diagnosis (1) strategic and tactical planning (2) intervention (3) and measurement (3). NASA introduced management system approach, which requires structure to support specific organizational goals for the physical and psychological fitness and residence of an employee population. The management system approach was used by IBM, which a cycle is of continues improvement (See figure 1). Author believes this approach is the most adaptable process to any workplace sector (Institute of Medicine of The National Academies, 2005 p. 77).

Johnson & Johnson had the same basis of the program as CDC. Health Risk Appraisal (HRA) with followed-up reduction and health improvement. CDC program is more general while Johnson & Johnson and NASA both shares practical approach. NASA approach clearly needs more resources for implement the program then two other reviewed company strategies, but NASA approach is adaptable to any workplace sector.

Integrated Employee Wellbeing and Welfare Strategy was also introduced by Health service executive Feidhmeannacht na Seirbhíse Slainte (HSE) (Feidhmeannacht na Seirbhíse Slainte Geath Service Executive, 2014, pp. 1-20). HSE set eight strategic objectives, which are listed in literature review. Finally, WHO integrated approach to worker health, safety and well-being was introduced.

2. METHODOLOGICAL FRAMEWORK

2.1. Research methods

The master thesis aims to establish theoretical framework of how stress influence people's health, identify stress factors in the workplace and indicate how to create wellness as a company culture drive the collection of the data and the subsequent data analysis. To meet the aim author chose one of the stressful occupation "call center operators" and made research in a communication company located in Tbilisi, capital of Georgia. The company has the opportunity to use this research as a way to develop wellness culture in order to reduce occupational stress, raise employee satisfaction and improve employee health.

Stress is a fundamentally subjective experience. "Its causes are complex and its occurrence and effects unpredictable, yet it is a term used by a great many people to describe a phenomenon that impact upon their lives" (Hardy, Carson, & Thomas, 1998, p. 198). Interviews are the most common method of data collection used in qualitative healthcare research (Stewart et al., 2008) Like every method it has specific limitations as well as particular strengths; many scholars argue that qualitative and quantitative methods should be combined in order to compensate for their mutual and overlapping weaknesses, but due to time limitations only qualitative research methods were chosen for collecting data. Since stress itself is a phenomenon that is based upon people's perceptions and feeling, there is a clear need to access that. Therefore, semi-structured interviews were chosen as a manner of qualitative methodologies as they offer considerable potential in occupational stress research. A qualitative approach to stress research could present variety of personal definitions and ways of talking about stress derived by those who experience it. Despite this, qualitative methods do offer a means for grappling with intangible, subjective experiences in an open and standardized manner. Acknowledging and using the personal opinions and beliefs of both researcher

and the participants is a powerful part of the qualitative approach. It aims to understand deeper the explanations and descriptions provided by participants. (Hardy, Carson, & Thomas, 1998, p. 198).

There are three types of research interviews: structured, semi-structured and unstructured. In structured interviews already prepared list of questions are asked and with no follow-up questions to responses. Conversely, unstructured interviews start with opening questions and will then progress based upon the response and are performed with little or no organization (Stewart, et al., 2008). Semi-structured interviews contains several key questions, which are defining the areas that should be research. In healthcare mostly is used semi-structured interviews as it provides some guidelines that participant can talk about. There are still so much to be learnt from people's personal experiences that can help others. Since the information required to answer the research question is verbal, a means of eliciting this is necessary). Open-ended questions in this case are very useful, as they allow the participant to add discussion topics to the interview, which they feel, are appropriate to the purpose of the study, it would be simply achieved by asking whether there is anything else they wish to say. Face to face interviews have an advantage as they offer the richest data in terms of body language and non-verbal communication as well as what is actually said, but difficulties may arise, while it can be hard to arrange interviews, especially with busy people. Finally as a research method author chose semi-structured interviews which were conducted by Skype as author was not available on site.

Research questions were developed as follows:

RQ1: How do workers describe occupational stress?

RQ2: What creates stress conditions in the workplace?

There are significant limitations for researching stress. Ideally, more longitudinal data are required to provide accurate information on the nature and volatility of the stress situation (Cart, Cooper & Marshall 1976, p. 10). It is difficult in stress research to determine what represents an adequate control group and the current research was done at a single point in time, which represents a limitation of the research as well. It was also necessary to look more closely at work attitudes, which was not possible due to

time limitations of the research. The current research was subjective based mainly on workers' perceptions of their working conditions.

2.2. Data-collection and sample

For research one of the biggest communication companies was chosen located in Tbilisi, Capital of Georgia. For the study, data were collected from interviews. Interview data-recording methods basically consists of hand-writing and tape-writing. As a tape writing might compromise the freedom with which the participants speaks, particularly if the interview covers sensitive areas and they have concerns about confidentiality. (Lacey & Luff, 2001, p. 16). Therefore, as data recording, handwriting was chosen, which is felt to provide sufficient detailed information without leading to data overload. Interviews were held in Georgian language so that interviewees were able to express feelings in their mother tongue and to get more detailed responses. Interview questions were designed in a way that closely covered Georgian lifestyle, society, working environment, and overall circumstances. Appendix A provides a detailed list of interview questions. Respondents were not selected based on specific criteria, 45 employees were asked to take part in the research and only 26 women accepted. Unfortunately, none of the men accepted the interview. All interviews were conducted by Skype.

All the necessary interview etiquette was followed carefully, for instance, as suggested by Kvale and Brikmann (2009); the interview was formed by briefing before the interview commenced, and debriefing afterward. Interviews were conducted by Skype. Each participant was e-mailed or called to schedule an interview and interviews typically lasted between 20 and 25 minutes. An interview guide was used to add structure to the interviews, but interviewers also used follow-up questions to clarify and amplify the responses. The author sent the research information by email beforehand. The interview started by briefly explaining the aim of the interview and emphasizing the confidentiality, anonymity and the voluntary nature of the study (see Appendix B, C). The entire interview was hand-typed with the participant's permission. Interviewees were assigned the codes that were used for citations P1-F, P2-F, P3-F. "F" indicates female (See Table 1). Following all coding and categorization, the researcher

synthesized and summarized the findings, quoting participant comments that are particularly illustrative of key findings. **Table 1.** Information of study participants

Code	Category	Interview date
P1-F	Operator (Female)	February 10, 2016
P2-F	Operator (Female)	February 10, 2016
P3-F	Operator (Female)	February 15, 2016
P4-F	Operator (Female)	February 15, 2016
P5-F	Operator (Female)	February 15, 2016
P6-F	Operator (Female)	March 1, 2016
P7-F	Operator (Female)	March 1, 2016
P8-F	Operator (Female)	March 1, 2016
P9-F	Operator (Female)	March 3, 2016
P10-F	Operator (Female)	March 3, 2016
P11-F	Operator (Female)	March 4, 2016
P12-F	Operator (Female)	March 8, 2016
P13-F	Operator (Female)	March 8, 2016
P14-F	Operator (Female)	March 10, 2016
P15-F	Operator (Female)	March 10, 2016
P16-F	Operator (Female)	March 19, 2016
P17-F	Operator (Female)	March 19, 2016
P18-F	Operator (Female)	March 19, 2016
P19-F	Operator (Female)	March 24, 2016
P20-F	Operator (Female)	March 24, 2016
P21-F	Operator (Female)	March 24, 2016
P22-F	Operator (Female)	March 27, 2016
P23-F	Operator (Female)	March 27, 2016
P24-F	Operator (Female)	March 27, 2016
P25-F	Operator (Female)	March 27, 2016
P26-F	Operator (Female)	March 27, 2016

Source: Compiled by the author

2.3. Data analysis

As mentioned previously, the researcher used a qualitative research method. Since stress itself is a phenomenon that is based upon peoples' perception and feeling, there is a clear need to access that. Participant's comments were transcribed word by word to authenticate comment reporting. To protect confidentiality, individual participant comments in the transcripts were given a code (e.g. P1-F, P2-F). Coding is first step data analyze, interview coding is used to capture what is in the interview data, to learn how people make sense of their experiences and act on them (Gorra, 2007).

The researcher used open coding, also known as line-by-line coding, which helped to provide initial phenomena and produced a list of themes of importance to the interviewee and as was suggested by Johnny Saldaña (2009) after first manually open coding all the transcript data followed by axial coding to integrate categories and identify themes, then labels were attached to capture what has been said (Saldaña, 2009, p. 8). The open coding steps involved reviewing two transcripts in depth, coding these topics with abbreviations, categorizing the topics and finalizing the entire abbreviated code list. Then during the axial coding author created new codes that linked similar topics between categories, collecting all the elements for each category in one place and analyzing it for themes; and lastly the coding was refined and reduced the number of categories (Fairweather, 2011).

The data were collected and then processed in response to the research questions (1) How do workers describe occupational stress and (2) what creates stress conditions in the workplace. The aim of the research such as to establish theoretical framework of how stress influence people's health, identify stress factors in the workplace and indicate how to create wellness as a company culture drive the collection of the data and the subsequent data analysis. Interview questions were designed in a way to cover topics such as work-life balance, childcare, logistic, socializing, sleeping, hobbies, expressing emotions, workplace influence on health and etc. The findings presented in this chapter demonstrate the potential for merging theory and practice.

Manual open coding transcripts line by-line identified 38 subsectors summarized fewer than 18 categories, later reduced to 14. Author wrote memos ('memoing') which was particularly useful as this helped the researcher to keep a note of thoughts without the pressures of having to immediately determine how ideas fitted within the overall research findings and analysis (See Appendix D). Through the process of axial coding to integrate categories, topics spanning the 14 categories. The data reported with sufficient detail and context allows readers the ability to make their own determinations about the transferability of any findings (Fairweather, 2011).

Semi-structured interviews were conducted with twenty six members of organization who were asked nineteen questions in order to identify what kind of stress they are facing during work and outside work, how they deal with it and how work influences their personal life. The analysis of the answers yielded fourteen dimensions:

- **Marriage status:** 12 women are married with children, 10 of the respondents are divorced with the babies and 4 are single.
- **Childcare:** Grandmothers are the main caregivers of the children
- **Main concerns:** Noise, temperature and time controlling were most disturbing factors at work.
- **Work-life balance:** Every worker was facing unbalance of work and personal life.
- **Logistic:** None of the employees were able to combine logistic of the children with work, they needed to delegate it. Therefore, employees wished to be able to provide logistic to their children by themselves.
- **Sleeping:** 98% of employee are facing sleeping disorder
- **Socialize:** Respondents are making a big effort to socialize with people outside work.
- **Relaxing:** Meeting friends, watching movies and walking are the most popular relaxing activities
- **Hobbies:** Respondents are so busy with their work and personal duties there is little time left to enjoy what they really like to do and therefore it was hard to reveal hobbies.

- **Relation with co-workers:** Call center operators mainly are socializing with co-workers and have a good relation with them at work and outside work.
- **Expressing emotions:** co-workers are the main targets with whom employees are sharing emotions.
- **Working hours/shifts:** Working on shifts is changing their lifestyle completely, which has a great impact on their personal life, children care and socialization with people.
- **General stress factors:** Routine at work, one day off per week, evening/night shifts at work, limited “tea breaks” and negative people around are the main stress factors for call center operators.
- **Workplace stress impact on health:** Employees were not able to specify what kind of health problems workplace stress can cause; mostly they mentioned “bad impact on nervous system”.

From 26 respondent 10 were divorced and 4 women were single. Divorce rate has showed scarcely high number, but was not surprise for the author as according to the National Statistics Office of Georgia, from 4,491 million populations there were 9,112 divorces in 2015 alone (National Statistics Office of Georgia, 2015).

In terms of children care Grandmothers are the main caregivers (80%). Grandparents provide full-time care or help with logistic to and back from the school/children garden.

After analyzing interviews, identified three main disturbing factors at work. Noise, temperature and time control. Employees complain about hearing co-workers laughing, talking out-loud which influence their ability to answer the call properly or relax couple of minute until there is no call on the line they would like to have more silent environment. Second main concern was temperature; sometimes it's too cold sometimes it's too hot in the room. People decide to open the window according to their personal needs, which may differ with other co-workers needs. As respondent P15-F (Skype interview, March 10, 2016) mentioned ceiling is very low in the office and of course there is no sufficient air. Each minute is controlled, they are not allowed to go to the bathroom even if they have urgent situation, and they cannot put customer on hold even if they have another call from baby sitter. After annoying customer, they are not allow

to left the table in order to calm down before the next call. Sometimes they are have to work couple of hours totally stressed, which apparently influences on the quality of delivered service and at the end of the day they feel totally burnout.

Compared with women with children single women has more time to socialize with the people, but they concern about less possibilities to meet new people, as after work is not much time left and they prefer to spend it with close people. Divorced women with children have also problems to meeting new people; even if they meet someone they are not able to find time to continue relationship outside the work, childcare and domestic work.

Taking into consideration authors personal impression during the interview process and after carefully analyzing participant comments became apparent that employees do not have positive feeling to their job. From 26 participants only one woman commented that she was fully satisfied with her job. According to respondent P17-F (Skype interview, March 19, 2016) who has been working on the same position for 7 years and she is quite satisfied with it. Author notice she was trying to give only positive answers about the job, which could be driven from three factors: respondent is really satisfied with her job (1), respondent was not honest (2), respondent wanted to justify her being on the same position for such a long time (3). Also should be mentioned she was the one who thinks there are places nearby to work go for a lunch. Even though she concerns about not having enough sleep, she accuses about it only her child. She mentioned she can't socialize with the people because after job she tries to be with a child and don't want to spend that time with others, but she does not really looks on it as a problem. On the question does she socialize with the coworkers, she answered shortly and with strong voice "yes" it was like she does not wanted to say something overly. Later on when interviewer asked "What do you usually do after having a bad interaction with a customer?" P17-F (Skype interview, March 19, 2016) answered: "I am taking hand control and pushing it on the table, there is anything that you can do, maximum punch the table, sometimes it is enough", she answered like she experienced it in reality, but then she added, "I have never had such a situation that customer infuriate me, so I do not really know what I'm going to do when it will happen, and I never had problems with manager neither".

When interviewer asked “Do you think your work can affect your health she changed the voice and said loudly “if I think my job can influence on my health I would not stay here for 7 years”.

Employees had specific concerns in terms of job itself, they mentioned limited “tea breaks”, controlling each second, no force major breaks, 15 second between each call, which appeared never enough to answer private calls, interviewee P-5-F (Skype interview, February 15, 2016) told to interviewer, she can’t answer even if the call is urgent, sometimes baby sitter calls her and when she can’t answer, she starts to imagine that bad things had happened to her child, which affects to her emotions and ability to do her job properly. In order to relax employees mostly are trying to have a walk on a fresh air, near the lake, drink alcohol, read, meet friends, going out of the city, travel, watch movies, play with the children, spend quality time with the family, responses of two intervenes P-8-F and P-20-F (Skype interview, March 1, 2016; March 20, 2016) were interesting as their relaxing mode is to just sit at home and do nothing, just sit for a one or two hours doing anything.

Head office of the communication company is located on the river side where there is not public transport available. There are three options to get to the job: first is to take a cup, second go by car and third is car service which is provided by the company. There are certain hours when company driver is picking up employees from city center and brings them to the job and if they have night shifts, driver picks them up from home and in the morning drops them back to the city center. When employees are finishing shift at late night, they don’t like to use car provided by the company as employees who are living far from the job are always waiting until driver drops other employees in a the nearby neighborhood, which takes quite long time, so if they don’t have a car, they prefer to ask to their family to pick them up, which is always an issue to arrange logistic. Although employees who are living far from city center are facing traffic problems. Have to be mentioned, that public transport is very stressful option in Georgia, as it is almost always full and takes very long routs. Fortunately, most of the employees are living close to the job.

Lunch is provided by the company on site. Employees are content with that, but they would like to have nearby places where they could go and eat in order to change environment during their lunch time. As office is located on the highway, there are not any places to go for a lunch. Some of the employees mentioned that 30 minute lunch time that they have is not enough to go out and unwind. Only one respondent out of 26 said there are places nearby where you can go to eat, but we have lunch at workplace so there is not really need to go somewhere else. None of the interviewee mentioned if company offers healthy food or not. It could be supposed, company is not promoting healthy eating habits.

In terms of sleep 20% of respondents who are with children are getting enough sleep because they have helping hands, but for those who doesn't have anybody to help with the child while they sleep, can't get enough sleep. Because children wake up early in the morning, they need to bring them to children garden or to school. Beside mentioned reasons for not having enough sleep, variable shifts are influencing badly to their sleep as well. Sometimes when they work night shift they go home at 2 am, they can't go to sleep straight away because there are domestic work to do. In total 80% of respondent are thinking work in shifts are the reason of their sleeping problems.

The graveyard shift is one of the most difficult thing about working for a call center. It's well known humans' body are made to function in the day and sleep at night. Call center operators need to adjust schedule so that they work at night and sleep during the day. They also have to adjust their eating schedule so that they eat breakfast in the evening, lunch at midnight, and dinner in the morning. Sleeping in the day can become so difficult and frustrating. Then when rest days comes, they go back to the normal sleeping time that is at night (unless they're okay with not having a social life). Then when they go back to their work week again, they then need to readjust to the graveyard shift. All this adjustments will give them a feeling of jet lag and will sometimes wear their body down.

To analyze interview answer author divided the respondents in two groups, women with children and women without children as responses of women who have children are most likely the same and responses of women without children are having almost same

thought about their job, work-life balance the way how they relax, socialize and etc. For women without children is extremely important to socialize. Respondent P3-F (Skype interview, February 23, 2016) said “I can’t imagine my life without being actively socialized, I don’t need anything not even job if I don’t have time for socialize with people.”

It appeared it is very challenging for employees to find time only for themselves; maybe this is the reason why the author was not able to get answers easily about hobbies. Interviewees were taking time to answer on this question and barely could say one hobby, which was mainly watching movies, drawing, swimming or writing down interesting phrases from the book and learn it, there were respondent who said she doesn’t have any hobby as her job and family duties doesn’t leave time for a hobby.

90% of workers have relationship with co-workers outside the work, even though they spend all working hours together, they go for a lunch together they still love to spend time with their co-workers.

Employees are trying to don’t bring their negative emotions at home, they prefer to talk about it with coworkers, discuss it, and sometimes laugh about funny customers. Mostly they have good interaction with coworker. Some employees have their own rituals, when they get stressed at work or when they have bad interaction with the customer. P5-F (Skype interview, February 15, 2016) likes to listen music in order to relax, but they are not allowed, even though after bad interaction with the customer she still does it. P7-F (Skype interview, March 1, 2016) mostly have problems with manager as she doesn’t like how qualification system works, feedbacks sometimes are too negative and very detail orientated. Even if overall call was very sufficient and very well done, manager may give you bad feedback only just because you did not use exact words what they require. For instance if they say to customer “please wait for a second” instead of “please wait for a second I am checking your number” they get bad feedback, which gives her big stress and leaves work on a bad mood. P8-F (Skype interview, March 1, 2016) has good ability to share emotions with coworkers straight after her bad interaction with customer and as she says she forgets about it very fast. Some of the employees are trying to walk around in order to calm down when they feel stress, they

try to get out of this situation by herself, but sometimes she can't get up because there is another call waiting, but it happens as well, that customer upsets her so much she gets up from her table and leaves room without saying anything. 20% of respondents they do not share their bad interactions with the customer with coworkers, they do it at home with their husband, and 10% tries to keep their emotions by themselves. Company gives an option to write a report after bad phone call and other department is dealing with that customer afterwards.

Night shifts, issue that is a very big problem in any job and Communication Company is not an exception. Once in a month employees are having night shifts, in this situation they go back to home in the morning, whole day they spend to sleep after very hard night shift and but the day after they have to go for a work again. What is more important that they have day off in every six days, night shifts are always 7th and considered as a day off. It means that on their day off they are spending to recover after night shift and sleep all day and as interviewees describe it, their day off is totally wasted. The day after of night shift workers are feeling totally disconnected from the world. P-16-F (Skype interview, March 10, 2016)

“Once in each month I have night shift, it influence on my daily life so much that after shift I am always sleepless as I am not able to sleep during the day, after night shift it always comes evening shift and you are just sitting at work sleepy.”

P-18-F (Skype interview, March 19, 2016) thinks work has changed her as person, strict regime gives her stress. Therefore, only 20% of interviewees thinks night shifts are harmful for their health.

P-5-F (Skype interview, February 15, 2016) has ambitions to develop as a professional, but apparently for her it's less possible: “Most stress gives me that I can't move forward, can't develop myself, my personal life is not ordered but it's kind of on a second plan, I'm worrying about job so much don't remember my private life. ... Evening shifts does not allow me to plan anything ahead for instance continue study, if not my parents I can't imagine how I would deal with child care. ... We are limited in

time so much that it stress me a lot if I go to the toilet I'm worrying as I'm obligatory to go to back in two minutes. ... First of all I don't have time to do anything outside the work and after all you are always unsatisfied and feel irritable." As a result of additional questions during the interviews, author identified that employees can't choose their preferable vacation period, they play lottery for summer holiday.

Below in the Figure 3 are shown main factors, which are the reasons why interviewees get stressed in life.

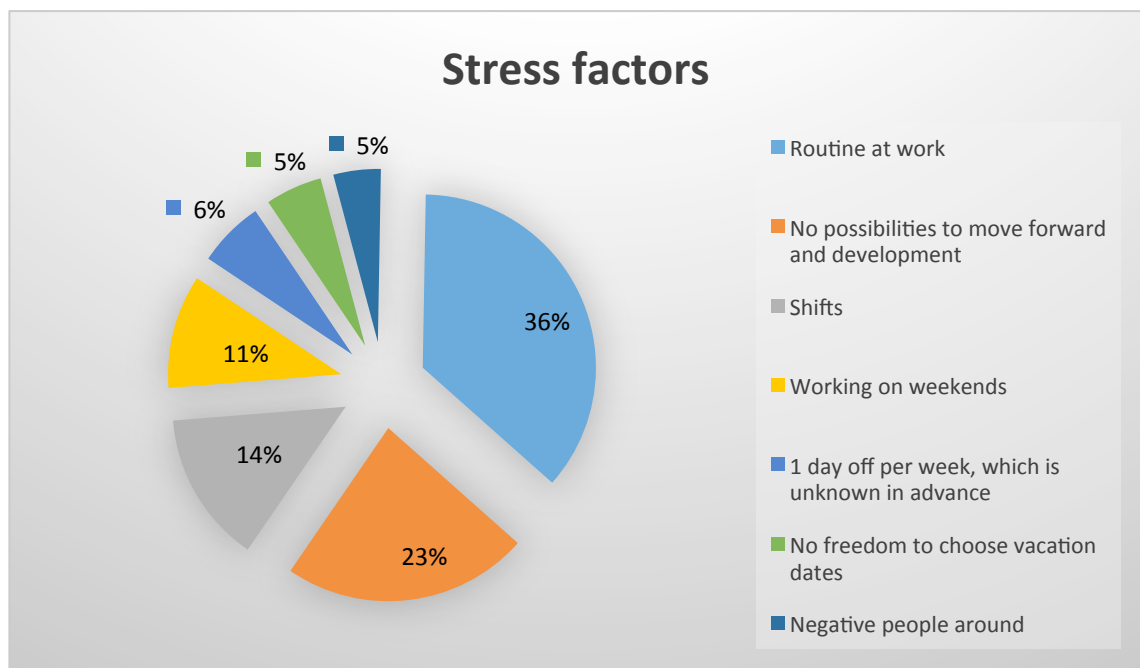


Figure 3. Stress factors. (Compiled by the author)

Averagely people work on the same position for four years. P9-F (Skype interview, March 3, 2016) after working for three years she thinks she is still new at job, as there are significant amount of people working as an operator for six and seven years. Even though it may not be visible now, but according to P6-F (Skype interview, March 1, 2016) definitely will influence on the nerves in couple of years. They say this is the job where you get some stress every day. They think it's not good to work on this position too long. P11-F (Skype interview, March 3, 2016) says "It is not a job that you will do with pleasure, but there exists worst jobs as well". One of the employee mentioned that after eight years of working as an operator people lost ability to support other people.

The same respondent mentioned that company management believes they do everything in a way to benefit employees, but she doesn't agree with that.

After research author identified hazards which employees mentioned during the interviews. As Canadian Center for Occupational Health and Safety describes hazard is an event or situation that has the potential for causing harm (CCOHS, 2011). Therefore, it is important that company try to avoid hazard listed below:

- monotonous tasks;
- having too much to do;
- working under time pressures;
- strict and inflexible working schedules;
- long and unsocial hours;
- unpredictable working hours;
- badly designed shifts systems;
- lack of participation in decision making;
- lack of promotion prospects;
- unfair performance evaluation systems;
- being over-skilled, continuously dealing with other people and their problems;
- inconsiderate supervision;
- conflicting demands of work and home;
- lack of support for domestic problems at work.

Author created Word Cloud in order to show most commonly used words during the interviews (see Figure 4). As it is shown below in the chart interviewees mainly mentioned words such as childcare, workplace Stress, sleeping, health issues, logistic and etc. From which author can conclude that, mentioned words are most important topics of respondents' life.



Figure 4. Words repeated regularly during the interviews. (Source: Author's Own, created online at www.wordcloud.com, 2016)

In this chapter the process of coding and analyzing the participant comments is described, the results are presented as facets, and the findings are discussed in terms of relevant theories and related published studies.

3. DISCUSSION AND RECOMMENDATIONS

In the first, understanding phase this study examined on one hand, the literature review of the meaning of work and Occupational Stress. On the other hand, creating wellness as a company culture and defining an Employee-Integrated Health and Well-Being Management System. In applying the content analysis for the interviews, following major components for answering the research question were adopted: understanding stress factors at workplace, describe how employees describe workplace stress, identify disturbing factors for Call Center operators and how to implement wellness as a company culture.

One of the most important limitation of the study was time period. The time period was not sufficient. The other limitations were non-cooperative nature of people to give information and interviews. The employees were not willing to disclose their views openly. Sample of the study taken is of only 26 employees. This can also act as the constraint in the study. The researcher intended to cover only few areas of stress relevant to the proposed study.

Expectation of the author was to find that employees get stress from the job, which influence their health and personal life. They are unmotivated and feel less important for the company then the rest of the employees in the organization as their job is considering as a low level job. Expectations were justified.

This report can be used by the company as a source of information, which can alert to potential problems where there is an identified imbalance of pressures and resources. Very often managers may have quite different views from employees about what causes problems (Leka et al., 2003). Hence, research results are very important in order to know employees views.

The literature review identified that work is an important determinant of a person's self-esteem and identity (Wrzesniewski et al., 2009, p. 110). It can provide fulfillment and opportunities for social interaction. Working hours are influencing how much time people spend with family, friends and doing hobbies. As research revealed Call Center employees don't get fulfillment and opportunities from the job. They are not motivated as there is less chance to grow up like a professional, they think they are stuck in one place and there is no way to get out from there, very less possibilities to move forward. As for most people, work provides their main source of income people are afraid to lose even this job, so they are not able to complain or concern about the things they wished to be changed.

Discussions about values in the meaning of work suggests that people ought to be able to realize themselves through working. Unfortunately only one respondent from 26 was satisfied with her achievement, even though she has been working for eight years on the same position. Other 25 respondents were concerned with not having sense of purpose and self-concept enhancement at job. Majority of respondents were missing self-realization, the fulfillment of personal potential.

Literature review explains how internal work motivation is important for individual in order to have positive internal feelings when performing effectively on the job (Hackman and Oldham, 1980 as cited in Rosso et al., 2010 p. 110). Call center operator system of feedback makes employees in stress. Even if the overall job is done very well it's a big chance they get bad feedback because they forgot to say some specific words which is in their job guidelines. Respondents also mentioned to be a Call Center operator is not a job that one can enjoy doing it.

Beliefs about work beliefs that job involvement is determinant of psychological identification of employee (Lodahl & Kejner, 1965 as cited in Chughtai A. 2008). Job became more meaningful when employees are involved with the process (Brown, 1996 as cited in Rosso et al., 2010 p. 112). Call Center operators are not involved in their work, they doing it routinely, they do it because it's their job, and they are not enjoying the process. Wrzesniewski (1997) introduces how people see their work. They may see

it as a job, a career, or a calling (Wrzesniewski et al., 1997). Accordingly, Call Center operators see their work as a job.

The work became more meaningful and tasks perceive more significance when work is designed to promote a sense of purpose (Fried & Ferris, 1987 as cited in Grant et al., 2008). Call center operator job tasks are less likely designed in a way to promote a sense of purpose. Job doesn't allow one to have autonomy, they are guided by the manager and they have strict rules which they follow. When jobs allows a high level of autonomy it has been shown to lead to more experienced meaningfulness of work (Fried & Ferris, 1987 as cited in Grant A.M. 2008), which successively, contributes positively to motivation, performance, and satisfaction.

Self-esteem can be shaped by personal or collective experiences and achievements, work experiences help to fulfill individuals' motivations for believing they are valuable and worthy individuals. During the interviews author notices that respondents don't see themselves successfully completing and don't feel like valuable contributors to their groups or organizations, when should be in contrary as Call Center operators have direct contact with the customers and they are the face of the company.

Literature review described workplace hazards (Leka et al., 2003). Research revealed hazards. In order to reduce workplace hazards, company first of all, need to implement wellness as a company culture. Work stress can be effectively managed by applying a risk management approach as is successfully done with other major health and safety problems.

Call Center operators are dealing with workplace stress every day. It's very likely their mistakes during the work are caused by the work conditions, lack of control of their workload. Consequently, improvements in the quality of work and work conditions may help to reduce inequalities. No matter how healthy individual employees are when they start out, if they work in a dysfunctional system, they'll burn out.

The example of Johnson and Johnson from literature review gives more practical view how to create wellness as a company culture (Isaac and Flynn, 2001 as cited in Institute of Medicine of the National Academies, 2005). As Jim Burke in Isaac and Flynn

Company introduced live for life program (Isaac and Flynn, 2001 as cited in Institute of Medicine of the National Academies, 2005). Communication Company can use this strategy to increase health and productivity of employees.

Goetzel (2005) outlines step-wise process to create wellness as a company culture. First is “diagnosis” second is “strategic and tactical planning” third is “intervention” and final step is “measurement”. Therefore communication company first have to utilize data analyses that will focus among the organization as a whole as well as the employees, then involve a team approach to evaluate diagnostic data, consider intervention options, and develop strategic plan to implement solutions, afterwards solutions could be divided into the broad categories of disease management, health promotion, workplace environment, and organizational climate and culture, and then will be implemented. The final step will be evaluation of interventions for success or failure and possible retooling.

Literature review also describes briefly successful preventive health program of The National Aeronautics and Space Administration (Institute of medicine of the national academies, 2005, p. 64). Mission of the company was to ensure that employees who join their company end their careers healthier then employees in other organizations. Description is very practical and can be adapted from Public or Private Companies. First of all, program has to be supported by Top Management and data system must be able to reflect “employee-centric” perspective rather than a program-centric focus (Institute of medicine of the national academies, 2005, p. 64). NASA has designed an approach which involved going beyond traditional medical or occupational health to include fitness and wellness programs as integral components to a well-being approach.

Literature review also assumes implement wellness programs are not enough to support employee well-being (Global Wellness Institution Report, 2015). Above all, there is clearly a need to implement wellness as a company culture, work has a lot to offer that can improve employee wellness including a sense of purpose and a supportive environment to develop healthy habits. (Global Wellness Institution Report, 2015).

Author believes that approach of the Center for disease Control and prevention, which tries to cover workplace risk factors and improves health conditions of employees is the most suitable approach to be adapted in Communicational Company (CDC Workplace health program, 2016). CDC groups for major strategies: Health related programs (1) health related policies (2), health benefits (3), environmental support (4), which they believe most likely influence on employees' behavior change, workplace culture, and the work environment. As current research revealed main concerns of the employees were noise and temperature. Therefore, Communication Company can start the process with supporting environment.

The noise is one of the harmful and annoying hazard of call center workstations. Noise is an unwanted or damaging sound that may damage their hearing and cause other health effects such as stress, hypersensitivity to noise, increased blood pressure and increased heart rate. It can also interfere with communication at work, which could lead to accidents (Minister for Education and Industrial Relations, 2011 p. 8). Company can design the work area in a way that each employee had their own space, where outside noise doesn't enter.

Interviewees were concerning about workplace temperature. It understandable that it is a complex issue, dependent on the subjective evaluation of the individual. It's almost impossible to please everyone, but it's possible to create conditions in places of work that will make a majority of people comfortable. There exists various methods for assessing the thermal environment and company can implement it in their office.

Employees find themselves as "Avaya Slaves", which author coined and referred to call center operators who are hooked up to their Avaya phones eight hours a day, and forty two hours a week. As a call center operator their fifteen minute breaks are exactly fifteen minutes, they have to man their phone their entire shift, their bathroom breaks are also counted and limited, there is little chance for them to gossip with their office mates as they are taking calls continuously, and there is absolutely no way their boss to allow them to step out of the office during their shifts.

From the research became obvious, that Call Center operators doesn't have healthy life habits. Therefore, company should design the programs, which will be personalized, encourage employees to positive lifestyle. Create wellness as a company culture doesn't mean only to offer wellness programs such as free gym membership or smoking assessment, it has more holistic definition. Health and Wellness provides employees with programs consistent with the credo of integrity.

Generally in Georgia there are big percentage of unemployment. To get a job as Call center operator is not very easy. Has to be noted, that in particular communication company salary is quite satisfactory, this could be the reason that employees are working 3–5 years in this company, not because they are loyal of the company itself. As research result showed employees have very negative feeling towards the job they do. There is a big chance that company will suffer from consequences of not trying make employees feeling positive to their job. It will have direct influence on business.

Research finding reviled call center operators think their job has negative influence on health, but they cannot specify exact health issues. Implement wellness programs are essential for this issue; company needs to reduce stress level of the employees. Therefore company can design educational programs about this topic. If people does not know what causes health problems they will less likely try to avoid it. As research showed for a call center operators most disturbing factor was working environment, for this reason if company decides to concentrate for employee health and satisfaction they first need to make attention to environmental support, which refers to the physical factors at and nearby the workplace that help protect and enhance employee health.

Company should provide education and training to first-line managers and supervisors that focus on the relationship between health and productivity. This should include evaluation of common core program elements across sites; reevaluation of current training programs for the prevention, detection, amelioration of risk factors; and integration of content related to risk reduction across program components.

Therefore, author suggests to employer motivate their employees in a way that they understood job purpose. If they treat customers well it means they are helpful for

somebody who needs it, customers sometimes maybe are annoying, but understanding job purpose will help employees to start to look their job more consciously and not only just because it is their duty, or because manager is listening to their each call. It is recommended to give trainings about positive impact of their work, which contributes perceived task significance and meaningfulness, mostly operators have negative feeling toward their customers which should be changed.

Problems outside the work can affect a person's ability to perform work effectively. Stressors at home can affect those at work and vice versa. It is difficult to control outside stressors, but company needs to take a holistic approach to employee well-being. To manage work related stress effectively, company to recognize the importance and interaction of work and home problems. If managers took time out generally to get to know employee personally, their home life, if have got any problems at home that might be affecting their ability to work, to show employees that are available.

Employees were complaining not having enough time to meet new people. Company can offer wellness program, for instance evening events organized by company to make employees get to know other people, meanwhile company offer baby sitter service , twice a month, employees can left baby in special place meanwhile they enjoy to socialize outside the work . It will raise possibilities for employees to meet new people, to relax, to forget a bit their duties; it will give big emotional benefit to company, when women will feel company is taking care about them as a mother.

Thus from above findings of the study it can be concluded that employees women working at call centers are facing stress and leading to various health problems. Employees are not following any healthy habits to manage their stress and keep their body and soul fit.

Some of suggestions are:

- Organization should provide facilities like gym, yoga, library etc, to reveal the stress.
- Employees should be given awareness about healthy food habits and also healthy food should be accessible in the organization round the clock.

- Provide good working conditions like room lighting, air conditioning, assessing the thermal environment, seating etc.
- Protect employees from noise environment, keep them in separate area.
- Employees should be given frequent breaks with limited monitoring during breaks.
- Assessing the thermal environment.
- Communication Company should have a strong counseling center which provides consultation to the employee for all their problems.
- Delegate tasks
- Relaxing programs during the workday

Author took into consideration research finding and literature review and created own interpretation how to create wellness as a company culture. Have to be noted, to make wellness as a company culture is ongoing process and always needs update company should follow up their finding after suitable period. Method of follow-up, should recorded and explained. If necessary, approach can be revised as well (Leka et al., 2003).

Literature review discussed organization culture is reflected in the attitude of staff, their shared beliefs about the organization and common and approved ways of behaving at work (Leka et al., 2003). Therefore, Author believes, in order to implement wellness as a company culture, organization itself, their decisions, their behavior, their attitude should be healthy. Organization should make step beyond and look at the organization, what image they have inside the company. Are employees satisfied with working in the company? Are they loyal to the brand? To do so it is essential to hire professional who never worked in the company before. Human resources department could make survey, analyze the finding, but author believes, person from the “outside” who has experience in this field will more effective and objective at the same time. Wellness professional will introduce report where will be written all problems that employees are facing and give suggestions how to improve it. Organization culture also response how problems are recognized and when wellness professional identifies the problems it is very important how the organization responds to such reports. If necessary, employees, manager and trade union representatives must be engage in culture change activities.

Workplace wellness programs are mostly designed to treat rather than prevent health and wellness issues. Therefore, wellness programs alone cannot be sufficient and wellness needs to develop as a part of workplace culture in order to create healthy, productive and satisfied employees.

According to the Department of the Treasury Internal Service (2016) Companies who have more than 50 full-time equivalent employees are offering health insurance (p.2). Mostly insurance covers to cure health related problems, rather than prevent them. Author believes next step to implement wellness as a company culture is to relook health insurance packages and offer services and discounts regarding health. Company has to give healthy food options, onsite or outside the work. Encourage them to be physically active, offer gym membership, yoga classes or hiking tours for employees, people who have seating jobs offer one or twice in a month therapeutic massages or discounts in the Spa, make smoke free the company and etc.

Workplace environment factors affects employee performance, the quality of work and their level of productivity. Companies can use an engagement surveys offered by wellness professional to measure how motivated and satisfied their employees are with their day-to-day responsibilities. There are nine factors of workplace performance. There are goal-setting, performance feedback, role congruity, defined processes, workplace incentives, supervisor support, mentoring/coaching, opportunity to apply and job aids (Leslie A, 2016).

Work has a lot to offer that can improve employee wellness including a sense of purpose and supportive environment to develop healthy habits (Global Wellness Institute 2016). That is why, company has to have written policies to follow which will be designed to protect employee health. .

As research has shown employees feel stress over the way they are controlled. As they mentioned they often get bad feedback, which stress them and even they bring bad emotions at home afterwards. This issue could be analyzed and discussed with them in a way to feel support from the supervisor.

Stress is part of modern life. Beside the workplace stress various events in life causes stress. Therefore, company should support employees even if the stress reason is not the job as it will have direct influence on employee performance. Author introduces own interpretation of the model how to implement wellness as a company culture. There are eight steps which company needs to adapt for achieving the goal.

1. Hire professional who will identify organization climate and gaps in a relation with employees.
2. Create health-related policies.
3. Offer health benefits (health insurance coverage, discounts on services regarding health).
4. Give opportunities to the employees to begin, change, or maintain health behaviors (healthy food options in the office, gym membership, yoga classes).
5. Use internal resources to manage employee stress.
6. Changing the demand of work.
7. Improve employees control over the way they do their work.
8. Offering Stress Management Training.

Authors' interpretation of implementing wellness as accompany culture, could be used by any type of company and resources can defer by the size of the organization. Organization must begin to manage people at work differently, treating them with respect and valuing their contribution. It is said, "A Healthy Employee is a Productive Employee" (Woodhard W, 2013). If organization enhance the psychological well-being and health of the employees, in the coming future organization would make more revenue as well as employee retention.

CONCLUSION

In conclusion, in the literature review author described the meaning of work, occupational stress, theories how to create wellness as a company culture, introduced companies who already implemented wellness as a company culture and defined Employee-Integrated Health and Well-Being Management System. Review also identified the need of wellness as a company culture, its challenges and outcomes.

In addition, current evidence provided by the author showed that work culture has changed and work became more demanded. People get more and more stressed from the job, which directly leads to numerous health problems. Author believes an unemployment is a big problem in Georgia, which is why people are trying to keep their job even if it causes health problems. On the other hand, employers are trying to benefit from this situation and feel powerful toward employees. Companies are not taking into consideration employees' needs and concerns. There will be always someone to do the job, this issue is considered to be one of the most challenging factors in convince employers implement wellness as a company culture.

Furthermore, it can be assumed that there is lack of research around the problem of stress at workplace conducted in Georgia. Lastly, literature review identified one of the most effective method to implement wellness as a company culture. Approach of the Center for disease Control and prevention (CDC) which tries to cover workplace risk factors and improves health conditions of employees. It is appeared the most suitable approach to be adapted in Communicational Company.

During the research student used qualitative research method and identified main stress factors at workplace, showed how people describe workplace stress, and therefore answer the research questions. The research questions of the master thesis involved two questions:

RQ1: How do workers describe occupational stress?

RQ2: What creates stress conditions in the workplace?

The design research examined Communication Company located in Georgia, because of the current severe situation in this country regarding dissatisfaction of the job, which was covered in the introductory chapter.

The scope of the thesis was to know how the organization gets affected due to the stress faced by the employees. Author identified what kind of stress employees' face and suggested steps which should be done by the company in order to reduce stress level and make the company better place to work in.

To sum up, the researcher met the research aim, established theoretical framework of how stress influence people's health, identified stress factors in the workplace and indicated how to create wellness as a company culture and provided answers to the research questions. After analyzing data author identified three main findings. First main finding can be considered working under pressure. Each employee Call is monitored and there have specific guideline which words or sentences they should use when they speak with customer. Feedback system also provides sources of pressure.

Second finding is not having breaks between calls. Each minute is controlled, they are not allowed to go to the bathroom even if they have urgent situation, and they cannot put customer on hold even if they have force major situation. After annoying customer, they are not allowed to leave the table in order to calm down before the next call. Sometimes they have to work couple of hours totally stressed, which apparently influences on the quality of delivered service and at the end of the day they feel totally burnout. It is unrealistic to expect an operator to spend every available minute talking on. They need breaks, lunch, training and breathing time between calls.

Third finding is to not having possibilities to move forward and develop as a professional even if employees are ambitious about it. As average working period for the operators were 4–5 years, could be concluded that there is big possibility not getting promoted for several years because the job description does not really shift, unless they are promoted. It is not uncommon for some individuals to have been working as call center operators for many years.

By following chosen research methodology, author has created model of how to implement Wellness as a company culture, with example of wellness programs. Model is introduced in the discussions and recommendation chapter. It is also anticipated that this model can be established not only in Communication Company but in other occupations as well. The results showed that the design concept could work not only for Georgian but for foreigner organizations as well. But still it is suggested to conduct more research in order to understand other society's needs.

Call center employee stress could be divided in two factors related to the organization and factors related to person which include their experience and personality traits. Job related factors were overload, time pressure, bad supervision system, role conflict and ambiguity, office environment, shifts, expressing emotions, routine at work, one day of per week, limited "tea breaks". Person related factors were divorces, changes in social activities, family problems and negative people around. Employees were not able to specify what kind of health problems workplace stress can cause, mostly they mentioned "bad impact on nervous system".

Overall, this study shows that implementing wellness as a company culture can be successful move for the company, and thus more research must be done in this field because only few studies have addressed wellness programs for communicational company. Author also hopes that the results of this study will contribute to the development of Occupational Wellness in general.

There are significant limitations for current research as it was done at a single point in time. Therefore, twenty-six interviews are not able to provide a broad picture of employee experiences. In this master thesis, author used Skype interviews, totaling 20 questions. Such decision is explained by personal circumstances, as interviewer was not available in Georgia. The aforementioned limitations should be considered in the future research.

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APPENDIX A – SEMI STRUCTURED INTERVIEW QUESTIONS

Interviews (Call Center Operators)

1. Please tell us your background, your education, place of birth etc.
2. Are you married?
3. Do you have children?
4. Who takes care of children while you are at work? How you manage logistic of children?
5. How many hours per week do you work?
6. Is anything makes you uncomfortable to work? (Noise, office temperature, absent of window)
7. How far and how do you travel to work?
8. Does logistic from home to work gives you stress?
9. Is there a place nearby work where you can go for a lunch?
10. Do you get enough sleep? If not what is the reason?
11. Do you find time to socialize with people?
12. What do you do to relax?
13. Do you have hobbies (sport, culture)?
14. Do you socialize with your co-workers outside the work? Do you go for a lunch with them?
15. Do you share your feelings\emotions, triggered by a customer interaction?

16. What do you usually do after having a bad interaction with a customer?
With your manager? Colleague?

17. Are you required to work a night shift? If yes, how does unusual working hours affect your daily routine?

18. What areas of your life are giving you the most stress? How you deal with it?

19. Do you think your work can affect your health?

APPENDIX B - CONSENT FORM

University of Tartu Pärnu College

“Occupational Wellness: Case study of stress Management for employees”

A Research Thesis by Liana Dumbadze

I Give my permission to record an interview with Liana Dumbadze regarding my experience of occupation stress. I understand the data gained will be used as part of a thesis on the subject of occupational stress and the findings may be published, I consent with data to be used in this manner.

This research is being conducted as part of a Master thesis supervised by Mrs. Melanie Smith in the Department of tourism at the University of Tartu.

The research involves participants being interviewed about their personal experience of occupational stress and work-life balance. The interviews will be typed by interviewer and transcribed for the purpose of coding. Interviews take about one to one and for 20 minutes. No identifying details will be included in the research report. A copy of the transcript will be made available to research participants. The transcript and the typed interview will be confidential and will only be seen by myself, the interviewer (Liana Dumbadze) and Mrs. Melanie Smith. Real names of participants and any identifying details will not be used during data collection in the transcript or any future publications.

I understand that I am free to withdraw from this interview/research without prejudice to myself at any time by speaking to the interviewer, and that all data from me will be destroyed.

If you agree to take part in this research, please sign below:

(Name / Address / Contact details)

APPENDIX C – PARTICIPANT INFORMATION SHEET

Dear,

Hello! My name is Liana Dumbadze – I am Wellness and Spa Service Design and Management student. I am currently undertaking research into the field of occupational stress as part of my academic Thesis.

I would like to be able to speak to you about your personal experience of occupation, work-life balance and stress. My particular focus is to talk to Call center workers about personal experience in terms of stress at work place. What I would like to do is to hear your story from your own point of view.

The research is attempts to identify causes of stress at workplace and to identify the need of occupational wellness. Whilst the statistics can tell us part of the story. I am particularly interested in your own experience; the research will be undertaken by myself conducting an semi-structured interview included 19 questions. Interviews will be typed by me. Types will be transcribed and coded to identify emerging themes. A thesis then be written to discuss the findings of the study. The attached consent form outlines how your confidentiality will be safeguarded.

If at any time during the research you wish to withdraw your permission to participate, all you have to do is let me know, either by telephone or in writing. I can be conducted at (34) 722 799 029 at any time.

Thank you for taking the time to consider this matter. If you are interested in participating in the research project, would you please return the attached consent form to me in the prepaid envelope provided. Please provide your telephone and electronic mail contact details, so that I can then arrange a suitable time to have interview with you. I can go through the research project with you and explain in detail how your privacy will be protected. If you are the in agreement to proceed with a interview,

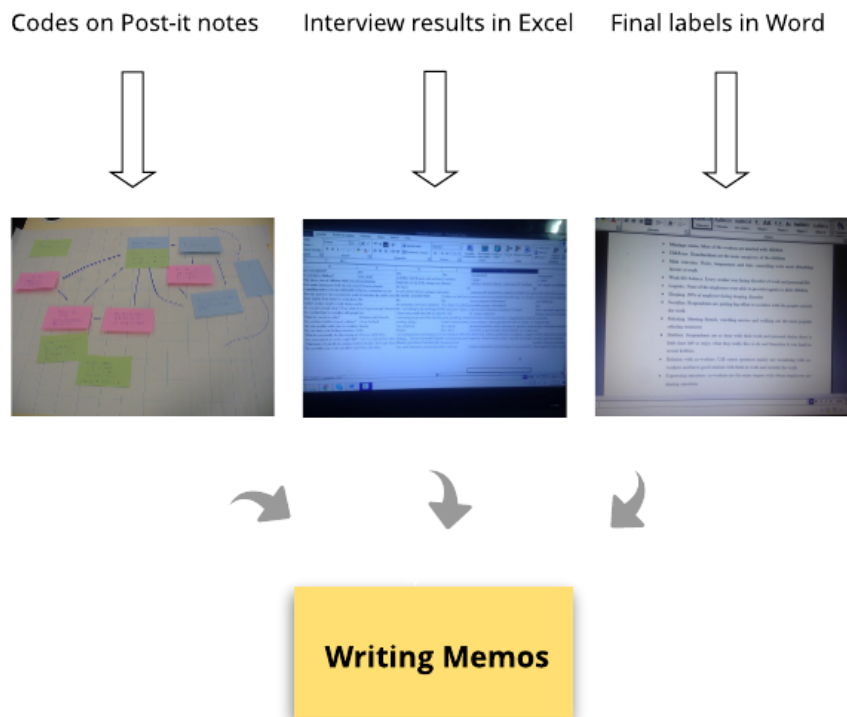
I will go through the consent form with you and ask you to sign it. Do not hesitate to contact me for any further details about the research project.

Yours Sincerely

Liana Dumbadze

Research Student

APPENDIX D - ANALYZING INTERVIEWS



- When developing the final categories and links between them, the writing of memos became particularly important.

Source: Compiling by author via InDesign

RESÜMEE

HEAOLU LOOMINE FIRMA ETIKETI TASANDIL: TÖÖKOHA STRESS TELEKOMMUNIKATSIOONI VALDKONNAS NÄITEL GRUUSIAS

Liana Dumbadze

Kokkuvõtteks, kirjanduse ülevaates kirjeldas töö autor töö tähendust, tööstressi olemust ja erinevaid teooriad heaolu loomiseks organisatsioonis; tutvustas ettevõtteid, kes on juba võtnud heaolu oma organisatsioonikultuuri osaks ning defineeris töötajate kaasamisel põhineva tervise ja heaolu korraldamise süsteemi. Ülevaates on ka välja toodud heaolu vajadus organisatsioonikultuuris ning selle väljakutsed ja tulemused.

Lisaks näitab autori hangitud teadmine, et töökultuur on muutunud ja töö ise esitab rohkem nõudmisi. Inimesed kannatavad üha rohkem tööst tingitud stressi käes, mis omakorda viib mitmete tervise probleemide juurde. Autor usub, et töötus on Gruusias tõsine probleem ja see seletab, miks inimesed püüavad oma töökohast kinni hoida isegi siis, kui töö kahjustab nende tervist. Teisest küljest püüavad aga ettevõtjad sellest olukorrast kasu saada ning tunnetavad oma võimu töötajate üle. Ettevõtted ei võta arvesse töötajate vajadusi ega kuula nende arvamusi. Alati on ju keegi teine, kes sama töö senistel tingimustel ära teeks, ja see asjaolu näib olevat tõsiseim takistus veenmaks tööandjaid rakendama heaolu printsiipi oma firma organisatsioonikultuuris.

Lisaks võib arvata, et Gruusias on vähe uuritud tööstressiga seonduvaid probleeme. Siiski, kirjanduse uurimine tõi esile ühe kõige efektiivsema meetodi heaolul põhineva lähenemise kasutuselevõtmiseks firma organisatsioonikultuuris. Selleks meetodi rakendajaks on Õnnetuste Kontrolli ja Preventsiooni Keskus (CDC - Center for disease Control and prevention), mis püüab kahandada töökoha riskifaktorite mõju ning parandada personali töötingimusi. Ilmselt on see sobivaim moodus rakendamiseks kommunikatsiooniettevõttes.

Töö autor kasutas uuringu läbiviimiseks kvalitatiivset meetodit ja tõi töötajate poolt kirjeldatu abil välja töökoha peamised stressiallikad ning selle abil leidis vastuse uurimisküsimustele. Magistritöö sisaldas kahte uurimisküsimust:

RQ1: Kuidas töötajad kirjeldavad tööstressi?

RQ2: Mis loob töökohal stressi tekitava õhkkonna?

Uuring viidi läbi Gruusias asuvas kommunikatsiooniettevõttes, taustaks üleüldisem tööga rahulolematus riigis, mida on kirjeldatud töö sissejuhatavas osas.

Töö sisuks oli saada teada, mil viisil töötajate kogetav stress mõjutab organisatsiooni. Autor tegi kindlaks töötajate stressi iseloomu ja pakub firmale meetodeid, mis alandaksid stressi taset ja teeksid ettevõtte paremaks töökohaks.

Kokkuvõtteks, uuringu eesmärki silmas pidades identifitseeriti stressitekitajad kõnekeskuse operaatorite töökohas ja saadi vastused uurimisküsimustele. Uurimisandmete analüüs aitas sõnastada kolm peamist stressiallikat. Esiteks – töötamine surve all. Kõnekeskuse iga töötaja kasutatud sõnade ja lausete puhul jälgitakse nende vastavust klientidega suhtlemisele kehtestatud normatiividele. Surve allikas on ka töötajatele tagasiside andmise süsteem.

Teiseks stressiallikaks on puhkepauside puudumine sissetulnud kõnedele vastamise vahel. Iga minut on kontrollitud, töötajatel ei ole hädavajaduse korral isegi lubatud tualettruumi minna ja nad ei saa panna klienti ooterežiimile isegi mitte force major olukorras. Pärast kliendi teenindamise lõppu ei ole töötajatel lubatud lahkuda oma töölaua tagant selleks, et veidi hinge tõmmata enne järgmist kõne. Mõnikord tuleb neil mitu tundi töötada stressirohkes olukorras, mis ilmselt mõjutab teenindamise kvaliteeti ning viib päeva lõpuks läbipõlemistunde tekkimiseni. On ebarealistlik oodata, et kõneoperaator suudaks pidevalt kõnedele vastata. Nad vajavad vaheaegu ja lõunapausi kõnedele vastamise vahel.

Kolmandaks selgus, et neil puuduvad võimalused arendada oma professionaalseid oskusi isegi siis, kui neil oleks vastavaid ambitsioone. Kuna keskmiselt ollakse operaatoritena tööl 4-5 aastat, siis võib järeldada, et on reaalne võimalus jääda pikaks

ajaks edutamata, sest ametijuhend selleks tegelikke võimalusi ei paku. Mõne töötaja jaoks pole ebatavaline olla aastaid rakendatud vaid operaatorina.

Uuringu metodoloogiat järgides lõi autor heaolu kui ettevõtte organisatsioonikultuuri juurutamise mudeli koos vastavate programmidega. Nimetatud mudelit tutvustatakse arutelu ja ettepanekute peatükis. Ka on asjakohane märkida, et antud mudelit saab rakendada mitte ainult kommunikatsiooniettevõttes, vaid ka muude tööde puhul. Töö tulemused näitavad, et disaini antud kontseptsiooni saab kasutada mitte ainult Gruusias, vaid ka välismaistes organisatsioonides. Ja siiski on soovituslik viia läbi rohkem uurimusi mõistmaks teiste ühiskondade vajadusi.

Kõnekeskuse töötajate stressi saab nende kogemuse ja personaalsete ootuste kaudu jagada kahte ossa: seotud organisatsiooniga ja seotud töötajatega. Tööga seonduvad faktorid olid ülekoormatus, ajasurve, supervisiooni halb korraldus, rollikonfliktid, töökeskkond, survestavad emotsioonid, tööritiin, vaid üks vaba päev nädalas, piiratud teepausid. Töötajate endiga seonduvad faktorid olid lahusus, muutused sotsiaalses osalemises, pereprobleemid, negatiivselt mõjuvate inimeste keskkond. Töötajad ei olnud võimelised täpsemalt nimetama võimalikke stressist põhjustatud ohte tervisele, märgiti vaid “halb mõju närvisüsteemile”.

Üldistades, antud uuring näitab, et heaoluprintsiibi rakendamine võib olla edukas nihe ettevõtte jaoks ja seega oleks vaja läbi viia rohkem uuringuid antud valdkonnas, sest siiani on kommunikatsiooniettevõtte tarvis tehtud vaid mõned sellised. Autor loodab, et antud uuringu tulemused aitavad arendada tööga seotud heaolu tervikuna.

Käesoleva uuringu läbiviimist takistasid tõsised ajalised piirangud. Seega, 26 intervjuuga ei saa esitada ülevaadet töötajate laialdasest kogemusest. Käesolevas magistritöös kasutas autor skype teel tehtud intervjuusid kokku 20 küsimusega. See on seletatav isiklike asjaoludega, kuna intervjuueeriija ei asunud Gruusias. Nimetatud piiranguid tuleks arvestada tulevastes uuringutes.

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I, Liana Dumbadze

(author's name)

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CREATE WELLNESS AS A COMPANY CULTURE: THE CASE OF WORKPLACE
STRESS IN A COMMUNICATION COMPANY IN GEORGIA

(title of thesis)

supervised by Melanie. Kay Smith, PhD

(supervisor's name)

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