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**FACTORS AFFECTING THE WELLBEING OF TEXTILE  
EMPLOYEES: CHALLENGES AND SOLUTIONS**

Master 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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## INTRODUCTION

The textile industry is a significant part of many economies, including Pakistan's. It has a major impact on employment and the Gross Domestic Product (GDP). This industry's sustainable growth and economic stability are contingent upon its workforce's wellbeing. Globally, there is an increasing recognition of the significance of worker wellbeing in the workplace. This is motivated by several things, such as the realization that a happier and healthier workforce typically produces more, and the emphasis on human rights and corporate social responsibility. The textile industry has historically come under fire for poor working conditions, including concerns about health and safety (Das Meghani & Ial, 2023, p. 45). A crucial component of resolving these issues is ensuring the wellbeing of the workforce (Ruotsalainen et al., 2023, p. 2). The quality of textile goods and, consequently, a company's ability to compete in the global market can be influenced by the wellbeing of its employees.

According to Das Meghani and Ial (2023, p. 45), recognizing psychological capital as an untapped resource and stressing the significance of meaningful work and a supportive corporate culture for the organization's benefit are key components of promoting mental wellbeing at work. Moreover, Kumar and Ahmad (2019, p. 763) added, that mental wellbeing is the capacity of human beings to adapt to the environment most effectively and joyfully and to one another. Research shows that mentally stress-free environment not only has positive impact on physical health of employees but also on pragmatic effect on qualitative and quantitative analysis of products releasing by industries. Improving worker efficiency and ensuring the achievement of business goals depend heavily on having a correct and scientific awareness of the elements impacting employee performance. (Chen, 2024, p. 1)

As urbanization and industrialization are increasing rapidly, by the boost up of industrialization, it has been noticed mental disorders like depression, anxiety, panic disorder, dementia, schizophrenia, etc. are spreading rapidly. As per the study done by

Suter et al. (2020, p. 2), wellbeing service providers are facing severe financial strain due to the rising demand for mental wellbeing services in the UK, which is predicted to increase by 2 million users by 2030, as well as difficulties in recruiting and keeping mental health professionals. Moreover, Lingard and Turner (2023, p. 2) explain the importance of employee wellbeing. Numerous scholarly works investigate the elements that have a detrimental effect on workers' mental health. For instance, psychosocial stresses associated with mental illness have been observed in the context of construction projects (Lingard & Turner, 2023, p. 2). Long work hours are known to have a negative impact on health. The unhealthy habits that come with working overtime, including drinking more alcohol and not exercising, are one of the causes (Virtanen et al., 2015, p. 2).

The psychosocial factors, i.e. work culture, long working hours, and working conditions, negatively affect workers mental wellbeing. The goal is to analyse the psychosocial factors of textile employees in Cross Stitch PVT LTD and propose wellbeing strategies to company managers for improving employee wellbeing.

Research Questions:

Q1: How do different psychosocial factors affect employee's wellbeing?

Q2: What is the need for implementing wellbeing programs for improving employees' wellbeing?

The study gives an overview of how psychosocial factors influence employee's wellbeing. Chapter 1 discusses employee wellbeing and how the textile industry in Pakistan can cope with the challenges faced due to poor wellbeing of employees, which results in loss of productivity, increase in anxiety, and depression. Within the textile industry the psychosocial factors including working hours, job satisfaction, lack of decision-making authority, work-life balance, work stress, work culture, and working conditions, seriously damage employee wellbeing. When these psychosocial factors are not managed properly, they can result in stress, burnout, depression, and anxiety. The chapter presents a holistic overview to assess employee wellbeing and how to deal with these psychosocial factors in the workplace. What can be done differently to enhance employee's wellbeing? The goal of this chapter is to describe the overlooked psychosocial factors/stressors and wellbeing challenges that textile employees face daily. By

understanding these factors, organizational reforms and wellbeing policies can be enhanced for better productivity and quality of life for textile employees. The author of the thesis emphasizes maintaining the wellbeing of employees by conducting wellbeing programs/seminars so that it can lead to positive working conditions, work independence, and good employee engagement with other colleagues. Wherein, chapter 2 discusses the need for this study and its importance in getting organizational goals and objectives. The research process covers the empirical part of the thesis including different techniques used for analysing the data/responses. Chapter 2 also gives the research findings and analysis of the received responses, it also represents recommendations, and some limitations involved in analysing the employee wellbeing of textile employees. The final chapter consists of a conclusion, where the author presented the conclusions made after the analysis. The thesis ends with the appendices, references and Estonian language summary.

# **1. LITERATURE REVIEW**

## **1.1. Understanding the concept of employee wellbeing**

Wellbeing refers to a comprehensive state of health, happiness, and prosperity in all aspects of life. (Huppert, 2009, pp. 138–139) defined wellbeing as a concept encompasses positive emotions like happiness and contentment, as well as personal growth, control over one's life, a sense of purpose, and meaningful connections. Wellbeing encompasses self-esteem, self-efficacy, self-determination, resilience, quality of life, mood enhancement, positive mental health, life satisfaction, and worthwhileness (Huppert, 2017, pp. 163–164). Along with the disputed, conceptual, and theoretical terrain of wellbeing, there is a broad range of methodologies and tools for measuring wellbeing, which are often dominated by scales to reveal the strength and value of constituent pieces in a multidimensional framework (Mansfield et al., 2020, p. 1). World Health Organization defines positive mental health as “a state of wellbeing in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community” (World Health Organization, 2005, p. XVIII). Unlike the traditional medical model, which defines health solely as the absence of disease and prioritizes clinical diagnosis and treatment, the World Health Organization views health as inextricably linked to wellbeing, recognizing it as a fundamental human right dependent on access to physical and social resources. Importantly, wellbeing indicates a positive, aspirational state rather than basic neutrality, emphasizing health as an active pursuit rather than a passive state. Defining wellbeing is critical for meaningful discussion of mental health and public mental health policy, even though it is a contested and hotly debated topic in current research. Wellbeing is outside of the medical definition of health because its presence or absence does not constitute a diagnosis.

In many different fields, the idea of well-being has become a top research goal. The study of well-being has developed into a prominent interdisciplinary area after first appearing as distinct lines of research in disciplines like social gerontology, mental health services, and cultural studies of happiness. These days, it is a major area of focus in many other sectors, such as public health, mental health care, gerontology, human resource management, and related social sciences (Pincus, 2024, p. 1542). According to Asongwe (2023, p. 5), the mental health and well-being of employees are becoming key factors influencing how well an organization performs. Innovative businesses that put mental health awareness first, fight stigma, and put in place focused wellness initiatives foster happier employees and long-term financial success. Employees flourish in encouraging settings because of these initiatives, while businesses gain from increased retention and productivity. Businesses must set the example with proactive, caring policies that prioritize employee wellbeing as an institutional goal rather than an afterthought as our understanding of workplace mental health advances. The study conducted by Kun and Gadanez (2022, p. 185) depicts that, over the past 20 years, workplace happiness and well-being especially when viewed through the positive psychology lens have drawn a lot of interest in both academic study and business practice. The goal of this expanding subject is to pinpoint the essential elements that produce stimulating and inspiring work environments. However, comparatively few studies have looked at well-being in this setting, and even fewer have taken a solution-focused approach to address these issues, even though education is a high-stress industry with higher risks of burnout.

A recurring feature throughout the numerous definitions of wellbeing is 'feeling good and working well'. This wide term includes an individual's personal life experience as well as a comparison of their circumstances to social standards and values (Ruggeri et al. 2020, p. 1). Wellbeing can thus be divided into two dimensions: objective and subjective wellbeing. Objective wellbeing is more of a proxy assessment based on assumptions about basic human needs and rights, such as appropriate nutrition, physical health, education, and safety. Objective welfare can be quantified using self-report (e.g., asking people if they have a certain health condition) or more objective metrics (e.g., death rates and life expectancy). Subjective wellbeing or personal wellbeing is assessed by asking people directly how they think and feel about their own wellbeing, which includes factors

such as life satisfaction, good emotions, and whether their life is meaningful. (Voukelatou et al. 2020, pp. 279–280)

According to Beck-Krala (2022, p. 28), in recent years, employee wellbeing has gained prominence along with professional stress and burnout brought on by the humanitarian disasters mankind has faced, such as pandemics and armed attacks. Since people spend most of their days at work, their wellbeing is greatly impacted by the quality of their work-life balance. During these epidemic years, more research has been done on the detrimental effects of organizational stress rather than on workers' wellbeing. Subbu Krishna Sastry (2019, p. 38) added, at every stage of life, from childhood and adolescence to maturity, wellbeing is crucial. The author further explained that the stress is a dynamic state that arises when a person is faced with a choice, opportunity, or requirement that is connected to their desires and for which they believe the outcome to be both significant and unknown. When a person's abilities are not matched with the demands of their profession, they might experience detrimental physical and emotional reactions known as work stress. Stress may be a good thing since it can spur to action and give us fresh insight and an intriguing new viewpoint. Street et al. (2019, p. 2) claim that workers who are under workplace stress are not as productive. The author went on to say that there is a loose connection between productivity and stress. Stress increases the risk of several health issues, which raises the expense of productivity due to stress.

The study by Burman and Goswami (2018, pp. 122–124) is supported by Daniel (2019, p. 376), in which the author explains that nearly one-third of an employee's life is spent at work, and they occasionally deal with extremely stressful situations there. Over the past ten years, there have been significant changes to the nature of the work, and these changes are continuing quickly. Stress at work has affected people in practically every field, from executives to co-workers involved directly in production. Stress at work eventually has an impact on one's physical and emotional wellbeing. To improve employee wellbeing, the thesis's author places further focus on the textile industry's adoption of wellbeing initiatives and programs. Later in the chapters, several wellbeing initiatives will be covered.

## **1.2. Factors affecting employee wellbeing**

In many developed and under developing countries textile industries provide opportunities to people to spend stable and quality life, but these benefits costs considerably to the workers. Akhter et al. (2019, p. 4) stated that the workdays are lengthy. The women stated that although their formal work requirement is eight hours, they sometimes work ten to twelve hours to reach the quota due to extremely high output requirements. The regulations require that the extra hours worked to reach the quota be paid, however not all the factories taking part in this study comply with this requirement. The female employees stated that since they can make some additional cash, they also do not decline to work paid overtime (beyond the regular hours). Nevertheless, they feel ill from working so many extra hours. Female employees complained of physical aches, weariness, headaches, and eye problems. They added that these medical conditions have now become "normal" in their life. The study is supported by International Labour Organization (2019, pp. 4–8), which clearly states that employers in the apparel industry often deal with high overtime, poor pay, restricted access to social security benefits, verbal and sexual abuse, bonded labour, and appalling working conditions, despite the perks' outward appearance. The study by Emmanuel et al. (2020, p. 5) states that there are many poorer outcomes which are significantly associated with overtime. Some of these factors because of overtime can be, less opportunities in participating for any educational programs, less participation in discussing any issues or in giving any creative ideas for preventive actions. Furthermore, the authors added that there are negative consequences for both employee and employer in terms of less participation of workers.

Also, working for long hours also causes the issues that causes long term disabilities in the employees. According to study done by Aftab et al. (2021, p. 10), one of the signs of a large component of work characteristics that produces workload as a stressor is a heavy workload. Given that most employees used to put in extra hours to support themselves, it is possible that the current state of the economy is contributing to the high workload. In addition to raising their stress levels, this "working for overtime phenomenon" is negatively impacting their personal life and causing work-family conflict. Junaidi et al. (2020, p. 3877) concluded that long working hours can have a positive and significant effect on employee turnover. According to Yoo et al. (2014, p. 8), long working hours

can cause hypertension. Moreover, Pega et al. (2021, p. 7) states long work hours have been shown to have a harmful impact on people's physical and mental wellbeing worldwide.

As per research done by Sato et al. (2020, p. 2) empirical evaluations show that even after adjusting for individual fixed effects, lengthy work hours may worsen the mental health of white-collar employees. Additionally, the author discovered that working on the weekends can be linked to wellbeing among white-collar employees. An hourly increase in weekend work has a one and a half to two times greater detrimental impact on mental health than overtime work during the week. Sato et al. (2020, p. 3) added further that long hours and mental toughness seem to go hand in hand, which tends to skew the relationship between working hours and mental health markers in a negative way. Another study by Descatha et al. (2020, p. 22) states that there is an association between long working hours and physical health. Author depicts that the exposure of long working hours can lead to higher risk of dying because of stroke. Similar study was done by Rugulies et al. (2021, p. 25) gives the evidence of association between long working hours and mental health. According to the author, it was incorrect to assume that long work hours would make a job highly psychologically demanding, rather, long work hours would make a job highly psychologically demanding (for example, because working long hours would be a way to handle high psychological demands at work). Furthermore, if long work hours also increase the risk of depression, then high psychological demands would be a potential confounding factor for the relationship between long work hours and depression risk. Same evidence of positive association between long working hours and mental health was given by Hino et al. (2022, p. 8). A survey was conducted by Street et al. (2019, p. 11), which indicates that, out of the total number of employees, 52.1% want help managing their stress. According to the author, stress can be decreased by supporting health care initiatives, which will increase employee value and involvement.

There is a major association between workplace conditions and employee wellbeing, it can be economic or social. According to The Lancet Global Health (2020, p. 1), more than a billion people have mental disorders. A study conducted by Belloni et al. (2022, p. 3) indicates that the mental health problems like depression and anxiety can be reduced drastically by giving good working conditions to employees, especially female employees which ultimately affects wellbeing in a positive way. Bergefurt et al. (2022, p. 1) explains

that working conditions includes all physical work environment which an employee encounter in their work. Kabir et al. (2022, p. 2) mentioned that several studies have demonstrated the risks of working in Bangladeshi RMG (ready-made garment) factories include excessive heat, noise, cramped conditions, inadequate lighting, long workdays, workplace violence, a lack of safety supplies and equipment, and limited or non-existent access to medical facilities. It is questionable whether Bangladeshi RMG workers have respectable workplaces that ensure their fundamental rights, social protection, good living standards, and the continuance of social discourse because of these unstable working situations. The study illustrates how the existing working environment affects RMG employees' health and wellbeing. Li et al. (2021, pp. 72–74) describes the psychosocial work conditions, such as redeployment, working hours, and job security which can have a detrimental effect on mental health of employees. It has been normal to experience poor quality sleep under various working settings. Even though inadequate sleep is regarded as a public health issue, it often goes unreported, is poorly understood, and has serious negative effects on the economy. There is a substantial risk of poor sleep quality in the manufacturing sector, but not much research has been done to measure the prevalence or risk factors of poor sleep quality in the textile and garment population in low- and middle-income nations. Also, the sleep disorders can have physical effects such as weariness and drowsiness, cognitive impairment such as decreased performance, diminished mental concentration, and intellectual capacity, as well as an increased risk of workplace accidents (Getahun et al., 2023, p. 2). It can also cause mental health issues and make it difficult to think clearly and cope with stress. As per Dóra et al. (2019, p. 20) one of the biggest problems facing 21st-century societies is mental wellbeing. Preventive measures and workplace interventions are among the priority issues in mental health and wellbeing that the European Union identified in 2008.

Productivity gives an idea of how an organization with little assets fulfils the prime targets and objective. According to Monyei et al. (2022, pp. 16–17), the first major barrier to workplace productivity is an organization's inability to articulate its standards, the second is an organization's attempt to maintain workplace efficiency. The author goes on to stress that sustainability has now taken the role of production. The effect on productivity due to various factors were later studied by Monyei et al. (2023, pp. 72–73), in which the author states that the managerial style and psychosocial strategy drives the productivity of a

workplace. Kalogiannidis et al. (2021, p. 1237) describes in more detail the three different sorts of managerial styles, authoritarian, democratic, and participatory. The author goes on to say that to increase productivity, staff members should actively engage in the various organizational tasks that are directly impacted by management behaviour. Another kind of management style that leaders might use is to demonstrate their expertise to every employee. Finally, if every employee is satisfied with the decisions made, supervisors are free to make them all alone. This can improve both production and worker performance. Any company's employees require financial rewards, security, and safeguards for their physical and emotional wellbeing. Illnesses both mental and physical can cause workers to become stressed, which lowers their quality of life. Workplace stress can be broadly divided into two groups: eustress and distress. Distress, on the other hand, has detrimental effects, saps energy, and can have devastating effects on both the business and its employees (Lastya Sari et al., 2021, p. 26).

It has been determined that psychological wellbeing acts as a mediating factor. Negative feelings brought on by a work-family dispute can be detrimental to an employee's psychological health, showing up as a poor attitude toward finishing tasks and a reduction in productivity. The author further explains work-family conflict impacts employees' professional, personal, and social lives. Employee health and wellbeing are generally recognized as important factors. (Obrenovic et al., 2020, pp. 3, 12) Research by Ge et al. (2021, pp. 11–12), indicates a substantial link between effort-reward imbalance and job performance, as well as employee health and wellbeing. The poor organisational reward system can deteriorate employee's performance which can lead to loss in productivity. Another study conducted on psychosocial factors which includes work demand control disparity, work effort reward disparity and work family conflict. The author explains that the psychosocial stressors may impact the employee wellbeing. The study uncovers that disregarded character and virtue, intimate social interactions, pleasure, and life satisfaction all contributed to a deterioration in mental and physical health and wellbeing. (Kanwal et al., 2024, pp. 5, 10)

Another study conducted by Javaid et al. (2025, p. 74), the textile industry faces significant challenges in maintaining employee motivation and retention due to a variety of occupational hazards, including health issues, physical injuries, poor working conditions, and psychological stress, as well as disparities in job satisfaction and

organizational support. While motivation is important in determining retention, the specific dynamics of these components in the textile business have received scant attention. This study seeks to investigate the critical link between employee motivation and retention by examining the major risk factors and fair views that influence these results. Understanding these factors is critical for establishing focused tactics to improve worker satisfaction and retention in this key business. The results depict that the occupational risks have a detrimental impact on employee motivation, whereas job satisfaction elements including internal equity, external equity, and wellbeing have a large positive influence. According to Jin et al. (2024, pp. 1218–1219) the workers in traditional working contexts generally have limited scheduling flexibility, making it difficult to strike a balance between the benefits of leisure time and the necessity to make money. This restriction usually produces a direct relationship between working hours and job satisfaction. Longer hours and greater earnings initially increase contentment, but after a certain point, the marginal advantage of increased revenue no longer outweighs the value of lost leisure time, resulting in a decrease in job satisfaction.

In summary, the textile sector provides many people in both developed and developing nations with stable employment opportunities and economic security. But the advantages this sector offers frequently come at a high cost to the employees. Textile workers face numerous physical and mental health problems because of long hours, unfavourable working conditions, and inadequate pay. Employers, legislators, must work together to prioritize the health and welfare of textile sector workers to address these issues. The implementation of policies that guarantee equitable work hours, secure working environments, and sufficient remuneration can mitigate labour costs and foster general productivity and expansion. Creating work settings that are both enjoyable and sustainable also requires cultivating a healthy company culture that values employee engagement and supports mental health programs. The textile sector can invest in supportive working practices and prioritize employee welfare to create a more equitable and prosperous future for all parties concerned.

### **1.3. Theoretical models and theory on employee wellbeing**

The aim of this section is to provide an overview of all possible theoretical background which can be useful in understanding the factors affecting the employee wellbeing.

Existing literature supports different models which can be implemented for employee wellbeing. However, employees often pose the greatest damage to their own health from within, by allowing short term decisions which can precedence over long term wellbeing. The Job Demands-Resources (JD-R) model is an integrated theoretical framework that explains factors that both increase employee engagement and decrease burnout (Schaufeli & Bakker, 2004, p. 294). There are specific job resources and demands in every work setting. According to Obrenovic et al. (2020, p. 3), JD-R theory explains how work requirements can affect job health, wellbeing, organizational behaviour, and job performance. Job stresses are detected through employee self-reports and views. Organizational leaders can use strategic and structural initiatives to optimize problematic procedures for employees, leading to improved job quality. Demerouti et al. (2001, p. 501) explained job demands as “aspects of the job that require sustained physical or mental effort and are, therefore, associated with certain physiological and psychological costs”. Dixit and Upadhyay (2021, p. 158) further explained that the job resources, are linked to favourable psychological and physiological characteristics of work that an organization provides (such as job autonomy, rewards, supervisory assistance, and developmental feedback, among others) and aid in goal achievement. The study represents that the employee engagement can be enhanced by reward and recognition. On the other hand, job demand which can lead to burnout, “problem with work” can impact negatively with worker engagement (Dixit & Upadhyay, 2021, p. 164). Numerous sectors have used the Job Demands-Resources (JD-R) model to evaluate the performance and wellbeing of their workforce, for instance in the article by Bakker et al. (2004, pp. 89–91). Although there are not many studies specifically examining the textile sector, the model's adaptability enables it to be used in a variety of work settings, including textiles. For example, studies have used the JD-R model to predict performance and burnout by looking at work characteristics across industries. Furthermore, the Hoonakker et al. (2013, pp. 54–55) has used the model to understand the turnover intentions in various industries. These applications suggest that the JD-R model can be a valuable framework for addressing employee wellbeing in the textile industry.

According to Seligman (2011, p. 14) happiness is a thing, while wellbeing is a construct. A "real thing" is something that can be measured directly. Such an entity can be "operationalised," meaning that it is defined by a very particular set of rules. Furthermore,

the author explains the five measurable elements which are positive emotion, engagement, relationships, meaning and achievement. The five essential components of wellbeing are represented by the acronym PERMA. Improving PERMA components can result in increased wellbeing. Feelings of joy, contentment, hope, and happiness are all considered positive emotions. Often referred to as a state of flow, engagement is the state of being completely absorbed in an activity. Relationships, which include deep bonds with friends, family, and coworkers, are essential to wellbeing in all facets of life. The feeling of being a part of something bigger than oneself is called meaning, and it might come from activism, spirituality, or religion. PERMA model has been applied in diverse contexts to enhance wellbeing. However, specific applications within the textile industry are not well-documented. The model's emphasis on Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment provides a comprehensive approach to wellbeing that could be beneficial if tailored to the unique challenges of the textile sector. (Seligman, 2011, pp. 17–20)

Centers for Disease Control and Prevention (2019, pp. 8–10) have used ScoreCard in various platforms to maintain occupational health and safety of employees. The questionnaire consists of various factors including stress management, depression, organizational support, participation, and engagement and many more. Roemer et al. (2019, pp. 772–773) has validated Centers for Disease Control and Prevention (CDC) scorecard with the aim of identifying the gaps in health promotion programs of organizations and helping them to prioritize them. Also to help the organizations to set policies which are liaison with maintaining healthy lifestyle behaviours of industry sector employees and to reduce the risk of health problems. Wellness program initiatives were presented by Jones et al. (2019, pp. 1749–1750). An Illinois Workplace Wellness Study has been established by the author to investigate the costs associated with employee health care, productivity, and wellbeing. The main emphasis is on three main interventions, stress management, fitness, and smoking or non-smoking lifestyle behaviours and other wellness activities. Wellness initiatives led to increased productivity and decreased medical costs and psychosocial risk factors.

Another model was presented by Danna & Griffin (1999, pp. 362–364), in which the author identifies two kinds of workplace wellbeing consequences, direct effects on individuals

(physical, psychological, and behavioural) and direct effects on companies (health insurance costs, productivity, and absenteeism). The model is important for textile sector because it shows that the working conditions can directly impact the employee wellbeing. It also discusses about the environmental stressors like job insecurity. Moreover, this model provides a complete framework for understanding employee wellbeing by considering human, organizational, and environmental aspects that influence workplace health and wellbeing. The Danna and Griffin's Workplace Wellbeing Model was latterly mentioned by Tomo and De Simone (2017, pp. 49–50), where the author has mentioned the negative factors which are impacting the employee wellbeing, for instance, physical conditions, mental conditions (burnout), relationships with colleagues and environmental conditions.

The mental wellbeing model called as The Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS). It is a validated questionnaire for measuring subjective mental wellbeing in the general population and evaluating projects, programs, and policies aimed at improving mental wellbeing. The Warwick-Edinburgh Mental Wellbeing Scales were created to allow for the measurement of mental wellbeing in the general population as well as the evaluation of projects, programs, and policies aimed at improving mental wellbeing. The WEMWBS 14-item scale comprises five response categories, which are combined to provide a single score. The items are all positively worded and address both the feeling and functioning sides of mental health, making the concept more approachable. This model can be used for conducting mental health education programs, programs to promote wellbeing in workplace. (Tennant et al., 2007, p. 3)

The above listed tools depict the information that the employee wellbeing is important when it comes to perform daily routine tasks. The emotional, physical and mental stability of an employee holds a greater value for achieving organisational goals and objectives. The stressors like job security and workplace conditions (lighting, noise) and long working hours can have detrimental effects on employee wellbeing. The models discuss about the possible consequences for not providing wellbeing i.e., physical, psychological and environmental on individuals versus insurance cost, productivity and absenteeism cost on the organisation. The author has used CDC workplace wellness questionnaire along with some of the articles listed in the literature review for analysing wellbeing of

textile employees, because it can help the organisation to set up the policies as discussed above in this chapter. One more reason of using this questionnaire is that it can help in understanding whether the employees need mental health support, fitness programs or the employees just want to remove unnecessary tasks from their daily routine work.

#### **1.4. The need to identify challenges and proposing solutions for employee wellbeing**

According to a recent study, it can be depicted that a proactive approach to employee wellbeing and mental health is necessary due to the evolving nature of work. In addition to attracting and keeping top talent, businesses that prioritize and continuously improve their projects based on employee requirements will also cultivate a work environment that promotes the success and general wellbeing of their most valuable resource their staff. Collaboration between human resource experts, leadership, and employees is still crucial to building resilient and successful workplaces as the quest of optimal wellbeing changes. Furthermore, as it has a significant impact on organizational outcomes, productivity, and employee engagement, employee wellbeing is strategically important. (Elufioye et al., 2024, pp. 829, 837)

Wu et al. (2021, pp. e928–e929) argues that improving an employee's mental health is a cooperative process that involves a supportive work atmosphere. It provides chances for workers to engage in social interactions and practice self-care. The authors also determined that by fostering a positive work environment and offering free services, firms may address cultural challenges. Rasool et al. (2021, p. 3) places a strong emphasis on employee involvement to achieve business goals and objectives. The authors went on to say that when an employee participates in a variety of activities, they develop an emotional bond with the goals and objectives of the company. Additionally, employee wellbeing and organizational support might help achieve it. The importance of organizational culture depicts the emotions and actions of the people working in an organization. Additionally, the author discussed integration and direction as aspects of organizational culture (Dekawati, 2020, pp. 151–152). Organizations today need to focus more on giving their employees a pleasant and collaborative work culture. Additionally, the ways to attain the necessary productivity and growth (Mohammadi, 2020, p. 275).

The employers are increasingly using workplace wellness programs to minimize healthcare costs while improving employee wellbeing and job performance. These campaigns focus mostly on modifiable health risk factors such as food habits, exercise routines, and smoke cessation. The authors further explained that the study of workplace wellness programs in middle and lower-income communities that employees who had access to these efforts had better health practices. Specifically, participants engaged in more regular physical exercise and took more aggressive methods to weight management than those who did not have access to the program. (Song & Baicker, 2019, pp. 1492, 1498)

Concluding all this, the employee wellbeing can be enhanced by various methods/models, which has a direct impact on achieving organizational goals and objectives. Prioritizing employee wellbeing is crucial for attracting talent, increasing productivity, and creating a positive workplace culture as work environments continue to change. Human resource, leadership, and employees must work together to build resilience and success. The models presented in the previous chapters helps in measuring the current burnout or wellbeing. The problems faced by the textile employees due to unscheduled work, workplace poor working conditions etc., gives us the opportunity and need for investigating the possible wellness programs which can be used for enhancing the wellbeing of textile employees.

## **2. EMPIRICAL PART**

### **2.1. Workplace challenges and employee wellbeing in Pakistan**

The current study focuses on the textile sector of Lahore, Pakistan. The textile sector is emerging in Pakistan as it is contributing majorly on the economy of the country. According to Saleem and Abbasi (2015, p. 2410), long working hours and heavy workloads are frequent in textile industries, blurring the line between work and family life and harming both. Working in a competitive workplace might lead to an imbalance between work and family time.

According to the research conducted by Ahmad et al. (2021, p. 515), occupational stress among employees has become a serious concern for businesses, including the textile and garment industry, which is a key manufacturing sector in developing countries. In Pakistan, it produces 8.5% of GDP and employs 30% of the workforce. The study has investigated the impact of job stress on people who work in the textile industry. The authors further concluded that four factors are majorly contributing to the job stress for textile employees, psychological, performance and effectiveness, behavioural and physical. These factors contribute 60.7% for causing the job stress, while the psychological factor covers the most significant part. The symptoms related to psychological factors are anxiety and depression are discussed by Aftab et al. (2021, p. 519). Another study covering s SWOT analysis on textile industry of Pakistan conducted by Kanat et al. (2018, p. 502). According to the authors, Pakistan textile industry is facing huge challenges/threats with energy crises, increased costs, fast fashion change, unstable economic and political situation. Some of the weaknesses highlighted in the study were, low productivity, insufficient infrastructure, lack of research and development. (Kanat et al., 2018, p. 505)

According to by Divisekara (2019, p. 50), employees who are distracted by personal issues tend to be less motivated and innovative at work, leading to decreased productivity. They may also begin to take more sick days to cope. Stress can lead to absenteeism, poor performance, and health difficulties, affecting the entire workforce. High levels of stress can lead to increased defensiveness, argumentation, and decreased communication at work. Author further explained that the employee assistance programs, a troublesome employee can benefit from an employee assistance program that offers support and a safe space to discuss difficulties. This leads to less stress for the employee and a favourable impact on coworkers. Creating a nice work atmosphere can increase employee retention. The discussion on how to improve employee wellbeing was further described by Das Meghani and Lal (2023, p. 52). The factors effecting employee wellbeing are listed as, workload, organisational culture, work environment, reward and recognition, feedback. The author verified that these five factors are significantly important for employee wellbeing. High workload results in extra working hours which can negatively impact employee wellbeing. High values and positive culture in an organisation impact positively to employee wellbeing. Similar results can be seen for reward and recognition, feedback, and work environment. (Das Meghani & Lal, 2023, pp. 60–61)

The empirical evidence presented in this thesis exposes a serious problem in Lahore's textile sector. The textile industry in Pakistan is playing a vital role in maintaining economic growth in the country, but still the wellbeing of textile employees is undermined due to operational routines. The above discussion reveals an alarming clarity about the longer workweeks, which are often stretched to seven days due to supply chain failures. This is combined with insufficient stress mitigation methods which are produced in different situations. It can be depicted that 60.7% of occupational stress derives from known but unresolved causes. Workers living experiences, as seen by the frequency of worry and physical tiredness, reveal what productivity measures cannot. Future treatments must therefore address not only workplace stressors, but also the structural factors that enable them.

## 2.2. Study design

This section covers the study design, giving the information about the next possible steps which the researcher will take to decide the population sample size, tools for data collection and for data processing. The chapter will provide the roadmap for conducting the study, ensuring that the research questions were addressed effectively, and objectives are met. According to Gale et al. (2019, p. 2), qualitative approaches are valuable tools for implementation scientists as they can be tailored to individual settings and provide detailed insights into how various components work together. According to Creswell and Creswell (2018, p. 35), qualitative research immerses the researcher in the lived realities that they want to comprehend. As an interpretive activity, it converts the social reality into detailed documentation field notes, interviews, visual records, and reflexive accounts while using a naturalistic approach to meaning making. Järvinen and Mik-Meyer (2020, p. 3), explains the purpose of qualitative analysis. According to the authors, the qualitative research, particularly when conducting interviews, is all about delving into how individuals perceive things. It is more than just listing data. It is about determining what something means to the individuals you are researching. It is about investigating the process of what individuals or groups do and how their activities are influenced by the world around them and their relationships, their surroundings, etc. Another important point is that qualitative research always takes the situation into account. The researcher is not attempting to examine something outside of its natural environment in a laboratory.

Golzar et al. (2022, p. 72) describes the sampling procedure is crucial in doing quality research since it helps researchers select more representative samples and generalize the research findings. They further explain that the sampling procedure is important for improving sample representativeness and the generalizability of study findings. Convenience sampling, a non-probability sampling technique, selects participants from the target population based on their ease of access. The convenience sampling method was used because the convenient respondents who are easy to access by the researcher were chosen for this research (Noor et al., 2023, p. 5). The convenience sampling simply means that researchers use a sample that is readily available and accessible, it can be applied to nearly any research. The current study uses convenience sampling because, as per convenience sampling provides a variety of benefits. First, when compared to other

non-random selection strategies, researchers can spend less time selecting individuals. Second, convenience sampling requires the researcher to choose participants at a reasonable cost. Third, the researchers commit less time because the sample drawn from the target demographic is easily accessible (Golzar et al., 2022, pp. 73–74).

The qualitative approach is used to get the desired results, because of all the reasons discussed above. Sample is selected via convenience sampling, the persons with managerial positions were selected to get the results (Saleem et al., 2015, p. 2410). As textile employees with managerial role like executive, senior executive, assistant manager, senior assistant manager, deputy manager, manager and senior manager were chosen by the author of the thesis, therefore, convenience sampling method was used for data collection. Järvinen and Mik-Meyer (2020, p. 11) gives an overview about the structured interviews. According to the author's, structured interviews are based on uniform questions asked in the same form and sequence to all participants, with the purpose of comparing and quantifying responses. The structured type interviews with open ended questions were conducted because it helps in aligning the research goals as it keeps the discussion within a frame and it helps to ensure that every interview is addressing workload and wellbeing programs. The method is also efficient in conducting and analysing the respondent's data. The data was collected by sending the Google form link to all available textile employees in Cross Stitch Pvt LTD, Lahore, Pakistan.

Due to the author's inability to travel to the research location, Lahore, Pakistan. The survey will be distributed remotely through WhatsApp to all the respondents. The survey will target former colleagues and staff members from selected textile industry in Lahore, Pakistan. The thesis author has an experience for working in a textile industry and can use the references for gathering the data from the colleagues. The colleagues who are currently working in a textile industry i.e., Cross Stitch PVT LTD were used to complete the questionnaire. The questionnaire (see Appendix 1) was prepared based on the information collected from the past studies in the literature review about the challenges faced by the textile employees and by using the CDC scorecard with the aim of identifying the gaps in wellness programs of textile industries of Lahore, Pakistan. The questionnaire was distributed via WhatsApp to the employees with managerial roles. The sample size is 20 to 25 employees.

The textile staff was able to approve or reject the highlighted wellbeing features. Participants got the access to the survey for ten days, between March 15 and March 25, 2025, in first round and then from April 11 till April 13, 2025. To ensure the validity of the data acquired, each participant was working in the textile sector of Lahore, Pakistan, as well as have a professional and personal interest in participating to the employee health research. Out of 25 surveys sent to different employees, only 18 were able to answer the interview questions thoroughly. Because some of the employees were on leave and some were extremely busy with different projects and ongoing expansion of the company. As discussed above, the respondents were mainly management staff including executives and managers, who have a working experience ranging from 2 to 17 years. All the respondents were educated holding a bachelor's degree. The face-to-face interviews were not conducted in this research because of the power (electricity) cut down in unannounced hours which results in internet issues as most of the employees were preferring to do it at home and the availability issues due to different time zone between Lahore, Pakistan and Tallinn, Estonia because some of the managers were working in shifts. The data was collected with the consent of the CEO of the company, Cross Stitch PVT LTD. The data analysis method which the author of the thesis has used is content analysis method because the open-ended questionnaire was sent to the respondents. According to Gražulevičiūtė–Vilėniškė and Vitkuvienė (2020, p. 158), content data analysis is a strong and diverse research technique that allows for the systematic study of textual or visual data to yield useful insights. It is especially useful because of its ability to convert qualitative data into quantitative measures, allowing researchers to uncover patterns, themes, and linkages within the text. Qualitative content analysis as per Mayring (2000, p. 2) is a method for methodically categorizing text resources originating from varied sources such as interviews, focus groups, open ended questionnaires, observation procedures, or written documents, especially within social science research. The content analysis method was used by Zaighum et al. (2024, p. 42), as the method improves the rigor and transparency of qualitative research by providing a formal framework for data interpretation and analysis, ensuring that findings are anchored in empirical evidence and less vulnerable to subjective biases.

## **2.3. Results**

### **2.3.1. Job Satisfaction of textile employees**

Most of the textile employees (10) were satisfied with their job out of 18 responses, as the expansion of the organisation is providing different projects and opportunities to all the employees equally for having increments and promotions (R1, R3, R4, R6, R7, R10, R13, R14, R17, R18). For instance, R3 admin manager (people operations team lead), replied “As my customers (company employees) are happy with me, that makes me satisfied. I used to arrange leisure activities like recreational trip and annual dinner which is much needed by the staff”. Furthermore, two respondents (R1, R14) replied that they are satisfied with all the aspects of their job, as it helps them in learning new things every day from their colleagues and top management. Respondent R17, responded that, “I am extremely satisfied with my firm as they appreciated and won't let a bad thing happened to anyone. The management focuses on how to secure their employee and team members health and job as well”.

Similarly, R18 replied that I am satisfied with the current job. Whereas, R2 replied, “I would say I am moderately satisfied with my current job. While there are challenges like workload and limited support, there are also moments that make the effort feel worthwhile.” It can be depicted from the responses from different respondents that some of the textile employees are satisfied with their job. On the other hand, there were few comments about the workload which can be due to planning gap and uneven distribution of the tasks among all the team members. Most of the respondents shows the positive side of the organizational culture as the textile employees were appreciated upon completing a project by their peers and were getting the market competitive salaries. Keeping in view this, one of the respondent R10 added that,

I am satisfied with my current job, particularly in terms of the financial benefits, as I receive a market-competitive salary. Moreover, I have the privilege of leading the QA department, where my expertise and suggestions are highly valued by the top management. They consistently give significant weight to my recommendations and implement them across multiple areas, which reinforces a sense of accomplishment and trust in my abilities.

Where most of the employees were satisfied with the current job, there were other respondents (R5, R8, R9, R11, R12, R15, R16) who have shown dissatisfaction with their current roles and responsibilities because of severe workload and limited support from the people operations team. While giving away the different scenarios, R2 talked about a scenario that,

One event where I felt genuinely appreciated was during a major project deadline. I had put in extra hours and gone the extra mile to ensure everything ran smoothly. My peers acknowledged my hard work, and a few of them personally thanked me and even brought it up in a team meeting. That moment of appreciation made a big difference, it gave me a sense of recognition and boosted my motivation. It also helped reduce the stress I was feeling at the time and made me feel more connected to the team.

This explains that even the respondent R2 who was somehow moderately satisfied, was well rewarded and recognised. Three of the respondents, (R5, R8, R9) highlighted that due to overtime and late raw material deliveries, they often must stay late at night, which is not well for their work life balance, and hence, they are highly dissatisfied with their current job. These responses shows that most of the employees feels satisfied while doing their job, because they are learning from their current job because of having new projects from the top management. Keeping in mind with the overall reviews, it can be depicted that only a few respondents (R5, R8, R9) were dissatisfied because of workload overtime and late raw material delivers from the vendors.

The feedback from textile workers paints a positive but realistic picture of job satisfaction. While the majority (10 out of 18) indicated real job satisfaction, they valued prospects for advancement, fair salary, and acknowledgment from management. Many people are satisfied because of meaningful aspects such as competitive compensation that appreciate their talents, supervisors that listen to their feedback, and a culture that recognizes their accomplishments. However, the dissatisfaction of others serves as a crucial reminder, when employees like R5, R8, and R9 are frequently subjected to heavy workloads, late nights owing to supply chain challenges, and a lack of support, it has a negative impact on both their wellbeing and their perception of the firm. What's heartening is that even moderately satisfied employees, like R2, demonstrate how simple appreciation, such as a

thank you during crunch time or public acknowledgement of additional effort, can substantially enhance morale.

### **2.3.2. Management style and support to the textile employees**

The textile employees give their feedback regarding the management style and support which they received from top management or from their managers and how this support affect their wellbeing and overall performance. Most of the respondents concluded that the management is supportive with positive work culture, employee relationship and authority of decision making in tough scenarios. The maximum number of respondents (10) mentioned about the supportive work culture. The managers and the top management are supportive at the workplace (R6, R7, R9, R10, R12–R15, R17, R18). Whereas six respondents (R1, R3, R4, R5, R11, R16) commented that the management as well as their stakeholders tends to be supportive with positive work relationship among other textile employees. R6 added while giving response that the management is supportive and gives the opportunity to make the decision regarding a matter which involves the changing in final product or the change in the process of making the product. R9 said that,

The management style at my workplace significantly contributes to my well-being by fostering an environment of trust and empowerment. I am authorized to make decisions, which enables me to take ownership of my responsibilities and actively contribute to the organization's goals and objectives.

When it comes to management support and power of decision making, R13 commented that, “Yes, the management is quite friendly here, well in all textile sectors situations are not the same, situation varies in sectors, I faced worst situations in past as well.” The respondents also suggested that, during the peak summer/autumn seasons, top management supports with the decisions which each department made for achieving good quantity as well as quality products. They further added that no intra-departmental decisions were made without the consent of all the stakeholders. Keeping in mind with this information, R11 highlighted that during last winter collection of Satin fabric, due to the lack of electricity/power shortcuts, the vendor (fabric vendor) failed to deliver the printed shirts on scheduled time, therefore the Production and Planning Control department issued already stocked printed shirts in the shops for completing the launch on time with the consent of Design department and Quality department. This scenario

depicts that the top management understands the market trend and the instability of power/electricity and gives the opportunity of decision making to each textile employee. On the other hand, two of the respondents were not that satisfied with the management style and decision-making authority (R2, R8), R2 while giving the responses added that,

The management style has a significant impact on my well-being at the workplace. In my experience, the management tends to be more controlling and less supportive, which creates a stressful environment. There is very little involvement of employees in decision-making, and most decisions are taken without considering our input or feedback. This lack of autonomy can be demotivating. When employees are not trusted with even minor decisions, it feels like our opinions don't matter. A more inclusive and empowering management style, where workers are involved in decisions and given some level of authority, would improve morale, boost confidence, and make the work environment more positive.

Somehow similar feedback was given by R8 about the decision making and management support. R8 highlighted that most of the decisions were taken abruptly without thinking about the defective parts and customer complaints which the organisation can get because of change in designs (fabric) before the launch. R8 further added that the bigger picture and the possible lead times plays a vital role in understanding the final product delivery dates. The information for global and local challenges should be communicated in team level, which helps in understanding the top management decisions. Most of the respondents (16) were happy and confident with management support and decision-making authorities. Only two respondents were not fully satisfied due to the abrupt decisions made for delivering the final product before the big fabric launches. Overall, most of the respondents responded with high value for managerial and management support. It suggests that the employees are more satisfied with the role and support, and decision-making authorities.

### **2.3.3. Wellbeing of textile employees at workplace**

The textile employees make remark about the level of support programs which the organisation is providing them for their wellbeing. Several points were highlighted like, health care, health initiatives, stress management trainings, fitness related membership etc. The textile employees responded about the wellbeing at workplace with somehow an

average support from the organisation when it comes to employee wellbeing. Most of the respondents (9) highlighted lack of support and care about their wellbeing (R1, R2, R5, R7, R9, R10, R14, R16, R17). R7 commented that,

Currently, the organization does not provide any specific support programs for employee well-being. There are no options for counseling, healthcare support, stress management trainings, or fitness-related memberships. Employee wellness is not treated as a priority, which affects morale and overall productivity. I would prefer programs like stress management workshops and access to mental health counseling because they can directly help with the emotional strain caused by workload and job pressure. Health initiatives like routine checkups or fitness memberships would also be beneficial in promoting physical well-being and reducing long-term health issues.

Respondent R2 highlighted that due to the seasonal workload, the owners are not aware about the wellbeing of employees and no health initiatives were launched by the organisation. Similarly, R10 raised the concern that most of the textile employees worked hard throughout the year (sometimes seven days a week) but no such programs (health initiatives, health care, stress management trainings) were initiated by the owners. Some of the respondents (6) spoke about the rising awareness and commitment of textile owners regarding the employee wellbeing (R3, R4, R6, R8, R11, R15). R4 added that,

My organization places a strong emphasis on employee well-being by organizing several recreational and team-building activities. These include an annual tour to the northern areas of the country, an annual dinner to foster camaraderie, and sports events such as badminton, table tennis, and cricket. These initiatives contribute to creating a positive work environment and promoting overall employee health and satisfaction. But the health sector needs to be developed more, as we are neither getting free health insurance nor the fitness related memberships from the organization.

Similarly the comments were made by R8 as well about the employee wellbeing and the initiatives taken by the organization as,

They are good at employee well-being. Here they arrange extra-curricular activities like sports, dinners, tours. I would prefer an additional physical activity. But

regarding health care and health initiatives, the system is maturing as the owner, and top management is working on giving as much benefits as they can. For instance, free blood tests and vaccinations.

Furthermore, R11 added that during his initial probation days, and even after the probation period, no one cared much about the wellbeing or the goals you are achieving in the favor of the organisation. Five respondents (R2, R5, R12–R14) brings up their concern about the lack of management support when it comes to wellbeing of textile employee. For instance, R12 illustrated that the work culture is harsh and not flexible when it comes to deadlines, neglecting the employee wellbeing, as it is more focused on getting the work done. The respondents stressed on the need of setting a standard procedure and recognition from the textile board of Pakistan about the challenges faced by the textile employees. R14 put forward the rising concern of employee turnover because of lack of employee wellbeing initiatives. R14 further added that due to lack of proper guidelines about wellbeing, the new trainees often leave the organisation after a few months, which is creating a loop of training new employees repeatedly. The rising concerns depicts that the textile industry needs to make breakthroughs in wellbeing initiatives.

#### **2.3.4. Work life balance of textile employees**

The responses related to the workplace challenges and how they are affecting the wellbeing of textile employees in Lahore, Pakistan were highlighted by the respondents. The concerns which are addressed were work life balance, and to cope up with this challenge, the desired outcomes were employee recognition and reward, community events, flexible dress code, policies in the workplace and its opportunities for enhancing employee wellbeing. Out of these different challenges, the top challenge for the textile employees was work life balance with nine responses (R2, R5, R6, R8, R9, R12, R13, R15, R16). For instance, R5 replied, “Major challenges are hectic routine in textile sector inappropriate medical facilities and long working hours”. R9 added that the pressure of performing and making the right decisions increased drastically on season peak like summer, autumn and winter. In Pakistan, there is a wedding season as well, which results in the manufacturing of different unique products with multiple operations like, dyeing, printing, embroidery, stitching. Another respondent R12 commented that

We need to meet the lead time of products and therefore, we often work late hours and even on Sundays. Moreover, if you are working in the morning shift, you must be in communication with the evening shift employees which is damaging our health and mental peace, as you need to be present for 24 hours.

The above situation was followed by other nine responses (R1–R3, R7, R10, R11, R14, R17, R18) for work stress, poor employee policy, no flexible hours, feedback channels. Talking about the flexible working hours, R7 commented that no flexible working hours and a culture of working from home with alternate weekend offs are offered by the organisation which is quite stressful. Textile employees often tend to stay late at work due to late deliveries of products, because of poor infrastructure and sometimes road closure for VIP movements. While giving away the insights about policies R17 responded that,

In the textile sector, where physical and mental strain is common, policies on rest breaks, safety measures, and stress management training are essential. Offering employee recognition programs, creating feedback channels, and involving workers in decision-making can also boost motivation and satisfaction.

Because of the physical and mental part of the textile employee needs a constant support from the management as they need to deal with daily complaints, over time, late deliveries, long working hours. Almost every respondent gave insights about the possible outcomes because of not managing work-life balance due to poor policies like weekend shifts, overtime, and dress code. More research is needed to assess more details on this matter. For instance, R18 dictates that a clear policy is needed regarding the time for overtime/weekend shifts so that textile employees can be protected from burnout. The respondent further added that opportunities like skill development and career growth can show that the organization is valuing employees' sacrifices. The better concern here is, what a textile company needs to better understand the wellbeing of its employees.

### **2.3.5. Workplace stressors for textile employees**

The textile employees also give their responses regarding the work stressors (workload, noise, lighting, safety, and medical facilities). The respondents have also given their observations about the management support and how it can be beneficial for reducing

psychosocial factors which are given in this section before. Almost all the respondents replied about the work stressors. Most of the respondents (10) highlighted the workplace stressors. The most preferred areas mentioned by the ten respondents (R2–R4, R6, R10–R14, R17) were high workload, noise, medical facilities, and the lack of instructions to manage those stressors. R11 added,

The main stressor in my workplace is the heavy workload. There are often too many tasks and not enough time or staff to handle them properly. This creates a lot of pressure and leads to both physical and mental fatigue. Unfortunately, management provides very little support in addressing these issues. There is a lack of understanding or willingness to make changes, and employees are often left to manage on their own. To improve the situation, management needs to be more involved by listening to workers' concerns, providing additional resources or manpower, and creating a more supportive and realistic work environment.

Furthermore, R13 responded that workload and noise are the factors that are producing most of the stressors in the workplace. Due to the nature of the job, textile employees are often asked to complete the tasks in a short span of time, due to many reasons like late deliveries of raw materials. Another respondent R14 mentioned medical facilities are a major concern for him because the company is not facilitating the need for having a family doctor who can help the textile employees during times of need (especially during medical emergencies). The respondents not only highlighted the workplace stressors, but they also commented on the way to minimize them. Let's take an example of feedback given by R17,

One of the primary stressors in the workplace is a consistently high workload. To effectively manage this, I prioritize maintaining a healthy lifestyle by regularly going to the gym. My routine includes exercise, weight training, and adhering to a balanced diet. These practices help me reduce stress, enhance my physical well-being, and sustain productivity at work.

Keeping in view the above-mentioned response. It can be depicted that most of the textile employees are helping themselves to mitigate the consequences of workplace stressors on their wellbeing. Five of the respondents (R1, R5, R7, R8, R9) explained that there were no immediate workplace stressors, as their work was manageable, and the

responsibilities were distributed evenly among the team members. R5 responded that there are no such stressors, but it can be workload and long working hours, sometimes. Meanwhile, three of the respondents (R15, R16, R18) mentioned that the only workplace stressor they are facing is the noise, due to the continuous running of heavy dyeing and embroidery machines. The respondents further added that they have highlighted this issue multiple times in front of the people operation department, to either change their department location to some other floor or to install some layers on the walls and floors of the office to mitigate the noises and vibrations made due to heavy machinery. The given responses depict that workplace stressors are affecting employee wellbeing in different ways, especially the unexpected workload and noise. Some of the respondents hold the opinion about the medical facilities as well, which can be improved for better employee wellbeing.

### **2.3.6. Unscheduled working hours (long working hours)**

The respondents also evaluated working on the weekends and unplanned work (unscheduled) during the weekdays in the textile industry of Lahore, Pakistan. The textile employees raised concerns about working late to finish the pending tasks. The long working hours and unplanned work schedules with most responses (11) were recorded (R1–R3, R5, R6, R8, R9, R12–R14, R16–R18). Most of the respondents (13) were not satisfied with the long working hours. R3 responded that,

I can't spend quality time with my family because I am working mostly on weekends as well. Most of the house chores remain as it is because of my unplanned work, which is not helping my well-being, and is creating family conflicts.

Another respondent R8 added,

I often must work beyond my scheduled hours, especially during events or busy seasons. It's quite common for me to stay late to ensure everything is handled properly. Working on weekends affects my personal life significantly. It limits the time I can spend with family and friends, and I often miss out on my rest time or personal activities. Over time, this can feel exhausting and makes it harder to maintain a healthy work-life balance.

The responses depict that working for long hours and unplanned work is disturbing textile employees' daily lives and wellbeing. The respondent R18 mentioned that

I am working 5 to 6 days a week, and I am mostly working beyond working hours. I must stay there so that I can assign tasks to labor staff as they are unable to work independently. Because of working late, my personal life is getting affected, and my health is also compromised, and I am facing issues like high blood pressure, which is affecting my well-being.

The responses give an idea about the company's policy of paying for extra hours. The respondents highlighted that they were not paid for working extra beyond their scheduled hours. Meanwhile, a small number of respondents (3) responded with positive comments on working beyond scheduled hours (R4, R7, R10). The respondents share their thoughts that they often finish their work on time and use it to plan what their coming week looks like. R7 responded,

Being a textile employee, I can manage my work as per my convenience. The work schedules are not a problem for me because a master sheet with a year plan is usually shared which helps me in planning my assigned tasks beforehand. I have never spent extra hours on weekdays or given away my weekends to my work.

The response ended with the conclusion that the textile employees should plan their work. The respondents (R11, R15) stayed neutral when it comes to unscheduled work. R11 highlighted that if the manager is planning well and work is distributed evenly to all team members, then there is no need for working extra hours.

Concluding from the above results, it can be depicted that most of the unplanned work schedules are a side effect of poor planning, unevenly distributed tasks, and underutilized team members. Because of poor planning of top management and late deliveries of raw materials by various vendors, the wellbeing of textile employees is compromised. All the points discussed above in the results show that quick action is required to cover the discrepancies in scheduling extra hours for textile employees.

## 2.4. Discussion and recommendations

Different responses from textile employees helps in addressing the research questions and facilitates in understanding the importance of employee wellbeing in a textile industry. It also smoothens the path of identifying potential psychosocial factors which are affecting the employee wellbeing. The psychosocial factors like long working hours, workload, workplace stressors (noise, lighting, medical facilities), work life balance plays a vital role in maintaining the employee wellbeing. The current study helps in identifying the psychosocial factors and recommended some wellness programs which needs to be initiated in the textile industry of Lahore, Pakistan for improving employee wellbeing. The findings shows that the unscheduled work hours (long working hours or overtime) and unplanned weekend work hours negatively affect the textile employee's wellbeing as well as personal life. This coincides with the concerns raised by Akhter et al. (2019, p. 4), the extensive working hours are making the textile employees suffering from physical aches, weariness, headaches, and eye problems. The results depicted that because of the overtime and unscheduled working hours, the textile employees often tend to fail in spending time with their family members. It also effects the employees in doing development activities for having a promising future. The finding of the thesis is supported by Emmanuel et al. (2020, p. 5). The author highlighted that employees who are doing overtime in their workplaces, lacks in participating for educational activities and other development programs.

Another concern raised during the findings part was noise, lighting and medical facilities. Unnecessary loud noises are making textile employees to compromise with their wellbeing. This problem is also causing stress among the textile employees, which is supported by Kabir et al. (2022, p. 2) who mentioned severe working conditions in factories include excessive heat, noise, cramped conditions, inadequate lighting, long workdays, workplace violence, a lack of safety supplies and equipment, and limited or non-existent access to medical facilities. The analysis shows that the poor sleep due to various working conditions/settings can lead to health issues and it can have a negative impact on employee productivity and performance. It can also cause workplace accidents. This analysis is supported by Getahun et al. (2023, p. 2). The mental wellbeing is importance and a rising concern of today's industrial revolution.

The study conducted by Javaid et al. (2025, p. 74) and Junaidi et al. (2020, p. 3877) conveys the result that the textile industry of Pakistan is facing challenges in employee retention due to occupational risks, injuries and workplace environment, which is accompanied by job satisfaction and organisational support. This job dissatisfaction is causing employee retention and negatively affecting the employee wellbeing. Jin et al. (2023, pp. 1218–1219) and Pega et al. (2021, p. 7) gives the information that excessive working hours are significantly reducing the job satisfaction, and they can leave a harmful impact on physical and mental wellbeing which coincides with the thesis outcome. The research question about the psychosocial factors is answered by concluding the results and authenticating them with the previous scholarly studies. It is evident that excessive workloads, long working hours, rigid management style, lack of recognition and reward and poor working conditions can leave the impact on wellbeing of textile employees. The study also depicts that the reward system and employee engagement can enhance employee performance, which is also important in increasing overall employee morale. The similar analysis was presented by Dixit and Upadhyay (2021, p.164).

The analysis also revealed that textile workers require wellness programs such as health care, health initiatives, and stress management training. The study found that health activities such as fitness memberships, physical activity, stress reduction, and diet have a significant influence on positive health behaviours and health cost savings. These results found in the thesis were also identified by Song and Baicker (2019, pp. 1498–1499), the authors have concluded that there is a direct impact of wellness programs in an organisation on health and economic outcomes. Due to different factors, the work family conflicts are causing various problems for the textile employees. The thesis analysis depicts that the work family conflicts arose poor professional behaviour of textile employees along with negative impact on personal and social life of textile employees. This analysis is supported by Obrenovic et al. (2020, p. 3). The challenges found in this research and the solutions offered by the textile employees of Lahore, Pakistan can be used for proposing future recommendations for the development of wellbeing strategies with minimal effect of psychosocial factors. The study suggests the following solutions to increase workplace wellbeing with reduction in workplace stressors:

- Discourage unpaid overtime and provide compensatory/alternate off days if the textile employees are working on weekends.
- Regulation work hours with clear boundaries, shift timing and mandatory rest periods should be encouraged throughout the organisation.
- A better planning and scheduling approach are needed to distribute the workload equally among textile employees to avoid overwork and burnout.,
- Structured wellbeing programs like stress management trainings, counselling services, partnership with local clinics for regular checkups and vaccinations, fitness membership cards for gym can enhance wellbeing of textile employees.
- Low cost but high impact stress management workshops and wellness days can significantly shift the momentum of workplace culture.
- Employee recognition can be made by installing monthly or quarterly appreciation programs, platforms where peers or stakeholders can give anonymous reviews, rewards for performing projects outside the daily routine tasks can help in enhancing employee motivation and on time feedback.
- Policies for flexible working hours, interest free loan schemes and a culture of working from home can help in maintaining employee wellbeing.
- Giving relaxation for dress code in scorching summer, early leave for medical checkups or family responsibilities can increase morale and reduce burnout.
- A budget allocated for professional development and career growth can help textile employee to excel in his/her career.
- Normalize social events like team dinners, cooking classes for relaxing, recreational events for social gatherings (it can also help employees to build relations and references across organisation) to build trust.

The research for this master's thesis was navigated by two research questions, how do different psychosocial factors affect employees' wellbeing? And what is the need for implementing wellbeing programs to improve employees' wellbeing? The responses give information about the possible psychosocial factors affecting their wellbeing. Long working hours and overtime with unscheduled working hours result in physical and mental stress, and imbalance in work life. The reduction in productivity and focus is because of poor working conditions like noise, lighting, and safety. Some of the

respondents mentioned that due to uneven distribution of tasks and lack of recognition, they are unable to complete their assigned targets which is leading to burnout of textile employees. The absence of health care and stress management resources is causing mental health problems for the textile employees. These factors result in the form of less job satisfaction, increased turnover, and poor physical and psychological wellbeing. The second research question tends to observe why wellbeing programs need to be implemented in the textile sector of Lahore, Pakistan. The wellbeing initiatives can enhance worker health, job satisfaction, and productivity. Factors like burnout and overtime can be tackled with stress management workshops and ergonomic improvements including planning and scheduling. Initiatives like flexible working schedules, a recognition and reward system, and community events can enhance job satisfaction and reduce turnover rate. These opportunities are essential for the future growth of the textile industry in Lahore, Pakistan.

While this study provides vital insights into the issues facing Lahore's textile sector and emphasizes the critical necessity of employee wellbeing in this business, it is important to recognize the research's limitations. The findings make significant contributions to understanding both the problems and potential solutions for textile workers' wellbeing, but the study faced various challenges during its execution. These limitations, while significant, help to guide and develop future research paths in this subject. The study was conducted in a single textile industry i.e., Cross Stitch Pvt Ltd in Lahore, Pakistan. This limits the general findings for the broader version of textile industry. Furthermore, the findings are specific to the textile sector of Lahore, Pakistan. There may be some different cultural norms, labor laws in textile sector of other cities of the country. Also, the data were gathered via self-reported questionnaires, which may have been influenced by respondents' subjective judgments, social desirability bias, or reluctance to share unfavorable experiences. While important factors such as workload and long hours were investigated, other stresses like interpersonal issues may have been overlooked. Which can be recommended for future investigations. Lastly, due to some travel restrictions, surveys were created with Google forms and shared with WhatsApp which might have resulted in distinction of responses when compared to in person interviews.

## CONCLUSION

The master's thesis investigates the psychosocial factors and the reason of implementing wellbeing initiatives which serves as the research problem. The thesis goal is to explore the psychosocial factors that are affecting the wellbeing of textile employees in Lahore, Pakistan, by focusing on the challenges like long working hours, excessive workload, poor working conditions and lack of organisational support and to carry out possible wellbeing programs for enhancing employee wellbeing. The first part of the thesis is the literature review which covers the understanding of wellbeing concept and the psychosocial factors like excessive workload, workplace working conditions (noise, safety), long working hours, unscheduled work/poor planning, overtime, burnout that exert influence on the mental and physical wellbeing of textile employees. It also explores the association between long working hours and mental/physical health, workplace conditions and employee wellbeing etc., of textile employees of Lahore, Pakistan. The previous studies depict that there is a direct connection between all these factors. The literature review explores all the associations between psychosocial factors and employee wellbeing. It also focuses on the wellness strategies/programs that can be used to enhance wellbeing of textile employees. The theoretical part gives insights into the existing models and concepts related to employee wellbeing. The models also discussed the possible consequences for not providing the physical, psychological and environmental wellbeing.

In the second part, the methodology consists of structured interviews, which were sent via Google Sheets to the textile employees of Cross Stitch Pvt Ltd, Lahore, Pakistan. This part helps in understanding the textile employee experiences. The data gathered with the help of convenience sampling, and the results were analysed with the help of content analysis, for finding psychosocial factors which are affecting employee wellbeing, and the possible wellbeing initiatives were identified. The research questions, how do different psychosocial factors affect employee's wellbeing and what is the need for

implementing wellbeing programs for improving employees' wellbeing, were answered in this section of the thesis. The results shows that the irregular working schedules, poor working conditions, lack of healthcare access for textile employees, excessive workload, lack of management support, no wellbeing initiatives were causing imbalance in work life and creating family conflicts, burnout, stress, poor productivity and performance. The findings highlighted that all these stressors have a remarkable impact on the mental and physical health, job satisfaction and overall productivity of the textile employees of Lahore, Pakistan. The qualitative analysis shows that while some employees expressed pleasure with managerial support and workplace culture, many struggled with unpaid overtime, noise, lack of health care benefits, poor work life balance due to overtime and unscheduled work hours. This part helped in giving away the reasons for the needed wellbeing programs of the textile employee like stress management workshops, fitness initiatives, employee recognition programs and flexible work arrangements. In the end, the discussions and recommendations were given for improving the overall wellbeing of textile employees in Lahore, Pakistan. The future recommendations can be made by expanding the research to multiple textile firms across different regions of Pakistan and by giving away a system for tracking employee wellbeing over time to understand the impact of possible interventions. The findings of this thesis are helpful for the management of textile industries, as they can support the wellbeing of employees. The recommendations can help the textile sector of Lahore, Pakistan to develop a system that ensures high productivity of employees, keeping in view the wellbeing. This thesis is helpful for policy remarking against workplace interventions and it can help in carrying out wellness projects.

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## Appendix 1. Questionnaire

Hi,

Your participation is greatly appreciated in this research project, which aims to explore the factors influencing the wellbeing of textile workers in Lahore, Pakistan, and to provide alternative solutions. This interview will include in-depth conversations about workload, stress, burnout, job satisfaction, balancing work and life, physical, psychological, and mental health, and the role of managerial support. Your candid and detailed comments will give critical qualitative data for our research. Please know that your privacy, confidentiality, and anonymity will be completely protected throughout this procedure. I appreciate your time and cooperation.

According to ethical norms, you must provide informed consent to participate in this interview. Do you understand the goals of this interview and the possible outcomes, both positive and negative, of your participation? Are you willing to participate on a volunteer basis?

Personal information:

1. What is your age and gender?
2. What is your working experience and designation in the textile industry?
3. How often do you work beyond your scheduled hours? (Yoo et al., 2014, p. 3; Akhter et al., 2019, p. 3)
4. How does working on weekends effect your personal life? (Sato et al., 2020, p. 6; Yoo et al., 2014, p. 3; Akhter et al., 2019, p. 3)
5. What are the stressors in your workplace, e.g., noise, workload, lighting, safety, medical facilities? (Kabir et al., 2022, p. 2)
6. How can the management support to eradicate workplace stressors (Centers for Disease Control and Prevention., 2019, pp. 9–31)
7. What kind of support programs does your organisation provides for supporting/prioritising employee wellbeing? For instance, counselling, health care, health initiatives, stress management trainings, fitness related memberships? What type would you like to prefer and why? (Jones et al., 2019, pp. 1749–1751)

## Appendix 1 continued

8. How satisfied are you with your current job? Please provide an event where you felt appreciated by your peers? (Wu et al., 2021, p. 929)
9. How that appreciation from the peers' changes or improves your wellbeing at work? (Wu et al., 2021, p. 929)
10. How does management style effects your wellbeing at workplace? Does management provide the authority of decision making? (Dixit et al., 2021, p. 158)
11. What are the workplace challenges (work life balance etc.,) which the textile employees are facing for keeping their wellbeing alive? (Centers for Disease Control and Prevention., 2019, pp. 22–23)
12. What are the solutions for eliminating those challenges? For instance, administrative support, employee recognition programs, community events, flexible dress code etc. (Centers for Disease Control and Prevention., 2019, pp. 22–23)
13. How can the policies and opportunities play its role in making a workplace more oriented towards the wellbeing of employees? (Centers for Disease Control and Prevention., 2019, p. 8)
14. Please highlight your ideas for making a wellbeing-oriented workplace, specifically for textile industry. (Centers for Disease Control and Prevention., 2019, p. 8)

## RESÜMEE

### TEKSTIILITÖÖTAJATE HEAOLU MÕJUTAVAD TEGURID: VÄLJAKUTSED JA LAHENDUSED

Husnain Farooq

Lõputöö teema on väga aktuaalne, kuna Pakistani tekstiilisektor annab olulise panuse riigi majandusse. See sektor mitte ainult ei teeni tulu, vaid annab ka enamikule riigi peredest põhilise sissetuleku. Kasvav tööstus mõjutab suuresti töötajate heaolu. Mitmed psühhosotsiaalsed tegurid, nagu töökoormus, müra, töökoha valgustus, töökoha kultuur, töötingimused, pikad töötunnid, juhtkonna tugi ja heoluprogrammide puudumine, põhjustavad suuri tagasilööke, kuna töötajate püsimise määr on madal, tervishoiukulud suurenevad, tootlikkus on madal ja palju muud. Kahtlemata on töötajate heaolu säilitamiseks mudeleid ja küsimustikke palju, kuid nende muutmine on ajavajadus. Käesoleva magistritöö uurimisprobleem on töökohas esinevate psühhosotsiaalsete faktorite negatiivne mõju töötajate vaimsele heaolule. Töö eesmärk on välja pakkuda erinevaid soovitusi töötajate heaolu parandamiseks töökohal Pakistani Lahore tekstiilisektoris. Uurimisküsimused on järgmised: Kuidas erinevad psühhosotsiaalsed tegurid mõjutavad töötajate heaolu ja millised heoluprogrammid võivad anda paremaid tulemusi töötajate heaolu suurendamisel?

Kirjanduse ülevaade selgitab töötajate heaolu tähendust ja kontseptsiooni ning selle tähtsust. See hõlmab ka tegureid, mis mõjutavad töötajate heaolu, hõlmates töötajate heaolu mõõtmise mudeleid ja tehnikaid. Kirjanduse ülevaade hõlmab JD-R (töövajaduste ja ressursside) mudelit, mis annab ülevaate sellest, kuidas töö ja ressursside vaheline tasakaalustamatus võib põhjustada läbipõlemist ja stressi, Seligmani PERMA mudel rõhutab positiivseid emotsioone, kaasamist ja heaolu edendamist. CDC töökoha tulemuskaart annab praktilise raamistiku töötaja heaolu mõõtmiseks. Järgnesid Danna ja Griffini töökoha heolumudel ja Warwick-Edinburghi vaimse heaolu skaala

(WEMWBS). Seejärel keskendub uuring Pakistani Lahore'i tekstiilitöötajate andmete kogumisele WhatsAppi kaudu jagatud elektroonilise lingi kaudu. Küsimustik keskendub töötajate heaolu mõjutavatele psühhosotsiaalsetele teguritele ja healuprogrammidele, mida saab pakkuda tekstiilitöötajate heaolu tõstmiseks. Andmeanalüüs näitab, et tekstiilitöötajate heaolu mõjutavad mitmesugused tegurid nagu liigne töökoormus, pikad töötunnid, plaaniväline töö nädalavahetustel, stress, juhtkonna toetuse puudumine, töötingimused (müra, valgustus jne). Enamik tekstiilitöötajaid jäid tööga üldiselt rahule ning tulemused näitasid, et tekstiilitöötajad on rahul oma juhtimistoe, töökultuuri ja kasvuvõimalustega organisatsioonis.

Tulemused aitavad soovitada ideid töökoha müra vähendamiseks ning töötajate heaolu parandamiseks. Leiti, et erinevad healuprogrammid, nagu stressijuhtimise koolitused, töökoha meditsiiniline tugi, fitnessiga seotud liikmesused, kogukonnaüritused, tervishoiualased algatused jne toetavad töötajate heaolu. Kokkuvõttes saavutas magistritöö oma eesmärgi ja uurimisküsimused said vastused. Tekstiilitöötaja heaolu toetavad soovitused võivad omakorda aidata tõsta tootlikust ja vähendada tööjõu voolavust.

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18/05/2025