

# **An Analysis of the Current State of Corporate Wellbeing in Companies Located in the Czech Republic**

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## **ABSTRAKT**

Cílem této bakalářské práce je zjistit, jaký je současný stav firemního well-beingu ve vybraných firmách na území České republiky. Teoretická část představuje modely, přístupy k well-beingu jedince a firmy, a také oblasti, které mohou být ovlivněny firemním well-beingem. Dále jsou zde uvedeny příklady a pomůcky, pomocí kterých se firmy mohou inspirovat. Druhá část práce představuje metody sběru dat, kterými jsou strukturované rozhovory a konzultace s odborníkem z oblasti firemního well-beingu, dále analyzuje a porovnává aktivity spojené s well-beingem ve vybraných firmách. Navrhuje doporučení pro vybrané firmy.

Klíčová slova: firemní well-being, hnací síly firemního well-beingu, manažeři, well-being zaměstnance, pracoviště

## **ABSTRACT**

The aim of this bachelor thesis is to find what the current state of the corporate well-being is in the selected companies located in the Czech Republic. The theoretical part introduces the models, the approaches to a well-being of an individual and a company, and also the areas, which can be influenced by the corporate well-being. There are given some examples plus the tools in which the companies can find the inspiration. The second part of the thesis introduces the methods of data collection, which are structured interviews and consultations with an expert on the corporate well-being, analyses and compares the well-being activities in the selected companies. It suggests the recommendations for the selected companies.

Keywords: corporate well-being, drivers of the corporate well-being, managers, employee well-being, workplace

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I hereby declare that the print version of my Bachelor's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

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## INTRODUCTION

A term corporate well-being is believed to be new for a Czech business environment. Still, the well-being activities can be fulfilled without knowing this term. Nevertheless, a Czech company, which specializes in the corporate well-being and helps other companies with an implementation, suggested a topic for the thesis to attract HR managers' attention in the corporate well-being. That is why the aim of the thesis is to find out what the current state of the corporate well-being is in the selected companies which are located in the Czech Republic. Furthermore, the current state will be surveyed through the areas, which relate to the well-being, and through the companies' well-being strategies.

Firstly, theoretical part will introduce different approaches to an individual and the corporate well-being and will explain that even the well-being of individual plays an important role in the corporate environment. Moreover, the areas and its drivers, which influence the corporate well-being, will be shown. The last part of the theory will offer a practical approach which the companies can make a use of.

Secondly, the analytical part will introduce the methods of data collection and the selected companies which were chosen for the analysis. One of the method will be structured interviews which can provide with as essential information as possible. Moreover, HR managers from the selected companies will be interviewed since this department can influence the implementation of the corporate well-being apart from an employer. The overall findings from the selected companies will be compared and to get even more detailed overview, Weighted Scoring Model will be used to evaluate how many activities the companies do in comparison to other selected companies.

Lastly, the findings will be assessed, explained and the author will make suggestions for the selected companies.

## **I. THEORY**

## 1 WELL-BEING

There is not a single definition for describing a well-being. However, there are many approaches for understanding the well-being. Each approach looks from the different point of view. It may seem that some of them focus only on an individual instead of focusing particularly on an employee. By contrast, the well-being of the individual is important for a company to reach its goals, to decrease costs, or to improve corporate culture. Moreover, the company and its employees knowingly create the activities which means that it is not a one-way process but both sides benefit from the well-being (My Refresh 2017). However, well-being is unique for each work environment. In other words, each company would need a slightly different concept.

### 1.1 Approaches to the Well-Being

According to Seligman (2011, 13), the well-being is a subject of a positive psychology, another term in a connection to the well-being is a flourishing because by the flourishing the well-being can be measured. According to Pruyne (2011, 7), a company should be able to set up a work environment in which an employee would have an opportunity to flourish from which would benefit not only an employee but also a company (Pruyne 2011, 7). Overall, the main point in the positive psychology is to make the flourishing higher (Seligman 2011, 13). Furthermore, the well-being theory shows five elements:

- positive emotion,
- engagement,
- meaning,
- accomplishment,
- positive relationships (Seligman 2011, 16).

Well-being can be divided into three aspects which are “hedonic, eudaimonic, and evaluative.” Firstly, the hedonic aspect is associated with the mental state such as “people’s feelings or emotions.” Secondly, the eudaimonic aspect is connected to living a life in a right way, throughout an interaction with the world and person’s psychological needs such as a sense of a meaning and a purpose. Lastly, the evaluative aspect of the well-being deals with the ways in which people rate their lives (Jeffrey et al. 2014, 10). In connection to this approach, the well-being can be divided into these aspects:

- physical,
- mental,

- emotional,
- spiritual
- sometimes social and environmental (Brown and Alcoe 2010, 24 – 25).

The attention should be paid for each of these aspects because when it changes one aspect, it will influence others as well. Well-being is about how a person refers to himself and how the person understand himself through the four aspects. Moreover, there are other aspects which relate to how the person refers “to others, our community and our environment” (Brown and Alcoe 2010, 24 – 25).

According to Armstrong (2014, 445 – 49), who deals especially with an employee well-being, the well-being at work lasts when the employees are satisfied with their jobs, how superiors treat them and how they get along with other employees. Moreover, the employees’ well-being is connected to “the quality of working life provided by their employers”, in other words, it is about being satisfied, maintaining services for groups as well as for the individuals, and the feeling of happiness which all come from the work and its environment. Among the services for the individuals can be found counselling and personal case work. Subsequently, the areas which are included – sickness, bereavement, domestic problems, and retirement. Then the areas for the group services include restaurant, sports and child care facilities, and social clubs (Armstrong 2014, 445 – 49).

The well-being can be broken down into five different dimensions which are related:

- Career Well-being – if an employee enjoys the work, it is connected to employee engagement, additionally, Alfes et al. claimed that employees who are more engaged perform better and are more creative, it is more probable that these employees do not want to leave their current employers and have higher levels of the personal well-being (Armstrong 2016, 216).
- Social Well-being,
- Financial Well-being,
- Physical Well-being,
- Community Well-being (Rath and Harter 2010, 1, 4 – 5).

Unlike in the preceding approaches, here the financial well-being is included, which is concerned with an effective way of managing economic part of the individual to decrease stress and “increase security.” If an employee has low financial well-being, “it can lead to disengagement” and he or she might even leave the company. What is more, financial uncertainty “can lead to stress, anxiety, insomnia, headaches, and depression.” However,

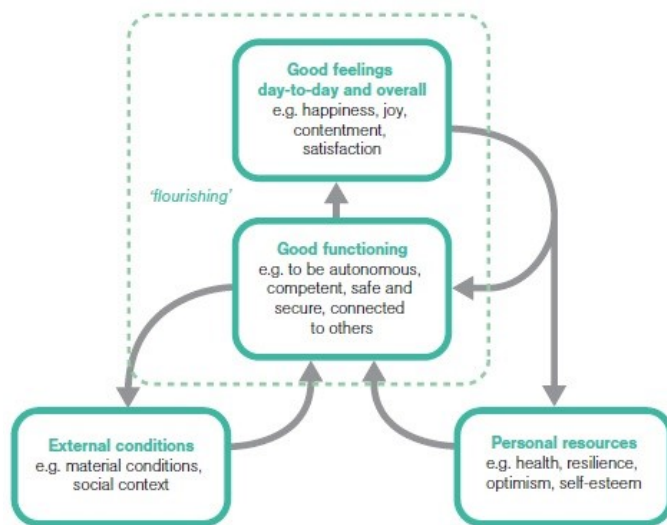
companies can focus more on the financial well-being of their employees by choosing the retirement plans, helping them how to save money (Rath and Harter 2010, 1, 6 – 7). As a matter of fact, some companies in the UK give priority to a financial education and plan to establish it as a part of their well-being strategy (Business Matters 2017).

According to Cooper and Robertson (2011, chap. 1), there are three components of well-being – physical, social and psychological. For employers and employees are important to focus on the psychological well-being. Nevertheless, at a workplace the psychological well-being is mostly influenced rather than physical or social well-being. Psychological or mental well-being, hereinafter referred to as PWB, means that individual can manage day-to-day situations, keep up the positive attitude and try not to lose the sense of meaning. In addition to PWB, there was found a connection between the performance of the employees and PWB (Ford et al. 2011). That is why the PWB can be influenced by many situations at work, for example, how the employees get on well with each other or when the employee works in an environment where he or she has “opportunities to feel a sense of achievement on regular basis” (Cooper and Robertson 2011, chap. 1).

After all, there are reasons why employers should be interested in the well-being of their employees. Firstly, the employers have responsibility to care, in other words, accepting socially responsible approach to take care of their employees. Secondly, being concerned about the employees’ well-being may develop their commitment to the company and will help to build the “best place to work”. What is more, there is a positive connection between an establishment of a well-being programme and improved KPI. Additionally, the costs of the well-being programme can convert to the financial benefits (CIPD 2016, 3). Lastly, “employers are responsible for creating a good work environment” because it is “a part of the total reward system” (Armstrong 2014, 446).

## 1.2 Models of Well-Being

The figure 1 illustrates various characteristics of the well-being and how they relate to each other. It is obvious that external conditions and personal resources have an impact on good functioning which symbolizes a positive synergy with the world of a person. Consecutively, this interaction has an impact on person’s experiences and following evaluations. The responses between good functioning and good feeling construct a dynamic system. Moreover, together these elements compose the process of the flourishing (Jeffrey et al. 2014, 10).



*Figure 1: A Model of Wellbeing of an Individual (Marks, 2010)*

However, the figure 2 is focused on the well-being at work. Nevertheless, the Model of Wellbeing at Work is an adaptation of the model in figure 1. On the one hand, the personal resources stayed the same, among those resources can be found resilience, work-life balance or motivation. On the other hand, external conditions are assigned as an organisational system which includes management, environment of the company or the job design. Subsequently, there is a component of functioning at work which involves how much the employee is capable to perform at work, this includes creative, competent, team, and good work. Lastly, the experience of work deals with employee's straight experience while he or she is working. In connection with experience of work are satisfaction, good organization, and stress. Employee's experience of work is affected by the component of functioning which means what the employee does, as well as the functioning of employee at work depends on the organizational system and the personal resources (Jeffrey et al. 2014, 10-11; Marks 2010).

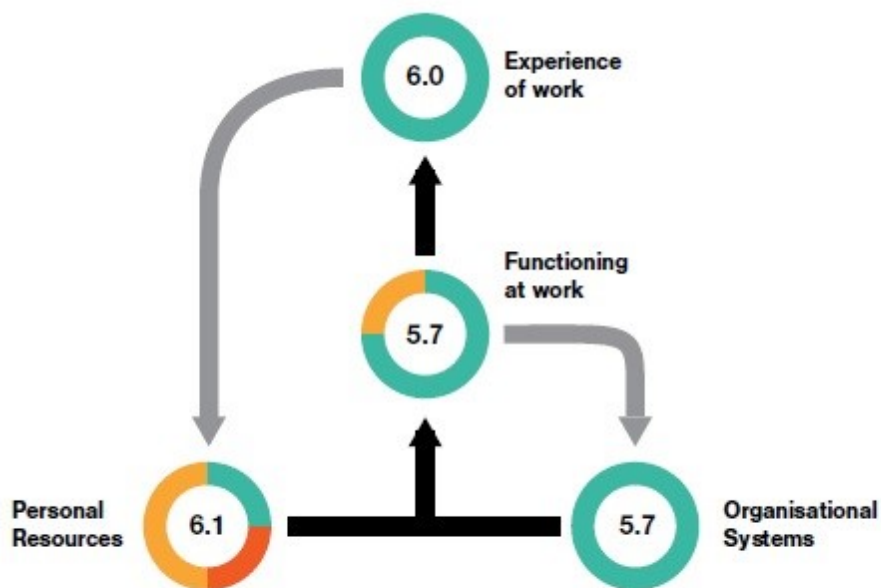


Figure 2: A Model of Wellbeing at Work (Jeffrey et al. 2014, 11)

### 1.3 Areas which Influence Corporate Well-Being

Companies need to focus on building personal resources of the employees, to help them developing and be proud of their job roles, employees should be able to perform the best as the individuals but also in a team and lastly, to “have a positive overall experience of work” (Jeffrey et al. 2014, 6).

Work satisfaction and profitability are affected by noneconomic factors in the workplace, therefore it is essential that a government and corporations watch carefully the employees’ well-being and try to improve it (Diener and Seligman 2004, 1).

There are many areas which can be influenced by the corporate wellbeing and that is why the companies should focus on, support and improve these areas.

- **HEALTH:** One of the field is concerned with relationship between good health and well-being. Company should encourage the employees to achieve a healthy lifestyle.
- **WORK-LIFE BALANCE:** Another part is about establishing the work-life balance which seems to be an efficient technique in avoiding stress at work.
- **JOB SATISFACTION:** Firstly, the company can embrace various ways which lead to job security so that the employees are able to accomplish higher levels of job satisfaction. Secondly, for the company is crucial to find a way how to communicate with the employees in order to assure that the employees feel that their job is



achievable which has a considerable impact on the job satisfaction. Lastly, the job satisfaction is in a connection with a secure working environment and the feelings of the social values of the company's work.

- **MANAGEMENT:** Management styles are linked to job performance through employees' mood and attitudes (Sonnetag 2002, 434). Generally, the top management decides whether to support the corporate well-being or not. Interestingly, HR and line managers can influence establishing the corporate well-being. What is more, HR managers can convince top management while using a report with an explanation of why it is important to undertake the process of the corporate well-being (CIPD 2016, 18 – 19).
- **CREATING OPPORTUNITIES:** Company should be able to create new opportunities for the employees in order to develop additional skills.
- **RELATIONSHIPS AT WORK:** Company should concentrate on the relationships between managers and their workers

(Jeffrey et al. 2014, 6 – 7).

## 1.4 The Drivers of Well-Being

The drivers are described through the components of the dynamic model. The components were personal resources, experience of work, functioning at work and organizational system.

### Health and Work-Life Balance

Firstly, many personal resources contribute to an employee's well-being at work. The drivers in this case are health and work-life balance. There has been found connection between subjective well-being and indicators of mental health, then vice versa the link between physical activity and well-being was found (Mental Health Foundation 2005). In other words, physical activity increases "a sense of self-efficacy", what is more, being physically active regularly decreases anxiety, depression, likewise it increases mood (Jeffrey et al. 2014, 16 – 18). These findings indicate that the physical and mental health are interconnected. Mark Fletcher, who works at Physio Med, stated that 40% of his patients who have pains in back and 80% of these problems are "caused by mechanical problems." He points out that although this seems to be a physical issue, it should not be forgotten that this issue can easily become a mental problem. Furthermore, the patient is obliged to take some time off owing to this he or she might have some financial problems (Health Shield 2017).

The situation in the Czech Republic in 2015 was researched (MPSV, 2016) and as a result 20% of incapacity for work stood for skeletal and muscular problems. In the fourth place ended up a medicine for the nervous system. In 2014 a study (1. Lékařská fakulta, 2015) focused on a lifestyle of the Czech people who are economically active. The representative sample showed that not even one fifth live a healthy lifestyle plus one third do not exercise regularly at least one day a week for 30 minutes (1. Lékařská fakulta, 2015; MPSV, 2016). Additionally, a company can contribute to the physical health of the employees by organizing corporate sports events. Corporate sports events contribute to the employees' engagement, team building and spirit. Moreover, the physical health and the social well-being are engaged. According to Julian Mack, CEO of Threshold Sports, which is a company that specializes in organizing the corporate activities for the organizations, these events are good opportunities for the employees to get to know each other, start the process of engaging throughout the whole company, "everyone from millennials up to the CEO and partners." Overall, corporate sports events are becoming key parts of the companies' well-being strategies (Paton 2016, 20).

The level of the well-being at work depends on the relationships among the employees and the connection between work and home (Cooper and Robertson 2011, chap. 7).

Work – life balance is about reaching a satisfactory balance between work and non-work activities (Armstrong 2014, 446). Moreover, work – life balance seems to become an important matter in a connection with an "illegitimate absence" which is one of the reasons why the "non-manual employees" are absent because of taking care of "responsibilities at home" (Pruyne 2011, 9).

According to researchers of Harter and Arora or Abdallah and Shah (Jeffrey et al. 2014, 20 – 21) there is not a fixed number of hours at work. The first research found out that employees positively evaluated working between 35 and 44 hours, whereas the second research discovered that life satisfaction of employees reached the highest point at 55 working hours per week. These findings may imply that it depends on each employee for whom would be optimal to discuss their preferences of working hours with a manager (Jeffrey et al. 2014, 20 –21).

Work-life balance can be established by "family-friendly policies that facilitate flexible working" which includes "home-working, part-time working, compressed working weeks, annualized hours, job-sharing, term-time only working and flexitime" (Armstrong 2014, 446). However, establishing at least one flexible working scheme needs to be considered well. It could bring difficulties if it is not handled correctly. Firstly, flexible working "should

be offered to as many members of staff as possible” because if there are some employees who cannot work flexibly they might feel under further pressure because of flexible working of other employees. Secondly, it is up to each employee if this type of working suit him/her or not (Cooper and Robertson 2011, chap. 7). That is why, the company should not put the employees off because of requesting a working scheme (Armstrong 2014, 446).

### **Job Design, Work Environment**

Next component in figure 2 was the organizational system which relates to employees’ experience at work, the design of their jobs, the management of the organization, and the conditions of the work environment (Jeffrey et al. 2014, 22 – 32). Additionally, the individual well-being is influenced by a type of a job and its design. In other words, an employer can make the employee well-being better through improving the job design. However, there cannot be too much demands on the employee, the work should vary, plus a career development should be available for the employee (CIPD 2016, 10).

Another element is the work environment which is connected to the atmosphere and the design of the workplaces. Those two aspects can significantly influence how the employees feel at work. As the research of Huang and van de Vliert (Jeffrey et al. 31) suggested, there is a link between working conditions and employees’ job satisfaction in general. Moreover, the research of Kirjonen and Hanninen discovered the connection between working conditions and the well-being at work. In other words, by making the working conditions better the employees’ well-being should improve (Jeffrey et al. 2014, 31). The work environment is connected to the social well-being of the employees as well. To emphasize this, Gallup researched the effect of “friendships on an organization’s productivity.” The study included 15 million employees and the main goal was to find out if they have a “best friend at work.” The research showed that employees who “have high-quality friendships on the job are seven times likely to be engaged in their work “(Rath and Harter 2010, 6).

In addition to the design of the workplaces, some Czech companies are not afraid of an unusual design. For instance, Ackee, which does business in an area of technology, equipped their new work environment with glass-walled elevator, added more places for relax or opportunity for barbecue on the terrace. What is more, their employees had a chance to meet the architects and consult the ideas, for example, the choices of tables, chairs, rooms, or silence boxes. Another company, LCG New Media, which is a marketing agency, moved the main office too. The CEO, Vojtěch Lambert, explained the change by mentioning the lack of the light or division in offices which had a negative impact on the company’s atmosphere.

That is why they were looking for the places with big windows, tailored the chairs and tables to the employees' needs and arranged relax zone. While they were not satisfied with the old division of the offices, they tried to make the places in a way so that the employees could communicate easily. Overall, this change of the workplace and new furnishing helped the company in the communication, relationships of the employees and the atmosphere of the company in general (Pružinová 2018, 19 – 20).

### **Role of Managers, Control over Work**

The management of the organization plays an important role in each organization. What is more, the employees need to receive a constructive feedback on regular basis. According to Spreitzer and Porath (2012), receiving a feedback plays a crucial role on the levels of well-being. However, Warr reminds that the amount of feedback is important and the person, who gives the feedback, should be dependable and someone who is close to the employees (Dolan and Metcalf 2012, 1489 – 98; Jeffrey et al. 2014, 22 – 32). Not only the subordinate employees need a feedback but also receiving the feedback on the behaviour of the leaders is needed. According to a research (Sonnentag 2002, 435 – 36), on a training of LMX leaders, who build different relationships with different followers, there is a positive effect on the performance of the followers. Moreover, an effective way seems to be a combination of training and coaching. In other words, those leaders who took part in a coaching session exposed a change in their behaviour. Subsequently, a rise in the job satisfaction of their followers was discovered (Sonnentag 2002, 435 – 36).

Another component in figure 2 was functioning at work which is connected to whether the employees have feelings that they can express themselves and have a feeling of a control over their work (Jeffrey et al. 2014, 33). If an employee has a “control over the pace and content of work tasks”, the employee's well-being will become better (CIPD 2016, 10).

Management Standards contain of six fields:

- *demands* which are connected to workload, work design and environment,
- *control* deals with how much control over the work employee has,
- *support* relates to “encouragement, sponsorship and resources provided” by the company,
- *relationships* within the company should be positive to prevent from conflicts between the employees, moreover, relationship between manager and his or her employees are crucial because it can influence employee's well-being,
- *role* is concerned whether the employees understand their role within the company,

- *change* relates to the process and the amount of changes which are done in the company (Cooper and Robertson 2011, chap. 7).

However, the manager cannot control completely all the factors but he or she can affect them greatly. According to the research of Gilbreath and Benson who studied managers and their workgroups, they found that managers who can establish “high-quality work practices within their workgroups” can influence well-being positively. Interestingly, the well-being of the workgroups can also influence the managers’ well-being. That is why, this should be important for the managers because not only the workgroup’s well-being is at stake but also the well-being of the managers (Cooper and Robertson 2011, chap. 7).

### 1.5 Benefits of Wellbeing for Businesses

There was found a mutual relationship between the well-being and the work. Moreover, if an employer takes care of the employees’ well-being, company’s productivity and profitability move up. Additionally, the employees are “healthier, happier, more present, and more engaged in the workplace” (CIPD 2016, 3). Interestingly, there has been a rise in implementing and setting up the well-being strategies from 2014 in the companies in the UK. There was pointed out that the well-being is becoming a “strategic priority” (Business Matters 2017). The well-being strategies have again helped in the areas of employee health, engagement, productivity, lowering of staff turnover, and reduction of sickness absence costs (Brenan 2017, 18). Moreover, employers focused on supporting mental health and physical activity in forms of free or discounted gym membership, free fruit, or introduction of well-being apps on smart phones (Business Matter 2017).

Well-being strategy can help not only in employees’ health but also in saving the costs of a company. In addition to the health of employees, there was a programme in which 57% of 185 employees was moved from high risk health status after six months of cardiac rehabilitations and exercises. What is more, the cost saving of the programme were six times higher than the expenses on the programme (Berry, Mirabito, and Baun 2010). Another example introduces the Fit Business programme in which 2,000 employees were recommended tips on a diet and exercises. Furthermore, for a year their blood pressure and BMI were monitored. The obese range fell approximately by 26% for blue-collar workers and by 9% for white-collar workers but mainly those who were overweight before the programme. As a result, the programme helped with the physical and the mental health as the employees were feeling happier (Snowdon 2011). There are programmes which can contribute to the specific types of cost savings. For instance, organizing workshops oriented

to back care, helped the company reduce the employee absence, which correlated with back pain, by a 43%. Furthermore, the programmes, which were focused on an individual and team resilience, showed a decline in the mental health costs (Pruyne 2011, 29).

According to Spreitzer and Sutcliffe (2006, chap. 6) employees who feel happier and are more engaged at work have higher energy, make more efforts and their sick days are lower. Furthermore, once the well-being strategy is established, it can lead to a higher stage of an employee engagement and productivity (Pruyne 2011, 30).

The employee well-being appears in a positive citizenship of a company, contentment of customers. At least these can be influenced by the policymakers of the company (Diener and Seligman 2004, 12).

To sum up, the benefits from businesses resulted in the higher productivity and profitability, engagement and happiness of the employees, the mental and the physical health which showed significant cost savings.

## 2 APPROACHES TO IMPROVING AND IMPLEMENTING THE CORPORATE WELL-BEING

This chapter determines how to improve and possibly implement the well-being at the workplace. A strategic approach to the well-being depends on what the organization wants to deal with. On the one hand, it may be specific problem such as sickness-absence in one department on the other hand, the organization would like to deal with the problems from the broad perspective. Overall, it depends on a current situation of the company (Cooper and Robertson 2011, chap. 9).

### 2.1 Policymaking

Policy decisions in the corporations or the governments should deal with a matter of the well-being, how people evaluate their life and how they feel about their life. Instead of concentrating on economic indicators, the governments and the corporations focus more on the economic outcomes. Work satisfaction and profitability are affected by the non-economic factors in the workplace, therefore it is essential that the governments and the corporations watch carefully the well-being of the individuals and try to improve it. For the reason of trying to improve the well-being, the policymakers should aim attention to the well-being at first (Diener and Seligman 2004, 1 – 2).

There was a development in measuring social and economic improvements over the last 50 years. In other words, there was a shift from the economic progress to the social and environmental well-being. Moreover, the well-being is measured by some national organizations, for instance, The ABS Measuring Australia's Progress, hereinafter referred as MAP, was the first agency which introduced a "tool for assessing national progress." What is more, MAP presented "a dashboard of progress indicators" across three areas – society, economy, environment, so that people can measure them. Nevertheless, MAP forms the fourth area which is government and tries to make improvement on a community well-being. Moreover, MAP's progress helped and influenced other international organizations, for example, Measuring National Wellbeing in the UK or EU's Beyond GDP. (Podger and Trewin 2014, 4 – 5)

Interestingly, in Belgium there is a law which deals with the well-being. The term "moral harassment" is used in the law and is expressed as an attitude that causes people pain and exposes a stable employment to a threat or it can even harm a social environment. Moreover, this law empowers an employee to go through a process of making a complaint. During this process the employee is in contact with manager, advisor, counsellor or a third party. If a

process needed a third party, a company is obligated to procure a physical support for the employee. Nevertheless, the internal process sometimes fails, therefore the complaint goes to the “regional committee of the inspectorate for well-being at work” or labour case. But these suggestions are up to the employee who can decide in the initial stage. It is better if the company has already appointed a safety advisor because the company can deal with the complaint inside the company otherwise the “regional committee” is called (Ebert and Griffin 2015, 274).

Not to mention work-life balance policies which can reduce absence, deal with a low morale and a high amount of a stress which can go to “retention problems as employees tire of juggling work and life responsibilities” (Armstrong 2014, 446).

This type of policy allows an employee to interact efficiently with a management when the employee worries about some issues. Rees et al proposed that there is a connection between an employee voice policy and a level of an employee engagement. “They invoked social exchange theory” which noted that workers “engage in reciprocal relationships” than can flourish into “trusting, loyal and mutual commitments” when there are specific ways of exchange. It is more probable that the employees would feel and behave more positively toward the employer who would appreciate their values and respect them as the important inputs. Overall, the employee voice policies are about being heard as an employee, sharing worries, beliefs and thoughts with the employer (Armstrong 2016, 212 – 21).

## **2.2 Improving Employee Well-Being**

A behaviour of a manager influences health, engagement as well as a well-being of an employee. The research conducted by Lewis and his colleagues (CIPD 2017) determined five abilities which are the key for safety and promotion of an employee well-being. Among these five abilities can be found: being “open, fair and consistent” which means that a manager should deal with emotions and personal problems and be positive in interpersonal conflicts. Next ability is concerned with taking care of conflicts and problems of the employees. Then the manager should be able to communicate openly, advice, lead and understand the job roles. Moreover, the manager should have personal connection with the employees, in other words, an empathy should be included. Lastly, the manager should support and form the careers of the employees so that they develop and have a progress in their careers (CIPD 2017, 2 – 3). To put it differently, the managers can help the employees associate “their work to a higher purpose”, in other words, the managers can aim their attention on the employees’ strengths more frequently and even try motivating the



employees to reach the goal and have an optimism for a better future (Rath and Harter 2010, 5). Overall, the manager should have these abilities and skills so that he or she is able to assure the well-being of the employees. To reach this goal, a company needs to support a development of the managers in the most effective way.

Even though the managers cannot help the employees with living better social life, the managers can create the work environment in which the employees build strong relationships. Moreover, a mentoring can be implemented so that the employees know how to develop in both ways – professionally and individually (Rath and Harter 2010, 6). Not only the relationships at work can have useful impact on the employees' well-being but also the employees' health has influence. That is why the employers should interfere in this area by establishing workplaces where the employees have more healthier options, for instance, supporting a physical activity at work on regular basis or providing low-fat cuisine in canteens. Employer can promote sports events such as walking, running, biking or exercising in a group which can have a huge impact on a team building. In connection with riding a bike is providing a place where to park bikes at work which can encourage more people to commute to work by bikes (Jeffrey et al. 2014, 19; Rath and Harter 2010, 8). Another important area is work-life balance, as it was mentioned there is not fixed number of working hours per week which would allow the employees to accomplish good work-life balance. For this reason, it is suggested that for accomplishing good work-life balance are needed consultations with the employees individually. Not to mention securing regular feedback to all employees in a company is helpful for a job satisfaction. While the frequency of the feedback is crucial, it is suggested to monitor this frequency, then there is an advice on “two-way process of feedback” in which the employees can evaluate the styles of their superiors. Lastly, the suggestion for “anonymous 360 evaluations” can bring more honest evaluation of the managers (Jeffrey et al. 2014, 21, 29).

### **2.3 Implementation of the Corporate Well-Being**

According to Cooper and Robertson (2011, chap.9), there are several steps how to strategically access the corporate well-being. Firstly, it is crucial to occupy top management and develop managers, the next step deals with evaluating the main metrics, after that it is important to establish a brand for a well-being programme and a communication. Additionally, the next step follows up the well-being levels and what force them. Then the company should work with the results and establish the action plan, and lastly communicate and carry out the plan (Cooper and Robertson 2011, chap. 9).

There is a tool for a company which does not have any previous experience of an investment in a well-being programme. The “Workplace Well-Being Tool” was designed by the UK team. Additionally, the tool gives specific advices for justifying a business case for well-being. Firstly, the company needs to analyse costs of poor health and well-being. Secondly, the tool will calculate the costs and benefits of the company investing in the programme. Moreover, the tool can estimate an amount of “payback period, net present value and the internal rate of return” (CIPD 2016, 8).

The research practically advices and shows the examples of the tools which a company can use. The goal of these tools is to provide HR specialists with practical information about managers’ skills so that the managers know how to support employee engagement, health, and most importantly well-being inside their teams. In this case, the tools are assembled in order to show HR specialists stage by stage process for implementing these factors in a workplace. As an illustration, figures 3 and 4 are presented. Both maturity model and checklists were created in order to help HR specialists resolve the level of management so that they know to which activities should be given preferences (CIPD 2017, 12 – 13,25 – 26).

Moreover, there are 4 different levels of maturity plus chronological phases, in other words, the phases are divided into before, during and after stages. In addition to the maturity levels, if the specialists find out that the management occurs on level 1, looking on level 2 can provide them with the ways how to achieve the next level. The levels are arranged from “little or no capability to competence” (CIPD 2017, 12-13). To demonstrate, how the Maturity Model for Management Development looks like:

		MATURITY LEVEL			
		0	1	2	3
CHRONOLOGICAL STAGE	Before	<p><b>Manager:</b> Managers are not being supported or prepared for the programme.</p> <p><b>Intervention:</b> Relevant training courses are being explored but not thought of as a unified programme.</p> <p><b>Organisation:</b> No consideration of the importance of organisational context.</p>	<p><b>Manager:</b> Managers are not supported or prepared for the programme.</p> <p><b>Intervention:</b> The format is thought of in terms of a programme of activities rather than one-off training.</p> <p><b>Organisation:</b> No consideration of the importance of organisational context.</p>	<p><b>Manager:</b> Managers receive some support to develop their management skills.</p> <p><b>Intervention:</b> Planning the programme in detail and considering effective formats, ongoing support and resources.</p> <p><b>Organisation:</b> The organisation culture, policies and other aspects support effective management development. There is some understanding of the importance of supportive, meaningful and satisfying job design for managers and of managers understanding the importance of these things for their team.</p>	<p><b>Manager:</b> The organisation is preparing managers for the programme by supporting them to develop self-awareness and management skills.</p> <p><b>Intervention:</b> The programme is strategically embedded within the wider organisation, with programme aims tied to organisation aims.</p> <p><b>Organisation:</b> There is clarity about how culture, role-modelling and other aspects of the organisational context will support effective management development.</p>
	During	<p><b>Manager:</b> Participating managers are not committed to, or satisfied in, their role.</p> <p><b>Intervention:</b> Lack of clear objectives of the programme. No real consideration for ongoing support.</p> <p><b>Organisation:</b> No real consideration of the importance of job design for manager performance or opportunities to apply the learning from management development.</p>	<p><b>Manager:</b> Most managers are clear about, satisfied with, and committed in their role.</p> <p><b>Intervention:</b> Programme objectives are clear and intervention design has considered ongoing support and resources for programme.</p> <p><b>Organisation:</b> There is beginning to be an appreciation of the need for 'good job design' for all, to support well-being and health and safety.</p>	<p><b>Manager:</b> Manager development is starting to widen in focus, including behaviour, values and self-awareness.</p> <p><b>Intervention:</b> Detailed goal-setting has been conducted with integration into organisational systems. Support activities focus on developing manager skills and confidence.</p> <p><b>Organisation:</b> The organisational culture, policies and other aspects of the organisation that will support effective management development are in place to an extent. Managers have an appreciation of the need to consider how the wider team environment can impact employee engagement and well-being.</p>	<p><b>Manager:</b> Managers are supported in developing aligned behaviours, values and self-awareness.</p> <p><b>Intervention:</b> Programme design includes both pre- and post- activities.</p> <p><b>Organisation:</b> There is a focus on culture, role-modelling and other aspects of the organisational context that will support effective management development. Managers have a clear understanding of the importance of, and need for, healthy teamworking and employee well-being and engagement, calling out the vital role of the manager.</p>

Figure 3: Maturity Model for Management Development (CIPD 2017, 13)

Furthermore, the checklist is divided into 3 areas - methodology is concerned with how the programme is designed, then characteristics of a manager, and lastly, organisational factors. Each stage should consider these areas, the stage 1 starts before the developing programme begins, then stage 2 is concerned with an implementation of a developing programme and after stage 3 a company should be able to learn from a programme. Similarly, to figure 3, each area is divided into levels. However, it is important to know that those who are at the very beginning with the knowledge of employee engagement and well-being should focus on the ideas in level 1. Even though, having already some knowledge about well-being and engagement, it is advised to start at level 1 and then consider levels 2 and 3. After all, the data are based on the analysis of 116 companies and that is why the level 1 contains mostly the factors which the companies acknowledged the most. On the other hand, in level 3 can

be found factors which only few companies considered (CIPD 2017, 5,8,26). There is an example how the checklist of stage 2 looks like:

<p><b>LEVEL 1</b>                      USE a series of interventions over time.                      CONSIDER ongoing availability of resources.                      INTEGRATE the programme into organisational strategy.                      GET leadership support for the programme.                      ENSURE opportunities to apply new learning.                      MAKE programme goals SMART.                      MAKE the programme useful, beneficial and important to all.                      ENSURE the programme content is relevant to, and reflective of, manager participants' job roles.                      PROVIDE opportunities to practise, and get feedback on, their learning.</p>	<p><b>LEVEL 1</b>                      ENSURE managers are satisfied in their work and see it as meaningful.</p>	<p><b>LEVEL 1</b>                      SHOW support and recognition of, and commitment to, health and safety.                      LET managers know what their role is.                      PROVIDE meaningful work for all.</p>
<p><b>LEVEL 2</b>                      SET multiple aligned goals for participants.                      HOLD participants accountable.                      USE a range of different delivery formats.                      CHOOSE the right programme name.                      ENSURE programme goals/actions are integrated into performance appraisal/review system.                      PROVIDE mentors, coaching and feedback support for participants.                      CONSIDER ways to build collaborative working in the participant group.                      CONSIDER ways to ensure the group facilitator builds and develops trust.                      BUILD participants' confidence.</p>	<p><b>LEVEL 2</b>                      ENCOURAGE managers to value the learning and development opportunity.                      INVOLVE those participants most likely to learn.                      ENSURE managers feel they can succeed.                      BUILD self-awareness in managers and recognition of themselves as leaders.                      HELP managers see the programme as beneficial and important.                      ALIGN manager and organisational values.                      MAKE sure managers are not in roles with conflicting goals and priorities.                      VOLUNTARY participation.</p>	<p><b>LEVEL 2</b>                      HAVE a supportive culture with open dialogue, mutual respect and recognition.                      DEMONSTRATE support for innovation and initiative.                      BUILD a culture where employees feel empowered.                      ENSURE organisational policies and processes are accessible and helpful.                      GET senior managers to engage with others.                      LEAD by example.                      ENSURE managers focus on both task and people.                      SET clear standards and expectations for managers.                      ENSURE opportunities for development.                      MAKE sure priorities don't conflict for managers.                      ENSURE peer, team and social support for managers.                      ENCOURAGE good-quality team relationships.</p>

Figure 4: Checklist in 2 Stages (CIPD 2017, 10)

Another approach, which can help the companies with setting the well-being in a right way, is called “Seven signs of readiness”:

1. Meaning – what a well-being means inside a company,
2. Your purpose – a company should know why to give money into the well-being, if it is because of the business outcomes or building the corporate culture for the long-time purpose,
3. Ambition – in what way an employer assumes that the well-being could help (investment, small improvements, or gain in efficiency),
4. Owning it – important to determine which job positions owns which areas of the well-being,

5. Personal responsibility – how many employees are willing to build “well-being culture”,
  6. Language and communication – to communicate the well-being in a company with a meaning
  7. Leading the change – if a senior management approves,
- (CIPD 2016, 20 – 22).

### **3 SUMMARY OF THEORETICAL PART**

The theoretical part can be divided into two parts. Firstly, it focuses on the different approaches of the well-being and which parts in the corporate well-being are included. There are two types of the models which focus on the well-being of an individual and a company. Moreover, based on the models there were listed the areas, which can be influenced by the corporate well-being, and the drivers which are the components of the model on page 15. Moving on, the benefits of the corporate well-being are introduced. Secondly, it aims at a practical approach which can be useful for the companies. The second part covers the policymaking, how the well-being of an employee can be improved using the practical examples, and then possible practical tools are introduced for an implementation of the corporate well-being.

## **II. ANALYSIS**

## 4 ANALYSIS OF WELLBEING IN SELECTED COMPANIES

This chapter specifies the goals of the thesis, the methods of data collection, analytical findings, and summary of analytical part.

### 4.1 Goals of the Analysis

The main goal of the analysis is to find what the current state of a corporate well-being in the selected companies is.

The partial goals of the analysis are:

- how HR managers perceive well-being and if the selected companies implemented the corporate well-being as a strategy,
- what the companies do to fulfil the corporate well-being,
- if there are any barriers in implementing the corporate well-being.

### 4.2 Methods of Data Collection

The methods which are used for collecting the data are:

- consultations with an expert from the company My Refresh which occupies with a well-being,
- interviews with HR managers of the selected companies, the interviews were chosen to gain the most significant information about how the corporate well-being is defined as a strategy and which activities the selected companies do. For this reason, the author interviewed HR managers who were believed to be familiar with the topic of the well-being and importantly, apart from an employer, HR department can influence an implementation of the well-being (CIPD 2016, 18). There were conducted five structured interviews with HR managers, all interviews were done in the Czech language and that is why all interviews were translated by the author.

Main research questions for the interviews:

- ❖ Is the corporate well-being established as a strategy in the selected company?
- ❖ What was the reason for an implementation and which steps did the selected companies take in the implementing process?
- ❖ How do offices look like in the selected companies? Do the employees have a place to relax, so called relax zones?
- ❖ Do employees in the selected companies have friends in the workplace?
- ❖ Do the selected companies observe the behaviour of the superiors to their subordinates? Do the selected companies provide the superiors with workshops,



lectures, mentoring, coaching or some other possibility for improving their techniques towards their subordinates?

- ❖ Do the selected companies organize corporate sports events, group exercising, and lectures about physical and mental health?
- ❖ How do the selected companies fulfil the work-life balance?

The companies were chosen from the author's experience as a customer, from a friend's recommendation, who worked in one of the selected company, or even from the author's curiousness about how the companies take care about their employees. The process of approaching potential companies for the analysis was difficult because approximately 18 companies refused to give the author an interview owing to companies' sensitive and internal information.

Moreover, there were chosen five companies, out of which, three belong to the second sector and two belong to the third sector of economy. Nevertheless, this does not imply that all companies in the Czech Republic from the second and third sector are fulfilling the well-being activities identically. Overall, the research is limited by the number of the selected companies.

### **4.3 Introduction of Selected Companies**

Three companies were established in the 20<sup>th</sup> century and belong to secondary economic sector, whereas two companies were set up in 2007 and 2012 plus fall under the third sector. With this in mind, the years of the companies' establishments and the industries of the companies are important elements, too. The two elements mentioned above can help with showing the differences among the selected companies. The selected companies, which offer services, employs relatively same number of people which ranges from 950 to 1,000. On the contrary, the other three companies differ little bit more because the number of the employees ranges from 1,300 to 2,200.

#### **Company ABC**

The Company ABC is a multinational organization which develops and produces electronic components and systems. The organization concentrates on the fields of communication and information technology, electronic components for consumers and technical industry. The Company ABC was established in 1935 in an Asian country and nowadays is globally positioned, has around 23,000 employees at 20 different locations from Asia, across Europe, to North and South America. Its headquarters has a residence in Munich, Germany. The

company did not want to release its name because the information which were provided are internal and sensitive.

### **Company XYZ**

The Company XYZ is Czech company and was founded in 1946. Till 1992 the company was a national enterprise but nowadays the organization is a private enterprise. The Company XYZ, which is active in the field of fabric, produces products for different industries, for instance, civil engineering, agriculture, or technical-economic oriented. The export of the Company XYZ is significantly strong since it has been accounted for 80% of the total sales. Nowadays it employs around 2,200 people. Among distributors can be found companies from Slovakia, Germany, United Kingdom, the Netherlands, Ukraine, Australia, China. The company did not want to release its name for the same reason as the Company ABC.

### **Hopi Holding a.s.**

Hopi Holding is Czech company and was established in 1992 as a family organization. The company is active in the field of stock logistics. While Hopi Holding has been creating its knowhow, it got among other significant logistic companies in the Middle Europe that is why it operates in other countries, for instance, Slovakia, Hungary, Poland, and Romania. Nowadays it employs around 1,600 – 1,700 people (Hopi n.d.).

### **Kiwi.com s.r.o.**

The Kiwi.com is Czech company and was founded in 2012. In that time the company's name was Skypicker, however, in 2016 the company was renamed Kiwi.com. The company is active in the field of tech & travel. Additionally, the company focuses on a search engine for flight tickets. In other words, the company tries to find such a flight combination, which would a customer find with difficulties. Moreover, if a customer misses a flight, the company will arrange different flight. These days the company employs 950 people plus 450 are outsourced (Kiwi n.d.).

### **Zoot a.s.**

Zoot is Czech company, was established in 2007 and nowadays employs approximately 800 – 1000 and a branch, in which the company does the business, is a fashion industry. Nevertheless, the company started to expand on a market to other countries, for instance, Slovakia and Romania. As it was mentioned, the company focuses on fashion, in more detail,

it is about fashion e-commerce. In other words, customers can buy on the internet not only clothes but also accessories using an electronic device (Zoot n.d.).

#### 4.4 Introduction of the Well-Being Activities in the Selected Companies

There are analysed all selected companies in this chapter. Each company is introduced in terms of the year the companies were set up, in which field they are active, number of employees and lastly whether the firms are Czech or multinational. Moreover, each analysis is divided into areas which were discussed in interviews with HR managers. Furthermore, all findings, which were collected from interviewing HR managers, are put together in order to make comparisons of the selected companies. Moreover, the author used a weighted scoring model to find out which company is fulfilling the activities the best and the worst.

##### 4.4.1 Introduction of the Well-Being Activities in Company ABC

- ❖ Establishment of Company ABC: 1935
- ❖ Industry: Electronic components and systems
- ❖ Number of employees: 1,300 in the Czech Republic out of 23,000
- ❖ Multinational company

*Table 1: Term and Meaning (Author’s creation)*

Well-Being as a Term	A Meaning of Well-Being
Yes, in a form of journal articles.	Care of employees plus modern trends

HR manager heard about a term well-being in a connection with a person, which means well-being of an individual, as well as in a connection with a corporate well-being while reading some journal articles but she did not remember the specific name of the journal. The individual well-being is linked to a feeling of a person. What is more, the individual well-being relates to physical, mental and emotional aspects of a person according to HR manager. Moreover, the corporate well-being means taking care of employees which is extended to modern trends.

*Table 2: Offices (Author’s creation)*

Office Appearance
Standard offices, no space for relax zones

Moving on, to a work environment which is one of the element of the well-being, the offices are not extraordinary that is why the offices are the basic. What is more, the company has a problem with placing more offices, since there is not space for them. Additionally, having less space for the offices, there is no space for any relax zone.

Table 3: Relationships among Employees (Author's creation)

<b>Friendships in the Workplace</b>	
<b>Yes, employees have friends in the workplace.</b>	

It can be said that the employees have friends in the workplace. Every month the company organize events for the employees and their families. The purpose of this might be building relationships not only among employees but also among families so that they meet in these events but also in their free time. Moreover, in each department the employees organize gathering on their own, for instance, bowling, tennis, badminton, football.

Table 4: Survey (Author's creation)

<b>Employee Satisfaction Survey</b>	
<b>Semi-annual questionnaire, feedback</b>	

The company tries to find out if the employees are satisfied by giving them a questionnaire of a job satisfaction twice a year, subsequently a superordinate gives a feedback to his subordinates. Besides, there are the questionnaires for a definite topic. These questionnaires may be done because of finding out that the employees are dissatisfied with a design or a choice of food in a canteen, for example. In this case, the company would try to find out why the employees do not like the design, what could be improved, how they would make the canteen better.

Table 5: Events (Author's creation)

<b>Holding of sports events, group exercising, lectures</b>	
<b>Sports events</b>	✓
<b>Group exercising</b>	×
<b>Lectures about physical and mental health</b>	×

The company organizes sports events for the employees in a form of renting sports halls and sports fields. In this case it is obvious that the company tries to support a team spirit because in these halls and fields the employees can do sports only as a team. However, team building is not only supported by the sports events but also by social events, for instance, tickets to a theatre, cinema, sauna. Unfortunately, exercising in a group is not available in an area of the company itself but they contribute to yoga. There has been organized Healthy Days where the employees can measure their blood pressure, a percentage of their body fat, how to eat healthy. Regrettably, the company does not organize any lectures about physical and mental health which could be a part of the Healthy Days.

Table 6: Work-Life Balance (Author's creation)

Work-Life Balance
Home office
Flexi-time
Family days

The company tries to fulfil a work-life balance in a form of flexi-time, family days, and home-office. Firstly, managers can make a use of flexi-time which means that the managers are the target group. Secondly, the family days are for the employees and their families and this event takes place at least once a year. Lastly, the company has not put the home-office into practice completely but especially managers can use this form. However, it is not so common.

Table 7: Leaders' Behaviour (Author's creation)

Behaviour of the Leaders
Questionnaires
Personal coaching and mentoring

The HR department monitor how the leaders behave. Through the questionnaires of their teams it can be found out, for example, how the managers hand the information over, what attitudes the managers have. For this purpose, the leaders participate in the lectures which are linked to a managing people, then the company tries mentoring and the latest form is coaching which is new in the company and that is why they do not have any results.

Table 8: Reasons (Author's creation)

Reasons for Not Having the Well-Being Implemented
None

The HR manager does not think that there is a reason for not having the corporate well-being established because the principles are being accomplished.

#### 4.4.2 Introduction of the Well-Being Activities in Company XYZ

- ❖ Establishment of Company XYZ: 1946
- ❖ Industry: Fabric
- ❖ Number of employees: 2,200
- ❖ Czech company

*Table 9: Term and Meaning (Author's creation)*

<b>Well-Being as a Term</b>	<b>A Meaning of Well-Being</b>
<b>Yes, in a previous job.</b>	<b>Care of employees above the law</b>

HR manager heard the term well-being in her previous job when she worked for a multinational company. Based on her knowledge, she thinks that the corporate well-being is taking care of employees above what the law requires. In other words, a company should look after employees in many ways, not only about their health and safety or satisfaction but also about career development, positive relationships, leadership or working environment. Nevertheless, the company has not established the corporate well-being as a strategy.

*Table 10: Offices (Author's creation)*

<b>Office Appearance</b>
<b>Standard offices, photos and paintings of their products, relax zones</b>

The offices are not distinguished by anything special, they try to place paintings and photos which show the use of their products. Moreover, there are relax zones, but the company would like to improve their design based on the ideas from the questionnaires about employees' satisfaction.

*Table 11: Relationships among Employees (Author's creation)*

<b>Friendships in the Workplace</b>
<b>Yes, employees have friends in the workplace.</b>

Most of the employees are believed to have good relationships in the workplace because of working there for long time, sometimes even for the whole professional life. What is more, one factory tries to focus on the relationships among the workers through a mentoring the managers who need to create such an environment so that the workers cooperate efficiently and effectively. Nevertheless, the factory has been trying the mentoring only for 6 months.

*Table 12: Survey (Author's creation)*

<b>Employee Satisfaction Survey</b>
<b>Annual questionnaire</b>

There was a survey which was not aimed at the satisfaction of employees, nevertheless, nowadays the company uses a survey which is focused on the satisfaction of employees on a scale from 1 to 10.

Table 13: Events (Author’s creation)

<b>Holding of sports events, group exercising, lectures</b>	
<b>Sports events</b>	✓ (employees organize events themselves)
<b>Group exercising</b>	×
<b>Lectures about physical and mental health</b>	×

The company does not organize any of the mentioned activities on its own. However, the employees are supported if they suggest, for example, to play a football. To clarify, the company arranges a place for playing and equipment, in this case - a ball and jerseys.

Table 14: Work-Life Balance (Author’s creation)

<b>Work-Life Balance</b>
<b>No pressure for working overtime</b>

The HR manager stated that the company supports the work-life balance in a form of 7,5 working hours and there is not a pressure for working overtime.

Table 15: Leaders’ Behaviour (Author’s creation)

<b>Behaviour of the Leaders</b>
<b>Surveys, 360 Degree Feedback</b>
<b>Face-to-face communication, mentoring</b>

The company has behaviour of managers in a view in pursuance of surveys. There is being used 360 Degree Feedback which is done by the HR Director herself. Nonetheless, she tries to communicate in person not only with managers but also with their teams. Additionally, one factory tries mentoring managers.

Table 16: Other Activities (Author’s creation)

<b>Other Activities Related to Corporate Well-Being</b>
<b>Massages, massage emulsions</b>

In addition to other activities of the corporate well-being might be massages, which the employees may use for free, and massage emulsion in order to prevent the hands from wear and tear, as a matter of fact, the emulsion has an effect of a long-term care.

Table 17: Reasons (Author’s creation)

<b>Reasons for Not Having the Well-Being Implemented</b>
<b>None</b>

Strategies are “in a head” of a managing director and that is why very few strategies are written. Moreover, the activities are enshrined in the corporate culture, therefore there is no reason for having it written.

**4.4.3 Introduction of the Well-Being Activities in Hopi Holding a.s.**

- ❖ Establishment of Hopi Holding a.s.: 1992
- ❖ Industry: Stock logistics
- ❖ Number of employees: 1,600 – 1,700
- ❖ Czech company

*Table 18: Term and Meaning (Author’s creation)*

Well-Being as a Term	A Meaning of Well-Being
<b>Yes, in a previous job.</b>	<b>It depends on corporate culture and includes health of employees and their work environment.</b>

HR manager heard the term well-being in the preceding job while he worked for a multinational company. Based on his experience a corporate well-being is about corporate culture, moreover, it does not include only health and satisfaction of the employees but also creating a healthy work environment, focusing on the relationships among employees and leadership. Overall, the HR manager sees the corporate well-being as an essence of an employee’s productivity and efficiency.

Unfortunately, the company has not established a strategy of the corporate well-being yet and therefore they do not do anything essential which would go beyond a standard. On the contrary, the company tries to take care of the employees in a form of the appropriate work environment, correct and safe work aids, and the rules of Occupational Health and Safety.

*Table 19: Offices (Author’s creation)*

Office Appearance
<b>Standard offices, relax zones</b>

In addition to the work environment, offices of the company are part of the warehouses, therefore there are not many possibilities. Nevertheless, the company tries to improve relax zones. Moreover, they try to take inspiration from foreign companies but also from Czech companies who followed new trends. The transformations of ordinary space into relax zones are progressively under way. In detail, there are TVs in daily rooms, comfortable armchairs in the warehouses or the workers can play table ping-pong, football or hockey. Since the



logistical company has its drivers, those have rooms for relax, including TV, internet, kitchenette and a coffee machine.

*Table 20: Relationships among Employees (Author's creation)*

<b>Friendships in the Workplace</b>	
<b>Trying to improve relationships among workers</b>	

The company tries to support a team spirit and create teams because the fluctuation has increased since 2016 especially in an area of blue-collar workers. Therefore, the company focuses on adjusting fixed work shifts so that the employees work in the same team, get to know each other. The goal of this is holding up the employees in the same team in order to being able to cooperate more easily.

*Table 21: Survey (Author's creation)*

<b>Employee Satisfaction Survey</b>	
<b>Questionnaire is not done annually but it focuses on specific group.</b>	

In the following way the company enquires into job satisfaction of employees. However, the questionnaires are not done every year. What is more, the questionnaires are aimed at specific groups, in other words, the questions for management would differ from the questions for blue-collar workers. To clarify, a group of workers may be asked - Do you like the design of a canteen? If not, how would you have the canteen remade? Are you satisfied with a transport to the work? On the contrary, a group of managers may be asked the questions about meetings, if they would change something at the meetings, then questions about the internal system.

*Table 22: Events (Author's creation)*

<b>Holding of sports events, group exercising, lectures</b>	
<b>Sports events</b>	✓
<b>Group exercising</b>	×
<b>Lectures about physical and mental health</b>	×

The company organizes only the sports events for the employees and their families. Once a year there is a cycle race and a sporting-social event, in which the activities are mainly for the children, who can see where their parents work. Moreover, the employees can regularly exercise in specified gyms where the discounts are available.

*Table 23: Work-Life Balance (Author's creation)*

<b>Work-Life Balance</b>
<b>Home-office, family days</b>

The work-life balance is not being fulfilled which is because of a job character in a logistic company. Furthermore, the home-office works only for some employees, especially managers, but the concept is not spread systematically. As it was mentioned, the family days take place once in a year.

*Table 24: Leaders' Behaviour (Author's creation)*

<b>Behaviour of the Leaders</b>
<b>Coaching</b>

From the company's point of view is an attitude towards their employees very important therefore a behaviour plays an important part of the corporate culture. Another key point to mention is that the company has an infinite number of the foreign employees and that is why an attitude and behaviour are crucial. The company has been trying a form of coaching for their leaders. Each leader works with a coach individually in order to learn how to behave towards their subordinates, to become aware of workers' feelings, and finally to be able to understand not only the situation at work but also personal problems. The goal of this is to distinguish whether there is a contentment in the workplace or not and be able to solve it.

*Table 25: Other Activities (Author's creation)*

<b>Other Activities Related to Corporate Well-Being</b>
<b>Fruit, thermal baths</b>

The company gives fruits to the employees, specifically, before flu epidemic which comes mainly in January and February. The employees have free entry to thermal baths.

*Table 26: Reasons (Author's creation)*

<b>Reasons for Not Having the Well-Being Implemented</b>
<b>None</b>

HR manager claims that there is no reason for not having the corporate well-being strategically established because there are more difficulties for implementing some activities in the logistic organization. Overall, Hopi Holding tries to create such working conditions so that the employees are completely satisfied with their jobs, then show and teach them how to live a healthy lifestyle.

4.4.4 Introduction of the Well-Being Activities in Kiwi.com s.r.o.

- ❖ Establishment of Kiwi.com s.r.o.: 2012
- ❖ Industry: Tech & travel
- ❖ Number of employees: 950 plus 450 outsourcing
- ❖ Czech company

Table 27: Term and Meaning (Author’s creation)

Well-Being as a Term	A Meaning of Well-Being
Yes, in a form of journals.	Care of employees within physical, mental and social areas

HR manager reads sometimes journals which are aimed at an improving a satisfaction of employees and an efficiency of a company. Together with, a job satisfaction and an effectiveness, a term well-being appears. A term corporate well-being is based on taking care of the employees on every level - mental, physical and social. What is more, the goal of the corporate well-being is to increase the efficiency of an organization but also to improve working conditions of each employee.

Kiwi has not established the corporate well-being as a strategy not even as a guideline. On the contrary, the caring for the employees is on the first place for the company in terms of working conditions, opportunities to develop or fringe benefits.

Table 28: Offices (Author’s creation)

Office Appearance
Design pieces, relax zones, ergonomically designed working areas

The company provides offices which are equipped with relax zones which differ. Some of them are focused on sport equipment (table tennis, table football), others are equipped with bean bags and net swings. Moreover, some offices, especially conference rooms, look modern owing to design pieces. Then the employees can make use of the opportunity to take a sauna, go exercising to a fitness centre, play video games, experience virtual reality.

Table 29: Relationships among Employees (Author’s creation)

Friendships in the Workplace
Yes, employees have friends in the workplace.

The relationships, which arise among employees in the workplace, are supported by informal corporate culture, for instance, there is no dress code and the employees are on first-name basis. Moreover, the company organizes often team building activities, engagement events and regular soirees for the whole company.

Table 30: Survey (Author's creation)

<b>Employee Satisfaction Survey</b>	
<b>Quarterly questionnaire, communication with the management</b>	

The company tries to survey the employee satisfaction quarterly. They try to find out if there is anything what would make their job easier, if the employees lack for something specific, if they would change something, how they would do it, and if they have anything particular in mind. Subsequently, the company attempts to respond to the suggestions of the employees. Moreover, the communication with the management takes place on regular basis.

Table 31: Events (Author's creation)

<b>Holding of sports events, group exercising, lectures</b>	
<b>Sports events</b>	✓
<b>Group exercising</b>	✓
<b>Lectures about physical and mental health</b>	×

The sport-oriented activities are provided for the employees during the whole week. The employees can make use of a card Multisport for free, Multisport card works as a benefit for the employees in order to offer them exercising activities for free. The card functions as a program which should motivate the employees to take regular exercise and relax on a regular basis. Furthermore, the concept of supporting exercising and relaxation is boosted by gym, sauna, and opportunities of massages in the workplace. Additionally, Table 31 shows that employees can participate in a group exercising in the workplace, in detail, yoga, TRX workouts.

Table 32: Work-Life Balance (Author's creation)

<b>Work-Life Balance</b>	
<b>Home-office, flexi-time, corporate kindergarten</b>	

Kiwi supports a concept of work-life balance in a form of flexi-time, home office, or even in a form of corporate kindergarten. Nevertheless, the home office is not offered for everyone because it depends on a type of a job. To clarify, an employee, who works on data which are sensitive for the company, cannot take the job home. As well as an employee working three-shift operation cannot make use of the flexi-time. Overall, if the form can be combined with the type of the job, it can be offered to everyone.

*Table 33: Leaders' Behaviour (Author's creation)*

<b>Behaviour of the Leaders</b>
<b>360 Degree Feedback, meeting HR Business Partners</b>
<b>Training in development centre</b>

Kiwi monitors the behaviour of their leaders through 360 Degree Feedback, regular meetings with HR Business Partners. What is more, the company provides the leaders training on regular basis with a help of a development centre.

*Table 34: Other Activities (Author's creation)*

<b>Other Activities Related to Corporate Well-Being</b>
<b>Career development, All Hand Meeting, dog friendly office, ergonomically designed working areas</b>

Kiwi tries to fulfil other areas of the corporate well-being, as Table 34 shows, each employee can actively participate in his or her career development with a help of a development specialist. An employee can participate not only in the individual growth but also in a growth or in which direction the company aims, which is called “All Hand Meeting”. In other words, the employees can communicate with a top management about a direction of the company. Furthermore, Kiwi provides dog friendly offices which means having a dog in the workplace. Additionally, a dog can be helpful, for example, in reducing the stress, increasing happiness, or improving relationships among the employees.

*Table 35: Reasons (Author's creation)*

<b>Reasons for Not Having the Well-Being Implemented</b>
<b>None</b>

The corporate well-being is established in activities which were mentioned, and owners do so because they are engaged in “day shift” and they are interested in improving the working conditions.

**4.4.5 Introduction of the Well-Being Activities in Zoot a.s.**

- ❖ Establishment of Zoot a.s.: 2007
- ❖ Industry: Fashion e-commerce
- ❖ Number of employees: 800 – 1000
- ❖ Czech company

Table 36: Term and Meaning (Author's creation)

Well-Being as a Term	A Meaning of Well-Being
Yes, in a form of specialized articles.	It is related to how individual feels and to his mental and physical health.

The HR manager met a term well-being when she was reading an article about well-being of individual and she thinks that the term is connected to a feeling of an individual, subsequently to mental and physical health. Nevertheless, the company does not have any strategy of a corporate well-being.

Table 37: Offices (Author's creation)

Office Appearance
Informal look, design pieces, relax zones

The offices look more informal, in addition, the company tries to enrich the offices with some design pieces and to give the offices non-standard look. Moreover, the employees can make use of relax zones which are equipped with bean bags, table football or sofas. Relax zones are used every day and employees are satisfied with them according to satisfaction surveys.

Table 38: Relationships among Employees (Author's creation)

Friendships in the Workplace
Yes, employees have friends in the workplace.

Additionally, employees have friends in the workplace. However, HR manager added that friendship in the workplace is not a credit of the managers, but it comes from the top management, moreover, it relates to the corporate culture. In a view of the fact that the company was established as a start-up, people, who played an important role in the setting the business up at the very beginning, were friends, subsequently other friends joined them. Overall, 70% employees spend free time with their colleagues.

Table 39: Survey (Author's creation)

Employee Satisfaction Survey
Semi-annual questionnaire, one-to-one meeting, happiness manager

The company carries out the semi-annual questionnaire about the employee satisfaction in which they try to find out how the employees perceive the firm, what the employees like, what they would change, if they miss something, if there is something they would need, if they are satisfied at work, and importantly their individual experience. Nonetheless, Table 39 shows other tools which helps the company with finding out about employee satisfaction,

since managers give a feedback to their subordinates namely in a form of one-to-one meeting. However, each manager does it differently, on the contrary, all of them try to speak about other difficulties which troubles an employee apart from the job. Another key point, the company uses a role of a happiness manager who talks to the employees, if they are not well, and that is why the employees do not have straight to management. Each employee has different needs and sometimes after the visit they start to meditate, improve their workplace with paintings or motivational quotes and all of this is thanks to the happiness manager who lends an ear to the employees, gives them a direction. What is more, if the employee has a problem he or she can write an e-mail to the happiness manager and the manager tries to find a solution.

*Table 40: Events (Author's creation)*

<b>Holding of sports events, group exercising, lectures</b>	
<b>Sports events</b>	✓ (employees organize events themselves)
<b>Group exercising</b>	✓
<b>Lectures about physical and mental health</b>	×

Zoot does not organize any sport-oriented activities itself apart from group exercising, however, the company does participate as a team in sports events such as Vltava Run, football matches, and relay marathon. Moreover, employees can take part in a group exercising which is held in a room of the company and they can try yoga or Pilates. The employees visit the exercising regularly during lunch time or after work. Table 40 shows that employees organize some sports events themselves, in other words, it depends on each employee if he or she joins the group or not. For instance, a group of 15 to 20 go running every Thursday before the work starts, twice a week a group of 10 to 15 go playing badminton and volleyball.

*Table 41: Work-Life Balance (Author's creation)*

<b>Work-Life Balance</b>
<b>Home office</b>
<b>Flexi-time</b>

Zoot supports the concept of work-life balance in a form of a home-office and a flexi-time. The home-office is offered for the employees who work in an office and it needs to be agreed with the manager. The home-office is usually scheduled for Wednesdays but for important

reasons an employee can schedule the home-office for other day. Nevertheless, there is needed a permission from the manager. Additionally, flexi-time is related to planning work shifts individually but the planning must copy opening hours especially in the stores. What is more, in the stores employees do not have short and long working week and in the offices, they do not have any time clock. Overall, the whole principle of the flexi-time works only if an individual is responsible.

*Table 42: Leaders' Behaviour (Author's creation)*

<b>Behaviour of the Leaders</b>
<b>360 Degree Feedback</b>
<b>Personal coaching</b>

The firm monitors the behaviour of the leaders through 360 Degree Feedback in order to find out a feedback on the leaders. According to HR manager, using 360 Degree Feedback is easier to find in which areas do the managers well and in which they should improve. Table 42 shows the last form, which the firm uses, is personal coaching which is relatively new. The personal coach gets the results from 360 Degree Feedback, works with the leaders of the firm, however, the coach helps the leaders to develop either in a professional or in a personal life, to talk about the problems and to find new perspective or possibilities. The coaching should help the leader to define his/her goals, accomplish them quickly and effectively.

*Table 43: Other Activities (Author's creation)*

<b>Other Activities Related to Corporate Well-Being</b>
<b>Zoot Talk</b>

Zoot Talk takes place once in two months after the work in a bigger place and it is voluntary. The Talk lasts two hours and it is divided into two parts. In the first part the top management informs others if the company does well, if there are some news, if something upstart is going to be prepared. Subsequently, the managers from different departments are divided into their teams, in particular, Marketing, Customer Care, Finance, IT, Operations, Buying and Merchandising. Additionally, the second part is prepared by one department and contains team building activities, which are organized outside and inside, for other departments. The goal of this Zoot talk is about meeting other employees within the company with whom an employee would not meet during the job itself.



*Table 44: Reasons (Author's creation)*

Reasons for Not Having the Well-Being Implemented
History of the company

The reason for not having the corporate well-being implemented as a strategy is because of the history of Zoot. Since the company was established as a start-up, positive corporate culture was set from the very beginning and there was no need for naming and implementing the corporate well-being. Overall, activities happen naturally even though there is not any written strategy.

#### 4.4.6 Comparison of the Chosen Well-Being Activities in the Selected Companies

The information about the companies, which were gained during the interviews, were placed together so that the author was able to compare them. Furthermore, crucial parts were put into tables for better orientation.

*Table 45: Term and Meaning (Author's creation)*

THE FORMS OF HEARING ABOUT THE TERM WELL-BEING	
<b>Journal articles</b>	3 (Company ABC, Kiwi, Zoot)
<b>Previous job</b>	2 (Company XYZ, Hopi Holding)

All HR managers heard a term well-being in some way. Two of them met the term during their previous jobs when both worked abroad. While other three HR managers saw the term in journals either in a connection to individual or corporate well-being.

#### **A Meaning of the Wellbeing according to HR Managers:**

Moving on to another question about a meaning of the well-being, three HR managers heard the term in a connection with an individual. Interestingly, those three read about the well-being in a journal articles. The manager from Company ABC thinks that the individual well-being is connected to physical, mental, and emotional areas, similarly the manager from Kiwi has resembling point of view, however, instead of emotional area she mentioned social area. Additionally, the manager from Zoot relates the individual well-being to mental and physical health. According to Brown and Alcoe (2010, 24 – 25), the well-being can be divided into the areas which were mentioned plus spiritual area and sometimes environmental can be added. The managers who have an experience with well-being from working abroad, both immediately connected the well-being with company. Based on their

statements the corporate well-being includes not only health and satisfaction of employees but also working environment, relationships among employees and leadership in the company. To sum up, the managers, who read about the well-being in journals, have similar points of view. On the contrary, the managers, who have foreign experience, stated the same areas for corporate well-being.

### Corporate Wellbeing Strategy:

Unfortunately, the analysed companies do not have a corporate well-being strategy implemented. However, all companies try to fulfil the corporate well-being based on questions from different areas of well-being.

*Table 46: Offices (Author's creation)*

OFFICE APPEARANCE	
Relax Zones	Standard Office
Company XYZ (improving)	Company ABC
Hopi Holding (improving)	Company XYZ
Kiwi	Hopi Holding
Zoot	

Except for Company ABC, all companies provide employees with relax zones. Moreover, two out of four companies are in a process of improving the relax zones. Other two companies, Kiwi and Zoot, had the relax zones from the beginning of their establishment. The reason for this can be due to their establishment in 2007 and 2012, in other words, it was not long time ago. Additionally, they wanted the employees to feel comfortable in the workplace and they believed that a design and a place for relax play important roles so that is why they did not forget to add these. In addition to the years of establishment, the design and relax zones were pointed out in the 21<sup>st</sup> century and that is why Hopi Holding and Company XYZ, which are older than the Kiwi and Zoot, did not implement these at the time of their establishment. Despite their standard offices they try to improve the relax zones and try to take inspiration either from employees or foreign and Czech companies.

*Table 47: Relationships among Employees (Author's creation)*

<b>FRIENDSHIPS IN THE WORKPLACE</b>	
<b>Company ABC</b>	Positive friendships, monthly events for employees and their families, each department organizes events on its own
<b>Company XYZ</b>	Positive friendships, employees know each other owing to long-term labour-law relation, mentoring the managers to create positive working environment
<b>Hopi Holding</b>	Trying to improve friendships among employees, fixed working shifts, work in one team
<b>Kiwi</b>	Positive friendships, informal corporate culture, team building activities, engagement events, regular soirees for the whole company
<b>Zoot</b>	Positive friendships, corporate culture, employees spend free time with their colleagues

It was found out that the positive relationships are among employees in four companies, however, Hopi Holding tries to deal with this issue concerning the relationships of the employees which is mostly a matter of blue-collar workers. Both companies, Kiwi and Zoot, mentioned corporate culture in connection with relationships among employees. Moreover, the events, which are organized either by the companies or by the employees themselves, play also an important role in relationships among employees. Additionally, Company XYZ and Hopi Holding focus on friendships among employees even more. Nevertheless, Hopi Holding tries to deal with the existing problem of fluctuation in the whole company, on the contrary, Company XYZ tries creating working environment through managers just in one factory and if the project was successful, they would try implementing it further. Overall, both companies want to reach the same goal so that the employees cooperate efficiently and easily.

Table 48: Surveys (Author’s creation)

EMPLOYEE SATISFACTION SURVEY	
<b>Company ABC</b>	Semi-annual questionnaire, feedback to subordinates
<b>Company XYZ</b>	Annual questionnaire
<b>Hopi Holding</b>	No time-framed questionnaire
<b>Kiwi</b>	Quarterly questionnaire, regular communication with management
<b>Zoot</b>	Semi-annual questionnaire, one-to-one meeting (feedback to subordinates), happiness manager

All companies survey regularly satisfaction of employees apart from Hopi Holding because this company does not survey the satisfaction on regular basis. The most frequent questionnaires are done in Kiwi, then Zoot and Company ABC survey the satisfaction twice a year and lastly Company XYZ does the questionnaire once a year. The managers in both companies, ABC and ZOOT, provide feedback the subordinates’ performance, while in ZOOT the feedback is given in a form of one-to-one meeting. Moreover, ZOOT is the only company out of five where the employees can make a use of services of happiness manager.

Table 49: Events (Author’s creation)

		Sports events	Group exercising	Lectures about mental and physical health
<b>Company ABC</b>	✓	Sporting fields and halls	×	×
<b>Company XYZ</b>	✓	Football matches (employees organize events themselves)	×	×
<b>Hopi Holding</b>	✓	Cycle race, gym	×	×
<b>Kiwi</b>	✓	Multisport card, gym at work	✓	Yoga, TRX workouts
<b>Zoot</b>	✓	Running, playing badminton, volleyball (employees organize events themselves)	✓	Yoga, pilates

Table 49 shows that none of the companies organize lectures about mental and physical health, even though Company ABC arranges Healthy Days which is a good opportunity to lecture on mental and physical health. On the contrary, all companies organize sports events in some way. Although, in Company XYZ and ZOOT sports events are organized by employees themselves, at least there is a desire to do sport and team sports contribute to team building and improving relationships among employees. Other three companies organize themselves sports activities either having the gym at work or renting halls and fields for the employees. Interestingly, two companies provide the employees with group exercising and both correspond with Yoga.

Table 50: Work-Life Balance (Author’s creation)

	Company ABC	Company XYZ	Hopi Holding	Kiwi	Zoot
<b>WORK- LIFE BALANCE</b>	Home office (not so common), flexi-time (managers), family days	No pressure for working overtime	Home office (not so common, especially for managers), family days	Home office, flexi-time, corporate kindergarten	Home office, flexi-time

Home office is used in four companies, but it is not offered to everyone, home office can mostly use managers or employees who work in the office. Nevertheless table 50 illustrates that Company ABC and Hopi Holding have not established the home office completely, in other words, it is not used on regular basis unlike in Zoot the home office takes place every Wednesday. Moreover, three companies offer flexi-time only to some employees. Likewise, it is done with home-office. Family days are organized by two companies and corporate kindergarten is offered just by Kiwi.

Table 51: Leaders' Behaviour (Author's creation)

<b>BEHAVIOUR OF THE LEADERS</b>	<b>How does the company monitor the behaviour?</b>	<b>Does the company use any form for improving the behaviour?</b>
<b>Company ABC</b>	Questionnaires	Coaching (new), mentoring, lectures
<b>Company XYZ</b>	Questionnaires, 360 Degree Feedback	Face-to-face communication, mentoring (one factory)
<b>Hopi Holding</b>	Questionnaires (not regularly)	Coaching
<b>Kiwi</b>	360 Degree Feedback, meeting HR business partners	Training in development centre
<b>Zoot</b>	360 Degree Feedback	Coaching

The most frequent method for monitoring is 360 Degree Feedback which shows table 51 and it is used by three companies. The questionnaires are used by three companies as well, however, Hopi Holding do not conduct them regularly. Furthermore, Kiwi meets HR business partners from other branches which could be done also by Company ABC, which is multinational company, Hopi Holding and Zoot, which has other branches in foreign countries as well. Moving on to the forms which are used for improvement of the behaviour, the coaching uses three out of five companies, then the mentoring tries two companies, nonetheless, the mentoring in XYZ is conducted only in one factory not company-wide. It seems that the form of monitoring does not impact the form for improving the behaviour.

Table 52: Other Activities (Author's creation)

	<b>Company ABC</b>	<b>Company XYZ</b>	<b>Hopi Holding</b>	<b>Kiwi</b>	<b>Zoot</b>
<b>Other activities</b>	×	Massages, massage emulsions	Fruit, thermal baths (free entry)	Individual career development, All Hand Meeting, dog friendly office	Zoot Talk

By asking this question, author was trying to find out if the companies do other activities which relate to the corporate well-being. Each company differs in the activities which is probably because of doing business in different industries. On the contrary, Company XYZ and Hopi Holding provide employees with either massages or free entry to thermal baths. Both companies offer activities which are associated with physical and mental health because these can help ease muscles and reduce stress. Moreover, Kiwi provides employees with activities related to personal growth and employee voice.

*Table 53: Reasons (Author’s creation)*

<b>REASONS FOR NOT HAVING THE WELL-BEING IMPLEMENTED</b>	
<b>Company ABC</b>	None, principles are accomplished
<b>Company XYZ</b>	None, strategy in a head of managing director, activities in corporate culture
<b>Hopi Holding</b>	None, other activities which are more crucial
<b>Kiwi</b>	None, activities are accomplished, owners interested in improving working conditions
<b>Zoot</b>	History of the company, positive culture, no need for written strategy

Table 53 shows that almost all HR managers stated that there is no reason for having the corporate well-being established as a strategy, apart from Zoot where the reason is the history of the company in which the positive corporate culture was set up from the very beginning and this can be said for Kiwi as well. Moreover, both companies, Kiwi and Zoot, are younger than the rest of the companies and this could be the reason why the activities were happening from the very beginning and why the corporate cultures contain more modern trends and activities. Despite stating that there is no reason for implementing a strategy in Company XYZ, the HR manager added that all strategies are in a head of managing director. In this case, the managing director seems to be a barrier for not having any strategies written. Additionally, Hopi Holding stated the same answer as Company XYZ.

**Weighted Scoring Model**

This Model was chosen to evaluate the activities of the selected companies in terms of how many activities are being done and if the activities belong to the criteria. The criteria were chosen according to the research questions, moreover, there are not assigned any weights because after a consultation with an expert it is believed that each of these chosen activities contribute to the well-being of the companies. Although it is crucial to say that each employee can have the values and the needs set differently and some of those criteria can be

more important for the employee than the others. Nevertheless, all of them contribute to the well-being of the company.

Table 54: Weighted Scoring Model (Author's creation)

Criteria/ Selected Companies	Offices	Friends	Corporate Sports Events	Work-life balance	Behaviour (leaders)	TOTAL
ABC	2	4	3	2	2	13
XYZ	3	3	2	1	3	12
HOPI HOLDING	3	1	3	2	1	10
KIWI	5	5	4	4	3	21
ZOOT	5	5	3	3	2	18

Table 54 shows that the highest score was reached by Kiwi, Zoot is second and lost only 3 points, on the contrary, three remaining companies lag behind and the lowest score belongs to Hopi Holding. The younger companies, Kiwi and Zoot, scored the highest points. Moreover, Kiwi scored more than Zoot because of having more activities implemented, for instance, corporate kindergarten, Multisport card, meeting HR managers. On the other hand, the second-sector companies ended up on the other side. Hopi Holding lost the most points in areas which are shown in the tables 47 and 51.

#### 4.5 Summary of the Well-Being Activities in the Selected Companies

The author was researching the current state of the corporate well-being in the selected companies through the interviews with HR managers, the comparison of all interviews, and Weighted Scoring Model. Although all companies were not from the same economic sector and were not established in the same year, these elements helped with a comparison and with forming a closer overview of how the selected companies from these sectors differ. However, at least two of them were chosen from the same economic sector so it can be considered whether the companies from the same sector fulfil the well-being in a similar way or not.

Firstly, there were introduced all well-being activities in the selected companies to get an overview of how the activities are being fulfilled and to get as essential information as possible.

Secondly, while none of the selected companies have corporate well-being strategy, it was crucial to find which activities and how they are being fulfilled.



The comparison of the chosen well-being activities in all selected companies showed that the older-second-sector companies use standard offices and do not provide employees with group exercising. On the contrary, the younger-third-sector companies provide employees with relax zones and focus on a design of the workplaces and offer yoga classes. However, Company XYZ and Hopi Holding tries to follow the trends by improving the relax zones. Furthermore, Hopi Holding differs the most in the areas of relationship among employees, the employee satisfaction survey, and monitoring the behaviour of the leaders. Nevertheless, there is a suggestion for this case on pages 60 and 61. None of the companies organize the lectures oriented on physical and mental health. Based on the findings from literature, there is a link between the physical and mental health (Mental Health Foundation 2005). Moreover, the physical condition of the economically active Czech labour suffers from the skeletal and muscular pains (1. Lékařská fakulta, 2015; MPSV, 2016). Yoga is exercised in two companies. Interestingly, four companies offer home office, although it is not so common in two of them which belong to the same economic sector.

Lastly, Weighted Scoring Model was created to find out how many well-being-oriented activities are being accomplished in the selected companies. The criteria were chosen from the main research questions. Moreover, there are not any weights because all chosen criteria contribute to the corporate well-being. Importantly, each employee can set the values differently and that is why one criterion can be higher than others. The highest score was reached by Kiwi and the lowest score by Hopi Holding. However, Companies ABC and XYZ differed from Hopi Holding by 2 and 3 points. To sum up, the younger companies gained higher scores than companies established in 20<sup>th</sup> century.

To sum up, Kiwi and Zoot do activities which are new and trendy. The reason for this might be the years of the establishments and their industries in which it is easier to implement these activities. Moreover, Kiwi does little more activities than Zoot does, for instance, team building activities, corporate soirees, having corporate kindergarten, meeting HR business partners, and Individual Career Development. Nevertheless, they fulfil the activities similarly which also confirmed the table 54. On the contrary, if one of other three companies vary in some area, others two have similar ways for accomplishing the areas. However, this does not count for group exercising.

## 5 RECOMMENDATIONS

The recommendations focus on the specific points which are current for the selected companies. However, if the companies would be interested in a well-planned system, they should go through the “Seven signs of readiness” which can help with a view whether the companies are ready for the well-being strategy or not. The system of “Seven signs of readiness” is explained on the pages 27 – 28.

Furthermore, if they are ready but need a specialized help with choosing the well-being activities, they can contact organizations which deal with the corporate well-being. Nowadays, there are two of them in the Czech Republic - My Refresh, Cloud 9 Institute.

### 5.1 Recommendation for All Selected Companies

As it is obvious from the table 49, none of the companies organize lectures about the mental and physical health. This recommendation is mostly for Company ABC which organizes Healthy Days in which is a great opportunity to lecture employees about their mental and physical health. The main aim of the suggestion are findings from the researches (1. Lékařská fakulta, 2015; MPSV, 2016) which discovered that 20% of incapacity for work were skeletal and muscular problems and the medicine for nervous system ended up very high.

There are suggested two options either a company My Refresh or Nevypust' Duši, which is a non-profit organization. Both deal with the topic of the physical and mental health but in a slightly different way. My Refresh has a practical approach and offers thematic workshops which can be based on the season of the year. On the other hand, Nevypust' Duši focuses more on the mental health but can offer a practical approach in a form of a workshop as well. That is why the author would recommend the combination of both organizations and not in a form of a typical lecture but rather in a form of a workshop which both organizations can organize, and employees would have to participate actively in order to achieve two-way engagement. Moreover, the employees would not sit and listen for 60 minutes, but they would need to think about an issue, be active, and take a part in the activities. However, 60 minutes for the workshop is very low because few activities can be covered so My Refresh offers this duration of a workshop but recommends longer duration of the workshops. For an improvement of the physical health might be chosen workshops fitness coaches from My Refresh which last for 60 minutes and are for 20 employees and costs 8,000 CZK. However, for getting to know something new about mental health a company can organize a workshop with Nevypust' Duši.

## 5.2 Recommendation for Companies ABC, XYZ, Hopi Holding

The table 49 shows that only Kiwi and Zoot provide employees with a group exercising. It is suggested to survey this matter through questionnaire to find out if the employees would be interested. The goal of the recommendations is to provide the employees with a physical activity during a working week since the research (1. Lékařská fakulta, 2015) found out that one third of the economically active Czech people do not exercise regularly at least 30 minutes in a week. That is why there is a suggestion for offering the group exercising in a form of yoga but before that an explanation is needed that this type of exercising is connected to the physical and mental health and could help not only with the health but also with a team spirit and the employees can get to know different people within the company (Yogapoint n.d.).

Although it can be exercised outside, it is better to have a big room and be ready for bad weather. Nevertheless, there are many organizations in the Czech Republic offering a corporate yoga and since this matter concerns two companies which do not want to be named, it would be better if there is only a suggestion for Hopi Holding who has two stock houses near Prague.

There were picked 2 organizations, which offer yoga exercising in Prague, Yoga Go and Mangala Yoga. There is one lector in each organization who has long-time experience with yoga in a form of visiting countries which are famous for this type of exercising, for instance, Thailand or India. Both companies offer corporate yoga so that the employees do not have to travel. Furthermore, both organizations offer references of their services but Yoga Go shows references only of T-Mobile and RPM Service (Yoga Go n.d.). That is why the author would choose Mangala Yoga which shows references from Česká Pojišťovna, Generali, Webcom, Alef Nula, and British Council because Mangala Yoga is able to lead the exercising in English language, therefore it would be better option for Hopi Holding since they have foreign employees. The price is 990 CZK for 60 minutes and there can come as many employees as fit into the room. If a company organize 2 trainings a week, the cost would be 1,980 CZK for a week and 7,920 CZK for a month (Mangala Yoga n.d.).

## 5.3 Recommendation for Hopi Holding

As it was mentioned Hopi Holding struggles with relationships of workers. That is why the recommendations would be based on Companies ABC and XYZ which do not have this problem and are the closest in the terms of industries. Firstly, it is suggested to organize team building activities for each department either by a specialized company or by managers of

each department as table 43 shows, in a form of Zoot Talk. There are many kinds of the activities that is why there is picked only one – human table football which is an outdoor teambuilding activity. The market offers mostly the service of a specialized coach plus an installation of a playing area. Each match lasts about 5 – 10 minutes which means that lot of groups can be engaged and quickly change. The costs range from 2,200 to 3,700 CZK for 60 minutes.

There is no fixed employee satisfaction survey and that is why the management should survey employee satisfaction more often to find out if there is a problem. For instance, they should try semi-annual survey and give feedback to subordinates as Company ABC does.

## CONCLUSION

The main goal of the analysis was to find what the current state of the corporate well-being is in the selected companies which are located in the Czech Republic. The methods for collecting the data were consultations with the expert on the corporate well-being and the interviews with HR managers from the selected companies who have good overviews of the well-being activities the companies are doing. Although none of the selected companies have a defined well-being strategy, all interviewees met somehow the term well-being which is believed to be new for the Czech business environment. Dividing the selected companies by their industries assisted in how much they differ in fulfilling the researched activities and it confirmed that each sector completes the activities similarly. Importantly, this cannot be applied for all sectors because some of the companies in the Czech Republic can differ extensively in the well-being activities.

However, some of the selected companies provide the employees with relax zones, happiness manager, coaching the managers, individual career development plans, or dog friendly office.

On the contrary, there are areas in which the selected companies are behind, for instance, group exercising, lectures or workshops about the mental and physical health or even troubles with the friendships among the workers which is crucial in Hopi Holding. What is more, the selected companies fulfil the well-being activities in a way but there is no complete system.

That is why, for the lack of some activities were made single recommendations, which are crucial for the current state, in the forms of workshops, corporate yoga, which should be organized after the workshops and should follow the knowledge from them, and teambuilding activity, which may help with the relationships issues among workers.

To sum up, the thesis contributed to the knowledge of the corporate well-being, offered some recommendations for the selected companies and some practical approaches from which other companies can get inspired and make a use.

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**LIST OF ABBREVIATIONS**

PWB	Psychological Well-Being
KPI	Key Performance Indicators
HR Manager	Human Resource Manager
HR Department	Human Resource Department
CEO	Chief Executive Officer
LMX	Leader Member Exchange
BMI	Body Mass Index
UK	United Kingdom
MAP	Measuring Australia's Progress
CZK	Czech Crown

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## APPENDICES

- P I      Research Questions – Czech Language
- P II     Translated Research Questions
- P III    Interview with HR Manager

## APPENDIX P I RESEARCH QUESTIONS – CZECH LANGUAGE

1. Setkal/a jste se s pojmem well-being? Pokud ano, v jakém kontextu?
2. Co podle Vás tento pojem znamená?
3. Je u Vás zaveden firemní well-being jako jedna ze strategií? Pokud ano, pokračujte otázkou č. 4 až 8. Pokud ne, pokračujte otázkou č.9 až 16.
4. Co vedlo Vaši firmu k myšlence zavést firemní well-being? (zkušenost, případová studie zahraničních firem, jiné)
5. Jaké byly kroky při zavádění?
6. Vyskytly se bariéry, které překážely zavedení? (top management, vedení firmy, sami zaměstnanci, jiné)
7. Pomáhala Vám se zaváděním firma specializující se na firemní well-being?
8. Jaké byly výsledky zavádění? Co se Vám podařilo zavést? O jakou se jednalo částku?
9. Jak vypadají kanceláře ve Vaší firmě? Myslím tím, zda se jedná o klasické kanceláře nebo se trochu liší například designem, vybavením. Mají zaměstnanci pracující v kancelářích místo, kde můžou relaxovat (tzv. relax zóny)?
10. Mají Vaši zaměstnanci přátele na pracovišti? Respektive snaží se manažeři vytvořit takové prostředí, aby si zaměstnanec vytvářel vztahy na pracovišti?
11. Zjišťujete nějakým způsobem spokojenost zaměstnanců? (dotazníky spokojenosti, monitoring, feedback/zpětná vazba, jiné)
12. Pořádáte některé z uvedených: sportovní akce, skupinová cvičení, přednášky o fyzickém či duševním zdraví? Pokud ano, jaké a jak často?
13. Podporuje Vaše firma koncept work-life balance? (jedná se o rovnováhu mezi trávením času v práci a trávením času jinými aktivitami), např. flexibilní pracovní doba, rodinné dny, teleworking (=práce z domu, kontaktování zákazníků telefonem). Pokud Vaše firma tento koncept podporuje, v jakých případech byl zaměstnancům nabídnut? A jakým způsobem tento koncept uplatňujete?
14. Sledujete chování vedoucích pracovníků vůči jejich podřízeným? Poskytujete Vaším vedoucím pracovníkům účast na workshopech, přednáškách, popřípadě mentoring, koučink, či jinou formu, kde by zdokonalili své techniky chování vůči svým zaměstnancům? O jaké formy se jedná?
15. Myslíte si, že naplňujete well-being ještě jinými způsoby než ve výše uvedených otázkách 9–14? Pokud ano, jak?
16. Existuje nějaký důvod, proč nemáte zavedený firemní well-being? Pokud ano, jaký?

## APPENDIX P II TRANSLATED RESEARCH QUESTIONS

1. Have you ever heard a term well-being? If so, in which context (individual or corporate well-being)?
2. What does the term “corporate well-being” mean in your opinion?
3. Is the corporate well-being established as a strategy in your company? If so, proceed with questions 4 - 8. If not, proceed with questions 9 - 17.
4. What was the reason for an implementation of the corporate well-being? (for example, experience, case studies of foreign companies, other)
5. Which steps did you take to the implementation?
6. Were there any obstacles in the implementing process? (for example, top management, employees, other)
7. Did any \*specialized company help you with the implementation? (\*company which is specialized in the corporate well-being)
8. What were results of the implementation? What did you manage to implement? How much did the process cost?
9. How do offices in the company look like? (Meaning: Do the offices have standard look or do they differ in, for example, design, equipment or something else?) Do the employees have a place to relax, so called relax zones? If so, how do the relax zones look like?
10. Do your employees have friends in the workplace? In other words, do managers try to create environment so that the employees build relationships easier?
11. Do you research satisfaction of your employees? (questionnaires, monitoring, feedback, other)
12. Do you organize some of these: sporting events, exercising in groups, lectures about physical and mental health? If so, which of them and how often do you organize?
13. Does the company support work-life balance? For example, flexible working hours, family days, teleworking. If the company supports this concept, what were the cases for offering the concept to the employees? What ways do you use?
14. Do you observe the behaviour of the superiors to their subordinates? Do you provide the superiors with workshops, lectures, mentoring, coaching or some other possibility for improving their techniques towards their subordinates?
15. Do you think that you fulfil the corporate well-being in a different way than in the questions 9 – 14 above?
16. Is there any reason why the company has not implemented the corporate well-being? If so, what is the reason for it?



## APPENDIX P III INTERVIEW WITH HR MANAGER

1. **Setkal/a jste se s pojmem well-being? Pokud ano, v jakém kontextu?**
  - a. Ano, osobní well-being jednotlivců.
2. **Co podle Vás tento pojem znamená?**
  - a. Podle mě osobní well-being jednotlivců se týká pocitu osobní pohody, fyzického a mentálního zdraví.
3. **Je u Vás zaveden firemní well-being formou strategie? Pokud ano, pokračujte otázkou č. 4 až 8. Pokud ne, pokračujte otázkou č.9 až 17.**
  - a. Ne
4. Co vedlo Vaši firmu k myšlence zavést firemní well-being? (zkušenost, případová studie zahraničních firem, jiné)
5. Jaké byly kroky při zavádění?
6. Vyskytly se bariéry, které překážely zavedení? (top management, vedení firmy, sami zaměstnanci, jiné)
7. Pomáhala Vám se zaváděním firma specializující se na firemní well-being?
8. Jaké byly výsledky zavádění? Co se Vám podařilo zavést? O jakou se jednalo částku?
9. **Jak vypadají kanceláře ve Vaší firmě? Myslím tím, zda se jedná o klasické kanceláře nebo se trochu liší například designem, vybavením. Mají zaměstnanci pracující v kancelářích místo, kde můžou relaxovat (tzv. relax zóny)?**
  - a. 1) Kanceláře jsou méně standardní, spíše neformální, snažíme se výzdobu pojímat trochu designově
  - b. 2) Relax zóny máme, resp. máme zasedačky, kde jsou „bean bagy“, zaměstnanci si můžou zahrát fotbálek, relaxovat na gauči, podle dotazníků jsou relax zóny velmi oblíbené a zaměstnanci jich často využívají
10. **Mají Vaši zaměstnanci přátele na pracovišti? Respektive snaží se manažeri vytvořit takové prostředí, aby si zaměstnanec vytvářel vztahy na pracovišti?**
  - a. Ano, zaměstnanci mají mezi sebou přátele. Není to samotnými manažery, ale jde to od vedení, je to odrazem firemní kultury, jelikož Zoot vznikl jako start-up, lidi, kteří v tom start-upu figurovali byli kamarádi, pak se k nim přidali další → kamarádi kamarádů, rozvinulo se to. Řekla bych, že 70% firmy tráví se svými kolegy volný čas.
11. **Zjišťujete nějakým způsobem spokojenost zaměstnanců? (dotazníky spokojenosti, monitoring, feedback/zpětná vazba, jiné)**

- a. Celofiremní dotazník spokojenosti byl nejdříve prováděn jednou za 3 měsíce, nyní jednou za půl roku (ve kterém zjišťujeme, jak zaměstnanci obecně vnímají firmu, co se jim líbí, nějaké jejich individuální prožívání, jak jsou v práci spokojení, co jim chybí, co by potřebovali).
- b. Dále má každý manažer své provedení například formou one to one meeting (nadřízený – podřízený), jedná se vlastně o zpětnou vazbu, baví se nejenom o práci, ale manažer se snaží do meetingu vnést lidský rozměr.
- c. Ještě máme v naší firmě happiness manažera, který se baví se s lidmi, ptá se jich, co se děje, jak se mají, pokud se nemají dobře, snaží se to zlepšit. Když má někdo nějaký problém, napíše mail happiness manažerovi, a ten se snaží najít řešení, aby nedošlo k výpovědi ze strany zaměstnance.

**12. Pořádáte některé z uvedených: sportovní akce, skupinová cvičení, přednášky o fyzickém či duševním zdraví? Pokud ano, jaké a jak často?**

- a. Účastníme se sportovních akcí v týmu: Vltava Run, štafetový maraton, IT fotbalový turnaj.
- b. Pořádáme skupinová cvičení v kanceláři: jóga, pilates, která probíhají pravidelně v době oběda anebo po práci a ještě ze strany lidí, která si pořádají běh každý čtvrtek před prací, 2x týdně badminton, volejbal → tohle se neplánuje se shora, ale záleží na lidech.

**13. Podporuje Vaše firma koncept work-life balance? (jedná se o rovnováhu mezi trávením času v práci a trávením času jinými aktivitami), např. flexibilní pracovní doba, rodinné dny, teleworking (=práce z domu, kontaktování zákazníků telefonem). Pokud Vaše firma tento koncept podporuje, v jakých případech byl zaměstnancům nabídnut? A jakým způsobem tento koncept uplatňujete?**

- a. Home office máme pro zaměstnance pracující v kanceláři po domluvě s manažerem, většinou je to středa, anebo jiný den v týdnu, pokud mají nějaké jiné důvody (např. přijde jim domů instalatér, jsou nachlazení).

- b. Flexibilní pracovní doba funguje formou individuálního naplánování směn, ale musí kopírovat otevírací dobu (na Výdejnách), flexibilní směny na výdejnách → nemají krátký, dlouhý týden; nemají „píchačky“ (do kanceláře zaměstnanec přijde v 8 a odejde v 5 nebo přijde v 9 a má oběd v krabičce a stihne ho za 20 minut a netrvá mu to hodinu, tak není problém, aby odešel o 17.10, nebo když si potřebuje něco zařídit a chce odejít dřív, není problém → je to hodně o osobní odpovědnosti, kterou zaměstnanci nezneužívají)

**14. Sledujete, chování vedoucích pracovníků vůči jejich podřízeným? Poskytujete Vaším vedoucím pracovníkům účast na workshopech, přednáškách, popřípadě mentoring, koučink, či jinou formu, kde by zdokonalili své techniky/chování vůči svým zaměstnancům? O jaké formy se jedná?**

- a. Máme zavedený projekt 360 stupňová zpětná vazba, ve kterém zjišťujeme zpětnou vazbu na manažery, v rámci této zpětné vazby vyplynuly oblasti, co manažeři dělají dobře, co by bylo potřeba zlepšit,
- b. Osobní kouč se může podívat na výsledky 360 s.z.v., ale pomáhá manažerovi s jeho profesní a osobní stránkou. Snaží se mu pomoci v nacházení nových možností, poznat tu svou osobní stránku, která je důležitá pro komunikaci se svým týmem a tohle vše by mu mělo pomoci k dosažení jeho cílů, tato cesta by měla být rychlejší a efektivnější.

**15. Myslíte si, že naplňujete well-being ještě jinými způsoby než ve výše uvedených otázkách 9 – 14? Pokud ano, jak?**

- a. Pořádáme tzv. Zoot talk (jednou za 2 měsíce): vždycky kolem 17.hodiny po práci, kdo chce, tak může přijít, je to pořádáné někde na větším místě, trvá to asi 2 hodiny, 1. část je informační..kdy vlastně šéfové oborů s vedením podají informace o tom, jak se firmě daří, co je nového, co se chystá, jednotliví manažeři (z různých oborů: marketing, finance,..) jsou rozděleni do svých týmů → 2. část se týká team buildingových, sportovní aktivity pro ostatní, podle počasí venku anebo vevnitř, tyto aktivity má na starost jeden z útvarů a důležité je, že pracovníci se potkají i s jinými pracovníky, na které by v rámci své pracovní role nenarazili.

**16. Existuje nějaký důvod, proč nemáte zavedený firemní well-being? Pokud ano, jaký?**

- a. Já si myslím, že je to dáno historií firmy, jelikož vznikla jako start-up, pozitivní firemní kultura byla nastavena od začátku, a nebylo tedy potřeba pojmenovávat a zavádět well-being.
- b. Aktivity se dějí přirozeně, i přestože nemáme daný nějaký všeobecný rámec.

(HR Manager 2018)