

## WELLBEING AS A CORE AREA OF LINE MANAGERS' WORK IN CROSS-BORDER ORGANIZATIONS

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**Abstract:** According to a number of studies and experts, one of the most important aspects of current human resources management in the world and in the Czech and Polish Republic is wellbeing. Research in the field of wellbeing confirms that there is a positive mutual relationship between employees' wellbeing and organization business results. Employees with high level of wellbeing are more engaged, higher perform and then more contribute to the better organization performance through their higher work productivity and efficiency and lower turnover. How people are treated at work by organizations and their managers, especially line managers, strongly affect the level of their wellbeing. The aim of this study is to assess the wellbeing of employees of the selected cross-border organizations in the Czech and Polish Republic and propose measures for increasing the level of the worst rated area of employees' wellbeing. Two formulated research questions were answered on the basis of the evaluation of an online questionnaire survey. This study reveals the area of health as the worst evaluated area of wellbeing and proposes several measures to increase the level of this area, which can be considered as its main outputs. The implementation of these measures focused on the health area should bring higher level of employees' engagement and performance and better organizations' results of operation.

**Key words:** wellbeing, managers, health, performance, measures.

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### Introduction

Wellbeing is a concept, which is related to how a person sees his or her situation in life. It can specifically refer to physical health, but it is often applied to an overall feeling of physical, emotional, and spiritual health. Wellbeing includes aspects such as health, feelings of competence and purpose, connection and belonging to others, optimism, and financial status (Ungvarsky, 2019). "Wellbeing is a positive physical, social and mental state which stems from a host of collective goods and relations with people and places. It requires basic needs to be met and enhanced by conditions that include supportive personal relationships, community empowerment, financial security, rewarding employment, good health, and a

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healthy and attractive environment” (Abu Bakar et al., 2015, p. 287). Wellbeing is a subjective concept, i.e. what one person experiences as a state of wellbeing may still result in dissatisfaction and discomfort for others (White et al., 2013). Wellbeing has been determined to be a factor in how well and long people live, how engaged they are, how well they perform at work, or how productive they are, and nevertheless their level of financial success (Perió et al., 2019). When people's wellbeing is suffering, their performance also suffers (Vitale, 2018).

Based on long-term studies and research by people from more than 150 countries, the American research and consulting Gallup Company has identified five universal, interconnected, statistically significant areas, according to which people's lives can be distinguished into well-lived or those we tend to survive: career, social, financial, health and community (Gluzmann and Gasparini, 2018). Each individual area is assessed in terms of whether individuals in it are thriving and therefore have strong and constant wellbeing in the area, or struggling and have average or unstable wellbeing in the area, or whether they are suffering and have low and volatile wellbeing in the area. As we know from our own experience, our health will not improve in isolation, nor the meaning of our lives, our social contacts, our financial stability, nor the feeling of pride in the place where we live. All these areas interact with each other, affect each other and therefore affect our overall wellbeing (Prothea, 2014; Rath and Harter, 2014).

Since wellbeing is subjective and can't be measured by any certain given procedures, it is often measured by either asking people to self-report how they feel about different aspects of their lives, or by observation of them for behavior that indicates aspects of wellbeing (Diener et al., 2010). Another way to measure could be to conduct an employee survey before and after the changes and survey the employees on what difference they feel between their past and current situation (Ungvarsky, 2019).

Research demonstrates that managers, especially line managers, which help their people improve or manage their wellbeing, see much higher engagement of their subordinates, their higher performance, decreased levels of absenteeism, better customer loyalty, greater profitability, and last but not least, lower rates of employee turnover. Bearing all this in mind, it is evident that a managers' focus on employee wellbeing is crucial, and should be part of the everyday work of all line managers (Frankovský et al., 2019).

The cross-border area is an important phenomenon that determines the distribution of geographic areas and affects the socio-economic development of the land (Halás, 2002). The borders allowed differences in the business environment settings, differences in prices, wages, working conditions and legislation. Crossing the border is an opportunity. The border offers business and work opportunities, cross-border cooperation offers the potential for synergy effect (Matos et al., 2017). On the basis above, the authors decided to assess the level of five areas of wellbeing in the selected cross-border organizations in the Czech and Polish

Republic and based on the results, according to the requirements of the organizations' top management, to propose specific measures in the most problematic area of wellbeing of employees of the selected organizations that after the introduction of these measures there will be an increase in the engagement of employees and thus also the employees' performance, which is assessed by organizations top management as insufficient.

### Literature review

“Wellbeing is defined as the state of being comfortable, healthy or happy. But wellbeing at work is a broader concept than happiness. For people in work the level of wellbeing is also related to how satisfied they are with their job and how the organization and line managers deal with them and treat them especially in the area of their health care” (Armstrong and Taylor 2020, p. 565). In terms of business operation wellbeing, is a tool supporting and increasing employee engagement and thus the performance and competitiveness of the organization (Inceoglu et al., 2018).

We understand wellbeing as five areas: career area, social area, financial area, health area and community area (Prothea, 2014; Rath and Harter, 2010). The first area of career is concern with how we spend our time, and if we like what we do every day. In life, we need to do something meaningful that fulfills us, preferably every day. It doesn't matter if it is an area of work, school, family or our hobbies, the important thing is that we see meaning in the activity and we are motivated to achieve our goals (Wilhelm and Hirschi, 2019). The second social area, concerns with whether we have strong relationships and love in our lives. The quality of our relationships is extremely important for our health and overall wellbeing. We need to spend several six hours interacting with each other every day to reduce stress and increase our wellbeing (Bian, Y. et al., 2020). The third area, financial area, represents how effectively we manage our economic lives to reduce stress and increase security (Powdthavee et al., 2017). Managing our own economic situation, financial stability and enough money allow us to do what we want every day. The fourth area of health deals with whether we are in good health and have enough energy to do what we want on a daily basis. Overall health and the amount of energy allow us to perform tasks on a daily basis. Thanks to regular physical activity and a healthy diet, we can reduce fatigue and be happier (Joshi and Jovanović, 2018). The fifth area of community is concern with how we engage in the area in which we live. It is about our belonging and involvement in life in the environment in which we live. Donations, volunteering, educating others or caring for them all fulfill us with positive emotions and satisfy the need for belonging (Atkinson et al., 2020). According to Jena et al. (2017), engaged employees have a positive attitude to work, maintain good interpersonal relationship and exhibit high level of performance.

Not only organizations as such, but mainly line managers play a big role in managing employee wellbeing. Research by Pfeffer and Sutton (2006) found that 60 to 75 per cent of the employees in the organization surveyed reported that the best aspect of their wellbeing was their immediate supervisor. Line managers are in regular contact with their subordinates they are responsible for, so they are in a good position, of course with the organization support, to influence employees wellbeing. The responsibility for employees wellbeing should be an important part of the line manager's role (Armstrong and Taylor, 2020). Immediate supervisor concern for employee wellbeing would appear to lie at the hearth of a positive employment relationship which can be understood as the most important internal factor affecting wellbeing (Wilton, 2011; Armstrong and Taylor, 2020). Other internal factors are the work environment, job design and demands, relationships with colleagues, work-life balance, fair remuneration and stress. External factors affecting employee wellbeing include the pressure on organizations from the government, regulatory authorities and the media to behave responsibly in the way they treat their people (Armstrong and Taylor, 2020). There is a need for organizations and managers to take care of both internal and external factors (Wilton, 2011).

In their research, the authors focused on evaluating the level of all five areas of employees' wellbeing in the selected cross-border organizations in the Czech and Polish Republic. After finding out which of the five areas is the most problematic, the authors will present measures to increase the level of this area so as to increase overall wellbeing and by that also the performance of employees of the selected organizations. In this context, the authors formulated two research questions:

(1) More than 65% of employees are thriving in at least one from five areas. The formulation of this research question is based on the result of a Gallup Company survey, which states that at least 66% of people thrive in at least one of the five areas of wellbeing (Gallup, 2020).

(2) What results will be achieved in the health area? The formulation of this research question is based on the result of a Gallup Company survey again, which states that at least 53% of employees should be thriving in the area of health (Gallup, 2020).

The goal of the study will be met by evaluating the data obtained by the online questionnaire survey (thus answering the two research questions) and subsequent design of measures should improve discovered most problematic of all five areas of employee wellbeing.

### **Methods and Data**

A survey was conducted to assess five essential areas of employees' wellbeing in the selected cross-border organizations in the Czech and Polish Republic – the area of career, social, financial, health and community.

Primary data were collected through a quantitative survey (using a questionnaire – see below). The formulation of individual questions was verified by the Focus Group qualitative research method with the participation of 18 experts from Czech and Polish practice. It was determined whether the chosen method of online questionnaire survey is appropriate, how Focus Group participants respond to the questions of the questionnaire, whether the questions are well formulated, whether they understand the questions and whether the offered answering options are appropriate. Based on the outputs of the Focus Group, from the total of 50 questions, the wording was adjusted for two questions, so that the questions were clearer for the respondents and did not allow for their ambiguous understanding. The result of the Focus Group meeting was to finalize the questionnaire, which consisted

of 5 main areas and 50 items, and which was validated by members of Focus Group – the experts commented on the extent to which individual questions and proposed answers describe the individual areas. The content validity was also evaluated using the Content Validity Ratio (CVR).  $CVR = [(E - (N / 2)) / (N / 2)]$ , where N – total number of experts and E – the number of experts who rated the object as essential. The content validity ratio (CVR) ranged between 0.85 and 1.00 for each area, ranging from 0.75 to 1.00 for each item. Therefore, the questionnaire is considered valid from a quantitative point of view in terms of the content. The final online questionnaire was then used to survey five areas of employee's wellbeing in the selected organizations.

In the cover letter, the respondents were informed of the purpose of the questionnaire survey, they were asked to complete the questionnaire, and were also informed of the possibility of getting informed about the results of the survey. The questionnaire was based on a questionnaire from a leader in the field of wellbeing research, Gallup Company. This questionnaire is not publicly available, but can be purchased; for this reason, the exact wording of the whole questionnaire is not part of this study. The questionnaire included three identification questions (nationality, gender and age) and 50 questions concerning the subject of the survey (ten questions for each of the five areas, while some questions of the questionnaire were adjusted to reflect the specifics of the Czech and Polish Republic), where respondents chose only one option on a Likert scale 1 to 5 (1 strongly disagree, 2 - 3 - 4 - 5 strongly agree) or option from answers yes or no.

The population consisted of all (420) employees of the selected organizations in the Czech Republic and of all (380) employees of the selected organizations in the Polish Republic. Of the total of 420 (380) questionnaires sent, 365 (301) questionnaires were returned, with a return of 86.9% (79.2%). The high return was reinforced by the fact that the top management of Czech and Polish cross-boarder organizations, which was very interested in the return of the questionnaires and thus the high explanatory power of the interview, explained to employees in two

personal meetings the importance of participating in this survey. So, the sample included 365 Czech and 301 Polish employees (see Table 1.).

In the first phase of processing the obtained data through IBM SPSS Statistics 23.0, the authors focused on evaluating the employees' wellbeing in selected areas based on identification questions related to nationality and age; in the second phase the authors focused on evaluating the employees' wellbeing in selected areas based on identification questions related to nationality and gender.

**Table 1. Structure of respondents' sample**

Age	Czech employees		Polish employees		Total male and female	
	Sex		Sex		Czech employees	Polish employees
	Male	Female	Male	Female		
< 25	18	11	20	8	29	28
25-38	59	38	27	29	97	56
39-55	79	64	72	34	143	106
56-74	55	41	69	42	96	111
	211	154	188	113		
Total	365		301		365	301

## Results and Discussion

In accordance with the objective of the study, the results are structured into five areas of wellbeing – career, social, financial, health and community. The assessment of individual areas of wellbeing achieved by employees of the selected organizations according to nationality and age is shown in Table 2. The overall assessment of each area could reach a maximum of 12 points, a minimum of 4 points (thriving in the area is rated by 3 points, struggling by 2 points and suffering by 1 point).

**Table 2. Assessment of individual areas of wellbeing according to the to the employees' nationality and age**

Total male and female		Career	Social	Financial	Health	Community	
Age							
< 25	C	29	struggling	thriving	suffering	thriving	struggling
25-38		97	thriving	struggling	struggling	thriving	struggling
39-55		143	thriving	struggling	thriving	suffering	thriving
56-74		96	struggling	struggling	thriving	suffering	struggling
Total		365	Overall assessment of areas				
		10	9	9	8	9	
< 25	P	28	struggling	thriving	suffering	thriving	struggling
25-38		56	struggling	thriving	struggling	thriving	struggling
39-55		106	thriving	struggling	thriving	suffering	thriving
56-74		111	struggling	struggling	thriving	suffering	struggling

Total		301	Overall assessment of areas				
			9	10	9	8	9

The assessment of individual areas of wellbeing achieved by respondents of the selected organizations by nationality and gender is shown in Table 3. The overall assessment of each of the areas could reach a maximum of 6 points, at least 2 points (thriving in the area is rated by 3 points, struggling by 2 points and suffering by 1 point).

**Table 3. Assessment of individual areas of wellbeing according to the to the employees' nationality and gender**

All age groups			Career	Social	Financial	Health	Community
Sex							
Men	C	211	thriving	thriving	thriving	struggling	struggling
Women		154	struggling	thriving	struggling	struggling	thriving
Total		365	Overall assessment of areas				
			5	6	5	4	5
Men	P	188	struggling	thriving	struggling	suffering	thriving
Woman		113	struggling	thriving	struggling	struggling	thriving
Total		301	Overall assessment of areas				
			4	6	4	3	6

From the survey analysis results we achieved the answer to the first research question, which was (1) More than 65% of employees are thriving in at least one from five areas. This research question was confirmed. When looking at it from the nationality and age view, all Czech 365 (Polish 301) employees (100%) are thriving at least in one area – both Czech and Polish employees up to the age of 25 are thriving in the areas of social and health, Czech employees aged 25-38 are thriving in the areas of career and health, Polish employees of this age are thriving in the areas of social and health, both Czech and Polish employees aged 39-55 are thriving in the areas career, financial and community and both Czech and Polish employees aged 57-74 are thriving in the area financial. Looking at it from the nationality and gender view, all Czech 365 (Polish 301) employees (100%) are thriving at least in one area; Czech men are thriving in the areas career, social and financial, Polish men are thriving in the areas of social and community, and both Czech and Polish women are thriving in the areas of social and community. Therefore, it can be stated that the results correspond to the worldwide survey executed by Gallup Company, where at least 66% of employees prosper in at least one of the five areas of wellbeing (Gallup, 2020). The answer to the second research question, which was (2) What results will be achieved in the health area? that is from the perspective of nationality and age only 126 (34.5%) of Czech employees and 84 (27.9%) of Polish employees are thriving in the health area, which is a negative output. And both Czech and Polish age groups 39-55 and 56-74

are even suffering in this area. Looking at it from the nationality and gender perspective, both Czech men and women and Polish women are struggling in this area, neither nationality and gender is thriving, Polish men even suffering in this area. Therefore, it can be stated that the results in the area of health do not correspond to the worldwide survey executed by Gallup Company, where at least 53% of employees should be thriving in the area of health (Gallup, 2020). Vice versa, it is in line with the results of Rath and Harter (2010), who additionally highlight the economic impact of the non-compliant level of this wellbeing component. The employers must understand the impact of their employee health issues. The improving the current situation is in both the individual's and the organization's best interest.

Since the health area emerged as the worst evaluated on the basis of both nationality and age and nationality and gender of employees in the researched organizations (the overall score in the area of health reached the lowest score in both cases), the authors proposed certain measures to address this negative situation, to the organizations' top management based on their request, their practical realization could, after a certain period of application, contribute to the improvement of the situation in the area of health and thus help the growth of both Czech and Polish employees performance. Line managers will play an important role in the application of these measures. Only with their support the measures selected and funded by organizations will be able to be implemented. The following measures for the improvement of the area of health were proposed by the authors: health screening (blood pressure, cholesterol level, sugar level), online medical advice, physiotherapy, health massages, above-standard health care for employees paid by the employer, advice on healthy eating, personalized healthy living programs, healthy canteen and eatery options, free fresh fruit, refreshments including soft drinks, drinking water, contribution to medical devices, vitamins and medicines for employees, gym, fitness room, contribution to cover the costs of health activities of employees outside the workplace, organizing sports events for employees, promotion of walking in the workplace (competitions using pedometers), relaxation, exercise and rest areas or relaxation zones, short stretching lessons led by a lecturer, providing bicycles for moving within short distances at large workplaces, support for commuting to work by bike (bicycle storage, showers, etc.), positioning tables and stations (for correct sitting at the computer, standing work), proper workplace ergonomics, stress management and stress reduction courses, relaxation courses, psychological counseling, stop smoking support, advices on alcohol and drug misuse, vaccination of employees against influenza, accident insurance for employees with an employer's contribution, group accident insurance for employees, group health insurance for employees, etc.

In addition to the above measures that the organization can perform to improve the area of health, the employees themselves, their personal care for their own health,



also play a major role in achieving a high level of the area of their health (Happonen et al., 2009), which cannot be forgotten.

The results of the presented study confirm the emerging trend in personal wellbeing which is detected in the study of Deloitte (2018). The effort of the employers to create and support an environment that positively affects the personal wellbeing of their employees has been identified (see value 8 – 10 in the Tab. 2). From Table 2, the great importance of social wellbeing is evident. This finding is consistent with the Bakar et al. (2015). Employers need to realize that their economic performance does not depend only on the financial wellbeing of their employees. The comparison of the valuation of the area of financial wellbeing is interesting (score 9). This favorable assessment is completely at odds with the results of Maricic (2019), where satisfaction with finance is in the penultimate place out of seven issues.

### Conclusions

This study assess the level of five areas of wellbeing in a selected cross-boarder organizations in the Czech and Polish Republic. The theoretical basis of this study is based on the professional sources focused on this issue. The research methodology was based on a positivist-objectivist approach, where authors used a questionnaire survey as the main quantitative method and qualitative research method, the Focus Group as the verification method.

The first step in solving the scientific problem was thorough a vast literature review, which resulted in the purpose of the study, that was to assess the level of wellbeing in the selected organizations based on the questionnaire of the Gallup Company, which has been modified to fit the conditions of Czech and Polish Republic. The stated goal resulted in the formulation of two research questions. Subsequently, in June 2020, a survey was conducted in the form of an online questionnaire survey based on a structured questionnaire (verified by the Focus Group method). The population included 420 Czech and 380 Polish employees of the selected organizations, where the return was 86.9% (79.2%); a total of 666 questionnaires (365 from Czech respondents and 301 from Polish respondents) were returned. The results of the survey were processed and evaluated using IBM SPSS Statistics 23.0 software. Subsequently, during the discussion the results of the survey were analyzed and commented.

Elaborating the results of the questionnaire survey answered the two formulated research questions in the following way. The research question (1) More than 65% of employees are thriving in at least one from five areas, was confirmed. From the view of nationality, age and gender, all 666 employees (100%) are thriving at least in one area. The research question (2) What results will be achieved in the health area? was answered as following: from the view of nationality and age, only 126 (34.5%) of Czech employees and 84 (27.9%) of Polish employees in the researched

organizations are thriving in the health area; from the view of nationality and gender, both Czech men and women and Polish women are struggling in this area, neither nationality and gender is thriving, Polish men even suffering in this area.

Based on the output of data processing, which showed that the health area reaches an insufficient level both in Czech and Polish organizations, measures to improve the level of this area were proposed. The organizations' top management decides which of the recommended measures it will apply, of course with the support of line managers, and in what time horizon. If this area of employee wellbeing has to be improved, the organizations' top management should not delay the application of selected measures. Before starting to apply the selected measures, the employee's performance must be measured in the selected organizations. The identified level of their performance will then be compared with the level of performance, which will be determined after two years of application of selected measures in the selected organizations. By comparing both outputs, it will be possible to verify the correctness of selected and implemented measures to improve the health area and thus employee's overall wellbeing (with a positive impact on their work performance) in the researched organizations.

Based on the integration of some previous studies focused on cross-border entrepreneurship, sustainability and addresses new knowledge about entrepreneurial processes in cross-border regions is possible to identify from the point of view of employees' wellbeing the factors influencing the co-operation of enterprises in the region. From a practical implications point of view, the study should help stimulate the interest of organizations in the wellbeing of their employees, as it is also in the interest of the organization itself to deal with wellbeing, which, according to a survey by Deloitte Trends in human capital in the Czech Republic and the world, in which in 2018 participated more than 11,000 respondents, business and leaders in the field of human resources from 124 countries (74 respondents in the Czech Republic), wellbeing, i.e. personal wellbeing, is one of the most important trends that will affect the world of work in the coming period (Deloitte, 2018). In addition, the importance of wellbeing can be seen in the results of research entitled FTSE 100 Public Reporting on Employee Wellness & Engagement conducted by BUPA UK among 100 organizations, which employ a total of 6.3 million employees worldwide, which shows that there is clearly positive correlation between the degree of organizational wellbeing and the financial performance of the organization (My Refresh, 2018). Not only these existing positives of wellbeing are based on the need for personal wellbeing of employees that organizations and their managers should pay attention to. From a theoretical contribution point of view, the study should contribute to the discussion about employee's wellbeing, which is, so far, neglected in the Czech environment, not only Czech literature dealing with this issue is very limited, but even real practice in this area is insufficient. As for Polish literature and practice, the situation is more positive, but it can still be improved.

Wellbeing is an important aspect for the development of cross-border regions and should be supported by local institutions. Cross-border business should be considered as the cornerstone for the economic sustainability of cross-border regions. It is necessary to seek and activate economic potential in border areas (Meyer, et al., 2017). Cross-border cooperation leads to the transformation and development of wellbeing on both sides of the border (Kurowska-Pysz, 2015). Generalizing the findings of this study must be taken with care, as the findings are based only on selected cross-border organizations in the Czech and Polish Republic.

The limiting conditions of the survey can be seen in fact that neither the age groups of the employees nor the gender were taken into account when formulating the measures, but that the measures were formulated in aggregate for all employees. However, this situation was based on the decision of the organizations' top management, which considered the introduction of measures differentiated according to the age and gender of employees to be too complicated. The authors see another direction of possible research in that measures should be designed not only for the health area, but also other area, structured according to age and gender.

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## ZADOWOLENIE JAKO GŁÓWNY OBSZAR PRACY MENEDŻERÓW LINIOWYCH W ORGANIZACJACH TRANSGRANICZNYCH

**Streszczenie:** Według wielu badań i ekspertów jednym z najważniejszych aspektów obecnego zarządzania zasobami ludzkimi na świecie oraz w Czechach i w Polsce jest dobrostan. Badania z zakresu wellbeing potwierdzają, że istnieje pozytywny wzajemny związek między dobrostanem pracowników a wynikami biznesowymi organizacji. Pracownicy o wysokim poziomie dobrostanu są bardziej zaangażowani, osiągają lepsze wyniki, a następnie w większym stopniu przyczyniają się do lepszych wyników organizacji poprzez wyższą produktywność i efektywność pracy oraz niższe obroty. To, jak ludzie są traktowani w pracy przez organizacje i ich menedżerów, zwłaszcza przełożonych, silnie wpływa na poziom ich samopoczucia. Celem niniejszego opracowania jest ocena dobrostanu pracowników wybranych organizacji transgranicznych w Czechach i RP oraz zaproponowanie działań na rzecz podniesienia poziomu najgorzej ocenianego obszaru dobrostanu pracowników. Na dwa sformułowane pytania badawcze udzielono odpowiedzi na podstawie oceny ankiety internetowej. Niniejsze badanie ujawnia obszar zdrowia jako najgorzej oceniany obszar dobrostanu i proponuje kilka środków w celu zwiększenia poziomu tego obszaru, co można uznać za jego główne wyniki. Realizacja tych działań ukierunkowanych na obszar zdrowia powinna przynieść wyższy poziom zaangażowania i wydajności pracowników oraz lepsze wyniki działania organizacji.

**Słowa kluczowe:** dobrostan, menedżerowie, zdrowie, wydajność, miary

### 健康是跨境组织中线经理工作的核心领域

**摘要：**根据许多研究和专家的研究，当今世界以及捷克和波兰共和国的人力资源管理最重要的方面之一就是幸福。在福利领域的研究证实，员工的福利与组织业务成果之间存在正向的相互关系。拥有高水平幸福感的员工会投入更高，绩效更高，然后会通过更高的工作效率和效率以及更低的离职率而为更好的组织绩效做出更大的贡献。组织及其经理，特别是直属经理在工作中如何对待人，极大地影响了他们的幸福感。这项研究的目的是评估捷克和波兰共和国选定的跨境组织的员工福利，并提出提高员工福利最差地区水平的措施。在对在线问卷调查进行评估的基础上，回答了两个制定的研究问题。这项研究揭示了健康领域是人们对福祉评估最差的领域，并提出了提高该领域水平的几种措施，这些措施可被视为其主要产出。这些针对健康领域的措施的实施应带来更高水平的员工参与度和绩效，以及更好的组织运营成果。

**关键词：**福祉，管理者，健康，绩效，措施。