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## **Enhancing Employee Well-being at Alta Company in Wenzhou, China**

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### **Abstract**

This study investigates key factors influencing employee well-being at Alta Company, a garment manufacturer in Wenzhou, China, with a workforce of 45 employees exporting to Europe, the USA, and Russia since 2005. The research identifies critical issues including work intensity, stress, self-acceptance, and leadership styles that affect staff welfare. A qualitative approach was used, including interviews with 10 employees and data analysis, to explore the identified factors. This study aims to provide actionable insights for enhancing well-being strategies within the organization. It emphasizes the need for a supportive work environment that prioritizes both mental and personal health of employees. The research findings advocate for leadership practices that promote collaboration and empowerment, sharing authority with employees rather than adhering to a strict hierarchical approach. These findings suggest areas for improvement that could foster a more positive and productive workplace culture at Alta Company, prioritizing employee health, satisfaction, and personal growth to achieve a more successful and sustainable organization. The recommendations as the strategies for improving employee well-being include adjusting work schedules and day-off policies to improve work-life balance and organizing team activities to bolster colleague relationships.

**Keywords:** Employee Well-Being, Work Intensity, Stress Management, Self-Acceptance, Leadership

### **Introduction**

A world of globalization and the burgeoning business that crosses the boundaries of continents has caused a dramatic increase in managing and maintaining a productive workforce. Central to this is the need for a company to give the highest regard for employee well-being, which isn't only about job satisfaction but the overall mental, emotional, and physical well-being of the employee. Companies that aspire to stay competitive and sustainable have to

recognize this facet of their responsibility, taking it as much more than just a moral duty but a strategic imperative in the modern business scenario.

Statistical evidence underscores the urgency of these concerns. According to the World Health Organization (WHO), workplace stress is a significant contributor to global economic losses, costing an estimated \$1 trillion per year in lost productivity (World Health Organization, 2020). Additionally, research in Asia has highlighted that companies with strong employee well-being programs can see up to a 21% increase in productivity. These statistics highlight the critical link between employee well-being and organizational performance, emphasizing the necessity for this research.

Further, addressing employee well-being aligns with the evolving regulatory landscape, as seen in recent amendments to labor laws in China that emphasize mental health and worker rights (Ministry of Human Resources and Social Security of the People's Republic of China, 2020). By enhancing well-being initiatives, companies can improve employee satisfaction and productivity while ensuring compliance with legal standards, positioning themselves as leaders in ethical and sustainable business practices.

Alta Company, a prominent garment producer situated in Wenzhou, China, Established in 2005, Alta has grown significantly, with its expansive operations catering to diverse markets such as Europe, the USA, and Russia. Alta specializes in producing high-quality garments, including casual wear, formal attire, and specialized clothing items, which it exports to international retail chains and boutique stores. With a workforce of 45 employees, Alta's business model presents a unique confluence of global market demands and localized operational nuances.

Alta's vision is to be a local leader in the garment industry by prioritizing innovation, quality, sustainability, and exceptional employee well-being. Its mission focuses on delivering excellence in production while ensuring the mental and physical health of its workforce. The organizational structure of Alta comprises a clear hierarchical setup with five main departments: Design, Production, Quality Control, Marketing, Human Resources, and Logistics. This structure supports the company's operational efficiency but also influences the dynamics of employee well-being.

While Alta has historically charted significant successes in its domain, a deeper introspection reveals an area of potential enhancement: the well-being of its employees. Concerns surrounding work intensity, stress levels, self-acceptance, and the pivotal role of leadership have emerged as pressing issues demanding attention. This research focuses on these specific areas within the organization to uncover actionable insights that can inform the development of strategies for improving employee well-being.

Through a qualitative approach, utilizing in-depth interviews, this study aims to gather comprehensive data and conduct an in-depth analysis of the current state of work intensity, stress levels, self-acceptance among employees, and the leadership style employed within the organization. By addressing these dimensions of employee well-being, Alta Company can work towards creating a workplace culture that not only promotes productivity but also prioritizes the health, satisfaction, and personal growth of its employees, ultimately leading to a more successful and sustainable organization.

## Organization diagnosis

An effective organizational diagnosis involves a thorough analysis of an organization's current state, identifying areas of strength and areas requiring improvement. For Alta Company, a comprehensive diagnostic approach was employed using the SOAR (Strengths, Opportunities, Aspirations, Results) framework to delve into the specific aspects of employee well-being, including work intensity, stress, self-acceptance, and leadership.

The SOAR analysis was informed by in-depth interviews with the business owner and head of Alta Company, along with his wife, who is the General Manager and responsible for major decisions and financial oversight. Their insights provided a holistic view of the company's operational and cultural dynamics, essential for an accurate diagnosis.

Alta Company demonstrates significant strengths, such as its resilience and adaptability in coping with current hardships. The company's clear strategic vision and mission provide a robust foundation for growth, while a well-structured hierarchical organizational setup supports operational efficiency. These strengths are crucial in leveraging the company's existing capabilities to improve employee well-being.

The diagnosis identified several opportunities for Alta to enhance its employee well-being programs. This includes reducing stress and turnover by adapting leadership and HR practices to better support mental health and personal growth. Additionally, leveraging technology and innovative practices can improve work-life balance and reduce work intensity. These opportunities align with the growing recognition of the importance of employee well-being in enhancing productivity and organizational performance (Green, 2004).

Alta aspires to be recognized as a global leader not only in garment production but also in promoting an exemplary work environment. The company aims to foster a workplace culture that sets a benchmark for employee well-being in the garment industry. These aspirations reflect a commitment to achieving excellence in both business operations and employee welfare (Wright & Cropanzano, 2004).

The desired outcomes of these initiatives include achieving lower turnover rates and higher employee satisfaction, enhancing productivity through improved well-being and work-life balance, and ensuring compliance with evolving labor laws. Setting industry standards for employee care and support is also a critical result that Alta aims to achieve through its well-being initiatives.

The diagnosis revealed that high work intensity at Alta leads to burnout and decreased job satisfaction. Employees often face demanding workloads and tight deadlines, which exacerbate stress levels and negatively impact their overall well-being (Lazarus, 1984). Chronic stress among employees, arising from high job demands and low control, was identified as a significant issue. This stress affects employees' mental and physical health, leading to diminished job performance and increased absenteeism (Schaufeli & Bakker, 2004). The lack of self-acceptance among employees, coupled with a culture that may not fully support personal growth and development, contributes to lower morale and engagement. Employees need to feel valued and supported to thrive in their roles (Ryff, 1989). Ineffective leadership practices were found to undermine organizational cohesion and employee morale.

Leaders play a pivotal role in shaping the workplace environment, and their ability to inspire and support their teams is crucial for fostering a positive organizational culture (Northouse, 2015).

The organizational diagnosis of Alta Company underscores the urgent need to address the identified gaps in employee well-being. By leveraging its strengths and opportunities, and aligning with its aspirations and desired results, Alta can develop and implement effective strategies to enhance employee well-being. This approach not only aims to improve the mental, emotional, and physical health of its employees but also ensures long-term sustainability and growth for the company. Addressing these issues comprehensively will position Alta as a leader in both the garment industry and in promoting workplace well-being.

**Table 1**

*SOAR Analysis of Alta Company*

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Relentless coping with current hardships</li> <li>• Clear Strategic vision and mission</li> <li>• A clear and structured hierarchical organizational setup that supports operational efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance employee well-being programs to reduce stress and turnover.</li> <li>• Adapt leadership and HR practices to support mental health and personal growth.</li> <li>• Leverage technology and innovative practices to improve work-life balance and reduce work intensity.</li> </ul>
<b>Aspirations</b>	<b>Results</b>
<ul style="list-style-type: none"> <li>• To be recognized as a global leader not only in garment production but also in promoting an exemplary work environment.</li> <li>• To foster a workplace culture that is seen as a benchmark for employee well-being in the garment industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve lower turnover rates and higher employee satisfaction.</li> <li>• Enhance productivity through improved well-beings and work-life balance.</li> <li>• Comply with evolving labor laws and set industry standards for employee care and support.</li> </ul>

The SOAR analysis reveals an in-depth understanding of the actual organizational strengths, opportunities, aspirations, and results for the well-being of employees at Alta Company. The two areas identified to be Alta's strengths include the resilience of a clear strategic vision and a structured organizational set-up. These are essential elements that provide a robust platform in addressing factors critical to employee well-being, as pointed out by the study—work intensity, stress management, self-acceptance, and leadership.

Opportunities can be the effective designing of employee well-being programs, adaptation of HR practices to current needs, and using technology to promote good work-life balance. Alta wants to become a world leader not only in producing garments but also in advocating an exemplary work environment—a long-term strategy view and a mission. Desired outcomes come in terms of lower turnover rates and high employee satisfaction, along with changing labor laws compliance, hereby setting the industry standards in caring for and

supporting employees.

As the problem states, the urgency to help fill the gaps in employee well-being cannot be overstressed enough by this analysis. It can develop strategies regarding employees that will make it sustain and grow by focusing on its strengths and opportunities. These results from this study create a clear trajectory for Alta to move upon, aligning it with global best practices and domestic regulations to provide a more positive and productive work environment.

### **Statement of the Problem**

In the rapidly evolving global marketplace, employee well-being has emerged as a crucial factor influencing organizational productivity, staff retention, and overall business growth (Wright & Cropanzano, 2004). Alta Company, a notable garment producer based in Wenzhou, China, exporting to several international markets, finds itself at the crossroads of this transformation. While Alta has successfully navigated the operational demands of its industry, there is an evident gap in its approach to employee well-beings, with specific concerns relating to work intensity, stress management, self-acceptance, and the role of leadership.

This gap, if unaddressed, poses potential risks not only to the mental and physical health of the employees but also to the company's long-term sustainability and growth. Furthermore, with China's labor laws evolving to emphasize employee well-beings, Alta's alignment with these regulations is paramount. This research seeks to understand and address the challenges faced by Alta in ensuring the well-being of its employees, aiming to bridge the existing gaps and align the company with both global best practices and domestic regulations

### **Research Objectives**

1. To explore the current state of employee well-being, with a specific focus on understanding, stress management, self-acceptance, work intensity, and the role of leadership in fostering a healthy workplace of Alta Company.
2. To get insight into employee well-being in the workplace of Alta Company.
3. To provide the recommendation from the research findings to enhance the employees' well-being in the workplace of Alta Company.

### **Research Questions**

1. What is the current state of employee well-being, with a specific focus on understanding stress management, self-acceptance, work intensity, and the role of leadership in fostering a healthy workplace of Alta Company.
2. What are insights descriptions of employee well-being in the workplace of Alta Company.
3. What are the recommendations to enhance the employee well-being in the workplace of Alta Company.

### Significance of the study

This study impacts multiple levels, primarily enhancing employee well-being at Alta Company in the garment industry. It offers insights that can improve job satisfaction and operational efficiency, aligning with Chinese labor laws and setting a benchmark for employee welfare practices. The research benefits Alta by potentially reducing healthcare costs and turnover rate, fostering a supportive work environment, and encouraging industry-wide adoption of similar practices.

Furthermore, it promotes societal awareness about workplace mental health, which could influence public policy and labor laws, contributing to national economic growth. Ultimately, this study aims to transform organizational practices, develop leadership, and formulate policies that underline the benefits of a mentally healthy workforce.

### Scope and the limitation of the study

The study concentrates on Alta Company, a garment-producing entity in Wenzhou city, China, specifically employee well-being, work intensity, stress, self-acceptance, and leadership. Using a qualitative method, insights are gleaned from ten selected respondents within the company. However, the research's applicability might be limited to similar organizational contexts due to its specific focus on Alta Company. The research findings may not be applied to other companies in the same industries because of the different contexts of the study.

**Table 2**

*Operational definitions of the constructs*

Term	Definition	Citation
Employee well-being	A comprehensive sense of health, contentment, and validation of employees at their workplace, balancing their physical, emotional, and mental states.	Warr, P. (1999).
Work Intensity	The degree of engagement employees exhibit towards their duties and the vigor and fervor with which they approach their responsibilities, integrating both the intricacies of their roles and the passion they demonstrate.	Green, F. (2004).
Stress Management	The physiological and emotional repercussions that employees undergo due to the demands and challenges in their job roles, directly affecting their optimal functioning.	Lazarus, R. S. (1984).
Self-Acceptance	An individual's capacity to recognize and affirm their inherent worth, embracing both their strong suits and areas of growth, and the internal acknowledgment of their significance irrespective of external feedback.	Ryff, C. D. (1989).
Leadership	The methods and strategies through which individuals inspire and direct teams or entities to realize shared objectives, encompassing both the act and the qualities and tactics used by leaders.	Northouse, P. G. (2015).

## Literature Review

The literature review presents the previous academic works on which the study was based and aims to research on the variables influence employee well-being with job-related stress, self-acceptance, work intensity, and the role of leadership Secondly, it includes previous empirical research to support the study. The relevant literatures are searched and reviewed to establish a conceptual framework of this study. The key concepts along with the dependent and independent variables are mentioned.

### Employee well-being

The concept of employee well-being has significantly evolved beyond its initial focus on job satisfaction and physical health. It now encompasses a comprehensive view of an employee's experiences within an organization. Wright and Cropanzano (2000) describes workplace well-being as a complex interplay of physical, psychological, and emotional health, along with the overall work-life experience, highlighting a shift towards a more holistic approach in modern workplaces. This shift recognizes employee wellness not only as a moral obligation but also as a strategic asset that enhances productivity, engagement, and retention (Danna & Griffin, 1999).

Historically, the emphasis on employee well-being was primarily on physical safety and financial compensation (Barling & Griffiths, 2010). However, developments in organizational psychology and human resource practices have broadened this focus to include factors like work-life balance, psychological safety, opportunities for growth, and the importance of meaningful work (Seligman, 2011). Positive organizational scholarship further supports this expanded view, emphasizing that these broader dimensions contribute to a thriving workforce, which benefits the organization through improved performance and innovation (Cameron et al., 2003).

Research underscores the significance of investing in employee well-being, demonstrating its deep connection to essential organizational outcomes such as job performance, creativity, and pro-social behaviors. It also highlights well-being as a crucial buffer against workplace stress and burnout (Bakker & Demerouti, 2007).

Additionally, the PERMA Model by Seligman (2011) offers a well-being framework that focuses on five core elements: Positive emotions, Engagement, Relationships, Meaning, and Accomplishment. This model is often applied in organizational settings to encourage a positive work environment that supports both individual and organizational growth. Research underscores the significance of investing in employee well-being, demonstrating its deep connection to essential organizational outcomes such as job performance, creativity, and pro-social behaviors. It also highlights well-being as a crucial buffer against workplace stress and burnout (Bakker & Demerouti, 2007).

### **Work intensity**

Work intensity is a complex construct that reflects the increasing demands placed on employees regarding effort, time, and concentration in their roles, which significantly impacts organizational well-being (Green, 2004). The globalization of the economy and the acceleration of business processes have led to increased work intensity across various industries. This rise in work demands can result in negative outcomes such as burnout, reduced job satisfaction, and higher employee turnover if not managed effectively (Moen et al., 2008). Historically, the Industrial Revolution marked the onset of increased work intensity, but the digital age has intensified these challenges. The omnipresent connectivity enabled by digital technologies has blurred the lines between work and personal life, increasing stress and the risk of burnout (Schaufeli & Bakker, 2004).

As organizations navigate this new landscape, they face the challenge of leveraging the productivity benefits of technology and intensified workloads while prioritizing and enhancing employee well-being (Wood et al., 2013). Research suggests that strategies like job redesign, introducing workplace autonomy, and implementing work-life balance initiatives can mitigate some of the adverse effects associated with increased work intensity (Bakker & Demerouti, 2007). Additionally, the support from organizational systems and the development of resilience skills are crucial for helping employees adapt to high-demand environments effectively (Maslach & Leiter, 2008).

### **Stress Management**

Stress management is a significant concern for both organizations and researchers, given its impact on employee health and organizational outcomes. The seminal work by Karasek and Theorell (1990) on job strain, which arises from high work demands coupled with low job control, highlights the potential adverse effects on health and well-being. The consequences of chronic stress are well-documented, extending beyond health implications to include diminished job performance and increased absenteeism (Schaufeli & Bakker, 2004). Additionally, Leka and Jain (2010) have elaborated on the psychosocial risk factors that contribute to workplace stress, emphasizing the importance of the organizational context.

In modern workplaces, characterized by multitasking, tight deadlines, and constant connectivity, the prevalence of stressors has escalated. Research by Sonnentag and Fritz (2015) underlines the importance of recovery experiences, such as regular breaks and detachment from work, in mitigating the effects of job stress. Furthermore, interventions like flexible schedules and mental health support are recognized for their stress-reducing potential (Kossek et al., 2011). The role of organizational support, as elucidated by Halbesleben (2006), is also critical in buffering the effects of job stress, indicating that a supportive work environment can serve as a valuable resource for employees.

### **Self-Acceptance**

Self-acceptance is a vital construct in organizational behavior, referring to an individual's recognition and embracement of their personal attributes, including strengths, limitations, and intrinsic worth. Ryff (1989) laid the groundwork by linking self-acceptance to

greater psychological health. This foundational understanding has been extended in the workplace context, where high levels of self-acceptance have been associated with enhanced job satisfaction (Keyes, 2002), more effective interpersonal relations (Leary, 2007), and increased resilience to stress and adversity.

Promoting self-acceptance in organizations is critical, as it has been tied to improved employee well-being (Diener, 2003) and workplace productivity (Judge & Bono, 2001). Organizational cultures that prioritize diversity, encourage authenticity, and provide reflective spaces are conducive to fostering self-acceptance (Roberts & Dutton, 2005). Such environments not only promote individual well-being but also contribute to a more inclusive and productive organizational climate (Ely & Thomas, 2001).

## **Leadership**

Leadership is a critical factor in shaping organizational culture and significantly impacts the well-being of its members (Northouse, 2015). Different leadership styles can have varying effects on employee well-being. Among these, transformational leadership, characterized by inspiration, motivation, and genuine concern for employees, has been extensively studied and is positively linked with employee well-being and job satisfaction (Bass & Riggio, 2006). This style of leadership fosters a positive work environment, encouraging growth, innovation, and a sense of belonging among employees. The Transformational Leadership Theory, which emphasizes the role of leaders in inspiring and motivating employees, serves as a key theoretical framework for this research, as it directly correlates with the organizational climate and the well-being of employees.

Previous studies reinforce the importance of leadership styles in organizational well-being. Research by Avolio and Bass (1995) demonstrates how transformational leaders can significantly influence employee motivation and performance by creating an engaging and supportive workplace climate. Similarly, a study by Judge and Piccolo (2004) found a strong relationship between transformational leadership and employee satisfaction, indicating that the way leaders communicate and interact with their team members profoundly affects their job experience. These findings align with Leader-Member Exchange Theory (LMX), which suggests that high-quality relationships between leaders and their subordinates contribute to greater job satisfaction and organizational commitment, further supporting the link between leadership and employee well-being.

The role of leaders in promoting well-being extends to their ability to create a psychologically safe environment. Edmondson (1999) highlights the importance of psychological safety in the workplace, where employees feel comfortable taking risks and expressing themselves without fear of negative consequences. Leaders play a crucial role in fostering this sense of safety, which is essential for employee well-being and organizational learning. The concept of Psychological Safety Theory underpins this aspect of leadership, emphasizing the need for leaders to build environments where trust, openness, and support are prioritized.

Moreover, leaders who prioritize well-being, promote open communication, and provide support, especially in times of adversity, can cultivate an environment where

employees thrive. Research by Nielsen et al. (2008) underscores the impact of supportive leadership on reducing workplace stress and enhancing well-being. Effective leadership extends beyond task delegation; it involves recognizing and addressing the holistic well-being needs of every team member. The Job Demands-Resources (JD-R) Model further complements this research, as it suggests that supportive leadership can serve as a resource that mitigates job demands, such as stress, and enhances overall well-being.

**Figure 1**

*Conceptual Framework*



The conceptual framework for examining employee well-being at Alta Company, anchored in a qualitative approach, is intricately aligned with established organizational behavior models and psychological theories, reflecting the complex interplay of workplace factors. This framework, echoing the multifaceted nature of well-being suggested by Rynes (2012), integrates key variables influenced by seminal models like the Job Demand-Control and Job Demands-Resources Models (Bakker & Demerouti, 2007). These models highlight the critical impact of job demands and resources on employee well-being, mirrored in our framework's inclusion of work intensity and leadership.

Additionally, the framework incorporates elements of psychological well-being, drawing from Ryff's Model, which emphasizes personal growth and self-acceptance as core components (Ryff, 1989). The role of leadership is substantiated by theories such as Transformational Leadership and Leader-Member Exchange, underscoring the influence of leadership styles on well-being (Bass, 1985). Empirical research further supports the selected variables, demonstrating the link between work intensity, stress management, and overall well-being (Schaufeli & Bakker, 2004) and the significance of self-acceptance in employee satisfaction (Keyes, 2002).

The framework adopts a holistic view where factors such as work intensity, stress management, self-acceptance, and leadership dynamically interact (Cameron, 2015). It acknowledges that these factors do not exist in isolation, and their impact is influenced by broader contextual elements like organizational culture and socio-economic conditions (Grant et al., 2008; Schein, 2010). This perspective aligns with contemporary organizational theories that emphasize the systemic nature of workplaces (Edmondson, 2007).

In essence, the framework provides a comprehensive lens to explore the nuanced realities of Alta Company's employees, focusing on themes and patterns that emerge from their experiences. This approach is designed to yield deeper insights into the interplay of various workplace elements, offering a rich understanding to inform effective strategies for enhancing well-being (Bradley, 2013).

### **Research Methodology**

The research methodology employed in this study includes a qualitative research design, focusing on interviews as the primary research instrument, and content analysis for data interpretation. The study covers the population of 45 employees at Alta Company, with a sample size of 10 interviewees selected through purposive sampling. This method was chosen to ensure that a diverse range of employee experiences was captured, representing various organizational levels and departments at Alta Company.

The selection of respondents followed specific criteria to reflect the broad demographic and professional spectrum of the company. This included ensuring representation from key departments—production, quality control, human resources, marketing, information technology, and others—covering roles from junior designer to senior supervisor. The purposive sampling aimed to gather insights from employees with varying years of experience (ranging from 2 to 18 years), gender, and marital statuses (single, married, divorced, engaged, and widowed). These criteria were intentionally set to ensure a balanced and comprehensive view of employee well-being, leadership dynamics, and stress management across different roles and life circumstances.

This diversity directly supports the study's research objectives. By including employees from various departments, levels of seniority, and personal backgrounds, the study is positioned to address its first objective: exploring the current state of employee well-being, particularly focusing on stress management, self-acceptance, work intensity, and the role of leadership in fostering a healthy work environment. The inclusion of employees from various roles, such as junior designers and senior supervisors, allows the research to explore how work intensity and stress management vary between different job levels. The diverse marital statuses of the respondents offer insight into how personal life circumstances might impact stress and self-acceptance at work.

Furthermore, representation from different departments enables the study to examine how leadership practices influence employee well-being across various functional areas, aligning with the second objective of gaining deeper insights into the workforce's overall well-being. The purposive sampling also helps explore whether different leadership approaches are perceived differently by operational staff compared to those in administrative or technical roles.

Additionally, the demographic diversity, with ages ranging from 24 to 50 years and a balanced representation of male and female participants, enhances the comprehensiveness of the findings. This diversity ensures that the final recommendations, aimed at improving employee well-being (as outlined in the third research objective), are grounded in the lived experiences of a broad spectrum of Alta Company's employees.

To ensure the validity of the research instruments, the Index of Content (IOC) method was applied, which involved the evaluation of interview questions by a panel of experts. These experts were selected based on their qualifications in the fields of organizational behavior, and human resource management. Each expert has extensive experience in academic research and professional practice, making them well-suited to assess whether the interview questions effectively addressed the core constructs of the study which are employee well-being, leadership, and stress management. Their feedback was used to refine the research instruments, ensuring that the questions aligned with the study's research objectives and that the constructs were clearly represented. Each expert rates the relevance of the questions on a binary scale (1 for relevant, 0 for not relevant). An IOC score of 0.66 or higher per question, reflecting significant expert consensus, is considered the benchmark for validity (Tanyarattanasrisakul, 2017). Questions scoring below this threshold undergo refinement based on expert feedback to better align with the research aims. This iterative process of evaluation and adjustment is crucial for enhancing the validity of the data collected.

The validity test of the research instrument purpose is to ensure the validity of the interview questions, which are crafted to accurately reflect and measure the constructs, defined here as the key concepts or themes under investigation. Initially, establish content validity confirmed that the interview instrument thoroughly encompasses all elements pertinent to the constructs. This is typically validated through an expert review, where subject matter experts evaluate each question's relevance and appropriateness complied the research objectives. The selection criteria and sampling method were designed to provide a comprehensive understanding of how various workforce segments experience and are influenced by the company's work environment and leadership practices.

The sampling method, grounded in purposive sampling and the careful selection of diverse respondents, ensures that the findings are reflective of the broader population within the company, contributing to the development of targeted strategies for improving employee well-being and organizational effectiveness.

**Table 3**

*Participants in the research study from Alta Company*

<b>Respondent ID</b>	<b>Age</b>	<b>Gender</b>	<b>Position</b>	<b>Years in Company</b>	<b>Marital Status</b>
R1	28	Female	Junior Designer	3	Single
R2	42	Male	Production Manager	10	Married
R3	35	Female	Quality Control Specialist	7	Divorced
R4	50	Male	Senior Supervisor	18	Married
R5	26	Female	Administrative Assistant	2	Engaged
R6	31	Male	Marketing Executive	5	Married
R7	29	Female	HR Manager	8	Single
R8	38	Male	Logistics Officer	4	Single

Respondent ID	Age	Gender	Position	Years in Company	Marital Status
R9	46	Female	Lead Designer	15	Widowed
R10	24	Male	IT Support Specialist	2	Single

The research instrument or interview applied and the interview questions based on employee well-being, work intensity, stress management, self-acceptance, and leadership tailored for this study. The Appreciative Inquiry Framework served as the guiding approach aligning with the SOAR Diagnosis being utilized as the operational system to structure the questions within each stage of the Appreciative Inquiry Stages. These interviews were carefully aligned with the 5D phases which are define, discover, dream, design, and destiny ensuring that each phase elicited meaningful insights into the company’s current practices, future aspirations, and actionable steps toward enhancing well-being based on the context of Alta Company.

The interviews were conducted face-to-face, with appointments scheduled in advance to ensure the availability of the participants. Respondents were given a comfortable and open setting to express their thoughts and experiences regarding their workplace well-being. This integrated approach aims to capture a comprehensive view of Alta’s workplace dynamics and employee experiences, thereby informing the development of effective strategies for improvement.

### Results and Discussion

**Table 4**

*Summary of Common Themes from the interviews*

Interview Question			Most common theme
<b>Define</b>	1	What is the meaning of employee well-being for you base on your current experience?	1.Work-Life Balance 2.Supportive Work Environment 3.Health and Safety Concerns
	2	What is the meaning of stress management from your experience with employee well-being?	1.Workload Management and Support 2.Supportive Work Environment 3.Proactive Stress Management Strategies
	3	What is the meaning of self-acceptance from your experience with employee well-being?	1. Embracing Strengths and Weaknesses 2.Personal Growth and Learning from Mistakes 3. Confidence and Authenticity
<b>Discover</b>	1	Can you recall a time when you felt most supported and cared for by the company?	1.Flexibility and Understanding During Personal Challenges 2.Recognition and Valuing Employee Contributions 3.Support for Professional and Personal Development

Interview Question			Most common theme
	2	What initiatives or aspects of Alta currently contribute positively to your well-being?	1.Flexible Work Arrangements and Work-Life Balance 2.Health and Wellness Programs 3.Professional Development and Supportive Environment
<b>Dream</b>	1	If you had a magic wand, what would you change about your well-being at Alta?	1. Enhanced Support for Mental Health and Well-Being 2.Improved Work-Life Balance and Flexibility 3.Focus on Team Building and Communication
	2	Imagine Alta in next five years as the ideal workplace, what are the key characteristics and practices that define this environment?	1.Focus on Employee Well-Being and Mental Health 2.Inclusive and Supportive Work Culture 3.Professional Growth and Recognition
	3	What kind of workplace culture would make Alta a benchmark for your well-being at Alta?	1.Supportive and Inclusive Culture 2.Emphasis on Continuous Improvement and Recognition 3.Open Communication and Work-Life Balance
<b>Design</b>	1	How can you create opportunities for professional development and personal growth within Alta that align with your career aspirations?	1.Access to Training and Educational Resources 2.Mentorship and Leadership Development 3.Opportunities for Cross-Functional Experience and Creative Freedom
	2	What types of stress management programs or resources would you find most beneficial in the workplace?	1.Mental Health Support and Resources 2.Flexible Work Arrangements and Breaks 3.Physical Activity and Wellness Programs
<b>Destiny</b>	1	What role can you personally play in improving your own well-being at Alta?	1.Personal Responsibility and Self-Care 2.Proactive Communication and Engagement 3.Leadership and Mentorship
	2	What resources or support do you need from Alta to help enhance your well-being and ensure the success of the well-being programs?	1.Training and Professional Development 2.Flexible Work Arrangements and Autonomy 3.Mental Health and Well-Being Support
	3	What metrics or indicators should you use to track the success of your well-being initiatives and ensure continuous improvement?	1.Employee Feedback and Surveys 2.Operational Metrics 3.ealth and Performance Indicators

**Presentation of Research Objectives**

In this study, the researchers utilized the Appreciative Inquiry Framework (Bushe, 2011) to gather participants' insights about their perceived strengths, opportunities, and achievements. This approach aimed to explore how participants perceive leadership abilities in the current context. This section provides an overview and analysis of the findings in relation to the study's objectives.

**Research Objective I. To explore the current state of stress management, self-acceptance, work intensity, and leadership in employee well-being at Alta Company**

The researchers developed questions targeting stress management, self-acceptance, work intensity, and leadership to evaluate employees' perceptions of these aspects of well-being within the workplace. Employees at Alta Company, through individual interviews, shared their insights on stress management, self-acceptance, work intensity, and the influence of leadership in fostering a supportive and healthy work environment. These insights were informed by their experiences in their respective roles within the company. Table 5 summarizes the common themes and key points mentioned by the respondents regarding these dimensions of employee well-being.

**Table 5**

*Common Themes in Organizational Resilience, Employee Engagement, and Employee Empowerment*

<b>Category of Questions</b>	<b>Most common themes</b>
Organizational Resilience	-Adaptability and Flexibility -Supportive Leadership -Resource Management
Employee Engagement	-Clear Communication and Feedback -Opportunities for Growth and Development -Recognition and Rewards
Employee Empowerment	-Autonomy and Decision-Making -Access to Resources and Information -Supportive Environment

**Organizational Resilience**

Organizational resilience at Alta Company is primarily characterized by adaptability, supportive leadership, and effective resource management. Employees frequently mentioned the importance of the company's ability to adapt to changing circumstances, such as market shifts or internal challenges, which reflects a culture that values flexibility and quick decision-making. Supportive leadership was also highlighted as a critical factor, with leaders who provide clear guidance and maintain morale during difficult times playing a key role in fostering resilience. Additionally, efficient resource management, ensuring that the necessary resources are available and properly allocated, was identified as essential for the company's ability to withstand and recover from crises.

### Employee Engagement

Common themes around employee engagement at Alta Company include the importance of clear communication, opportunities for growth, and recognition. Employees feel more engaged when there is open and transparent communication from management, coupled with regular feedback on their performance. This sense of connection to the organization’s goals is further strengthened by opportunities for professional development, such as training programs and career advancement paths. Furthermore, recognition and rewards for employees' contributions, whether through formal recognition programs or informal acknowledgments, were consistently cited as crucial for maintaining high levels of engagement and motivation.

### Employee Empowerment

Employee empowerment at Alta Company is driven by autonomy, access to resources, and a supportive work environment. Many employees emphasized the significance of having autonomy in their roles, where they are trusted to make decisions and take initiative in their work. This sense of ownership is further enhanced by having access to the necessary resources and information to perform their duties effectively. Additionally, a supportive environment that encourages risk-taking and values employee contributions without fear of punitive repercussions fosters a culture of empowerment. Such an environment promotes confidence and enables employees to fully utilize their skills and creativity, contributing to both individual satisfaction and organizational success.

This study, centered on understanding and enhancing employee well-being, was conducted using the Appreciative Inquiry methodology. Several questions were designed to explore the perceptions and experiences of employees regarding well-being in their workplace, focusing on areas such as stress management, self-acceptance, work intensity, and leadership practices. These aspects were identified as critical to fostering a healthy and supportive work environment at Alta Company. Table 6 provides a summary of the common themes from respondents' answers regarding the challenges they face in maintaining well-being at work and the strategies they employ to manage stress and maintain a positive outlook.

### Research Objective II. To get insight into employee well-being in the workplace of Alta Company.

**Table 6**

*Common Themes in Employee Perspectives on Well-being, Support, and Initiatives at Alta Company*

Question	Most common themes
What is the meaning of employee well-being for you based on your current experience?	1. Work-Life Balance: Employees emphasized the need for a balance between work and personal life, highlighting reasonable working hours and the ability to disconnect from work. 2. Mental Health and Stress Management: Respondents mentioned managing stress and mental health support as essential to their well-being. 3. Job Satisfaction and Fulfillment: Feeling satisfied and fulfilled in their roles was linked to their overall sense of well-being, indicating the importance of meaningful work and a sense of achievement.

Question	Most common themes
Can you recall a time when you felt most supported and cared for by the company?	1.Supportive Leadership: Instances where leadership took an active role in supporting employees, such as personalized support and open communication, were highlighted as times when employees felt most supported. 2.Access to Resources: Employees felt cared for when they had access to resources like mental health programs, wellness initiatives, or flexible work arrangements. 3.Recognition and Appreciation: Recognition and appreciation from management were significant factors in employees feeling valued and cared for by the company.
What initiatives or aspects of Alta currently contribute positively to your well-being?	1.Flexible Working Conditions: Employees appreciated the flexibility in their working conditions, such as work-from-home options and adjustable schedules, as positive contributors to their well-being. 2.Health and Wellness Programs: Existing health and wellness programs, such as fitness facilities, mental health resources, and wellness workshops, were highlighted as beneficial for employee well-being. Positive 3.Workplace Culture: The positive culture of the workplace, characterized by camaraderie, teamwork, and mutual respect, was frequently mentioned as a factor that positively impacts well-being.

The common themes from the interviews reveal that employees at Alta Company define well-being through multiple dimensions, including work-life balance, mental health, and job satisfaction. Instances where they felt most supported often involved active and supportive leadership, access to resources, and recognition. Employees appreciate the current initiatives such as flexible working conditions, health and wellness programs, and a positive workplace culture that contribute to their well-being. These findings suggest that Alta should continue to focus on enhancing these areas and explore further opportunities to support employee well-being, such as expanding mental health resources and reinforcing a supportive leadership approach. Addressing these themes will not only improve employee satisfaction but also align with Alta’s strategic aspirations to be a leader in promoting an exemplary work environment.

**Research Objective III. To Provide Recommendations from the Research Findings to Enhance Employee Well-Being in the Workplace of Alta Company**

Based on the research findings from the interviews conducted at Alta Company, several key recommendations have been developed to enhance employee well-being. These recommendations focus on improving stress management and mental health support by implementing structured programs such as counseling and mindfulness sessions. Additionally, promoting work-life balance through flexible work arrangements, like remote work and flexible hours, is suggested to reduce burnout and increase satisfaction. The findings also highlight the importance of fostering a culture of recognition and appreciation, where employee achievements are regularly acknowledged to boost morale and engagement. Leadership development is crucial, with a focus on empathetic and supportive leadership styles that encourage open communication and trust. Supporting self-acceptance and personal growth through diversity and inclusion initiatives, along with workshops on career development and resilience, is also recommended. Strengthening team building and workplace relationships

through regular activities and social events can enhance camaraderie and a sense of belonging. Finally, implementing a continuous feedback mechanism will allow Alta to monitor the effectiveness of well-being initiatives and make necessary adjustments. These strategies aim to create a more supportive and positive work environment, aligning with Alta's goals of fostering a thriving, productive, and sustainable workplace.

### **Conclusion and Recommendations**

This research study has explored critical dimensions of enhancing employee well-being at Alta Company, a garment-producing organization based in Wenzhou, China. Through a qualitative method, including in-depth interviews with a cross-section of the company's workforce, the researchers identified key challenges and opportunities for improving employee well-being. The findings reveal that Alta Company faces significant issues related to high work intensity, stress management, gaps in self-acceptance, and a need for more effective leadership practices. These factors are directly linked to organizational outcomes such as productivity, job satisfaction, and employee retention.

To proactively address these challenges, immediate action is essential. Delaying the implementation of these recommendations' risks exacerbating issues such as burnout, high turnover, and declining productivity. First, revising work schedules to allow for greater work-life balance must be prioritized. Implementing flexible hours or adjusted shifts would help alleviate work intensity, giving employees more control over their time and reducing stress. Without addressing this issue urgently, Alta Company risks significant employee dissatisfaction, which could lead to higher attrition rates.

Additionally, the introduction of stress management programs should not be postponed. Offering employees practical tools and resources to cope with stress will not only improve their mental health but also enhance their capacity to remain focused and productive. An immediate rollout of workshops, counseling, or mindfulness programs could have a direct positive impact on employee well-being, helping to prevent further declines in morale and engagement.

Leadership development also requires swift action. Effective leadership is the backbone of employee engagement and satisfaction. By quickly investing in leadership training programs, Alta Company can equip its management team with the skills needed to foster collaboration, empowerment, and inclusivity. The longer leadership practices remain unaddressed, the more likely it is that employees will feel undervalued, leading to decreased productivity and increased frustration.

Moreover, establishing a culture of continuous development and recognition must begin as soon as possible. Providing immediate opportunities for professional growth through mentorship programs or ongoing training will help employees feel more invested in their roles. Coupled with a robust system of regular feedback and recognition, this will immediately enhance employee engagement and satisfaction. Waiting too long to implement these changes risks losing valuable talent to competitors that offer more supportive growth environments.

Alta Company has the potential to become a benchmark in the garment industry for employee well-being, but this can only be achieved through decisive action. Adjusting work schedules, implementing stress management programs, and enhancing leadership training should be seen as urgent, actionable steps. Additionally, promoting self-acceptance through mental health initiatives, such as employee support groups and counseling, should be rolled out immediately to create a healthier, more inclusive environment. Regular well-being assessments should also be implemented to ensure the strategies are effective and evolving with employee

needs.

In conclusion, this study not only identifies the factors impacting employee well-being at Alta Company but also offers an urgent call to action. To prevent further burnout, turnover, and decreased productivity, Alta Company must act swiftly by revising work schedules, launching leadership training, implementing stress management programs, and fostering a culture of growth and recognition. By taking immediate steps, Alta Company can enhance employee satisfaction, reduce turnover, and position itself as an industry leader in employee care. The continuous evaluation of these strategies will ensure sustained growth and well-being for both employees and the organization.

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