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MBA

Postgraduate Dissertation

Adapting to the modern workplace: Enhancing employee well-being in the Greek ICT Industry

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Patras, Greece, September 2024

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"I would like to express my gratitude to my supervisor, Dr. Masouros, for his continuous support, guidance, and feedback throughout this process.

I am really grateful to have around me people who supported my effort, starting with my family, my friends and work colleagues, my partner, and my best friend who will also be a graduate student of this MBA."

Abstract

The post-COVID-19 era, combined with modern cultural trends like Diversity, Equity, and Inclusion (DEI), and rapid digital innovations have collectively transformed the workplace, prompting enterprises to prioritize their workforce's mental health and well-being. The Greek workplace has also been influenced by these changes. This thesis investigates the key dimensions of employee well-being and examines whether Information and Communications Technology (ICT) companies in Greece implement well-being initiatives or conduct surveys to identify employee issues and implement relevant strategies.

The research identifies several factors influencing employee well-being, including career development opportunities, communication, flexibility, and organizational culture. It also highlights the positive impact of diversity and inclusion, pointing out the importance of a supportive and inclusive work environment.

Furthermore, the research explores the relationship between employee well-being and various payment arrangements, revealing that employment status, whether as contractors, external employees, or salaried employees, can significantly influence work-life balance, job satisfaction, and overall well-being.

The purpose of this analysis is to offer proposals to Greek ICT enterprises that, if implemented, may potentially contribute to the improvement of employee well-being.

Keywords

Employee well-being, ICT, DEI, Digital transformation, satisfaction, remote work

Περίληψη

Η εποχή μετά την πανδημία του COVID-19, σε συνδυασμό με μοντέρνες πολιτιστικές τάσεις όπως η Διαφορετικότητα, Ισότητα και η Ένταξη (ΔΙΕ) καθώς και οι γρήγορες ψηφιακές καινοτομίες έχουν συλλογικά μετασχηματίσει τον χώρο εργασίας, προτρέποντας τις επιχειρήσεις να δώσουν προτεραιότητα στην ψυχική υγεία και ευημερία του προσωπικού τους. Ο ελληνικός χώρος εργασίας έχει επηρεαστεί επίσης από αυτές τις αλλαγές. Αυτή η διατριβή ερευνά τις κύριες διαστάσεις της ευημερίας των εργαζομένων και εξετάζει εάν οι εταιρείες Πληροφορικής και Επικοινωνιών (ΠΕ) στην Ελλάδα εφαρμόζουν πρωτοβουλίες ευημερίας ή διεξάγουν έρευνες για τα θέματα των εργαζομένων και εφαρμόζουν σχετικές στρατηγικές.

Η έρευνα εντοπίζει αρκετούς παράγοντες που επηρεάζουν την ευημερία των εργαζομένων, συμπεριλαμβανομένων των ευκαιριών για επαγγελματική εξέλιξη, της επικοινωνίας, της ευελιξίας και της κουλτούρας του οργανισμού. Επιπλέον, υπογραμμίζει το θετικό αντίκτυπο της διαφορετικότητας και ένταξης, επισημαίνοντας τη σημασία ενός υποστηρικτικού και περιλαμβανομένου εργασιακού περιβάλλοντος.

Επιπλέον, η έρευνα εξετάζει τη σχέση μεταξύ της ευημερίας των εργαζομένων και διαφόρων συμβάσεων πληρωμής, αποκαλύπτοντας ότι η κατάσταση απασχόλησης, είτε ως εργολάβοι, εξωτερικοί υπάλληλοι είτε ως μισθωτοί εργαζόμενοι, μπορεί να επηρεάσει σημαντικά την ισορροπία μεταξύ εργασίας και προσωπικής ζωής, την ικανοποίηση από την εργασία και τη συνολική ευημερία.

Ο σκοπός αυτής της ανάλυσης είναι να παρουσιάσει στις ελληνικές επιχειρήσεις της τεχνολογίας πληροφορικής και επικοινωνιών προτάσεις που, εάν υλοποιηθούν, μπορεί να συμβάλουν δυνητικά στη βελτίωση της ευημερίας των εργαζομένων.

Λέξεις – Κλειδιά

Ευημερία των εργαζομένων, Πληροφορική και Τηλεπικοινωνίες, Ισότητα και Ένταξη, Τηλεργασία

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List of Abbreviations & Acronyms

AI	Artificial Intelligence
BNS	Basic Need Satisfaction
DEI	Diversity, Equity, and Inclusion
EWB	Employee Well-being
EU	European Union
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IoT	Internet of Things
SMEs	Small and Medium Sized Enterprises
WB	Well-being
WHO	World Health Organization

1. Introduction

The workplace has been undergoing significant changes driven by various factors such as technological advancements like Artificial Intelligence and automation, globalization, cultural shifts (e.g., Diversity, Equity and Inclusion initiatives), and the ongoing impact of the COVID-19 pandemic. We have had to drastically change the way we operate, particularly in the last few years, as remote and hybrid working have become more common, and health and safety procedures have been stricter. However, the workplace was already undergoing significant change prior to the coronavirus pandemic as workers demanded a better work-life balance and employers realized the advantages of creating an atmosphere where employees could thrive, be more engaged with the mission of the organization, and be more driven and productive (Courtney, 2022).

Organizations are now placing a greater emphasis on employee well-being, recognizing the importance of mental health, work-life balance, and overall job satisfaction. However, researchers and professionals across the globe are growing more worried about the effects of these contemporary work arrangements and view the new modes of working as continuous transforming processes (Kerstin Alfes, 2023).

1.1 Scope

In this dissertation, the scope includes an in-depth examination of the contemporary workplace environment and the new work arrangements and assesses their effects on employee well-being. The study also focuses on understanding the dynamics of employee well-being in the Information and Communication Technology (ICT) sector amidst the evolving landscape of modern work practices while analyzing the dimensions of it, identifying the factors that contribute to or hinder the creation of a positive and supportive work environment. Finally, it extends to exploring the challenges associated with enhancing employee well-being in the Greek ICT industry, with a particular emphasis on addressing the needs and concerns of employees across various employment categories.

1.2 Research Purpose

The purpose of this research is to investigate the factors that influence employee well-being within the Greek ICT with a particular focus on how different employment statuses, such as contractors, external employees, and salaried employees, perceive and value well-being and adapt to this workplace. Furthermore, this study aims to provide extensive insights of the unique opportunities and difficulties encountered by individuals working in various employment arrangements within the Greek ICT sector, ultimately assisting the creation of customized strategies to improve employee well-being in this quickly changing workplace environment. Additionally, it will explore the effectiveness of existing well-being initiatives and support systems customized for different employment statuses.

1.3 Structure

The dissertation is organized in six chapters. With the first being the Introduction, Chapter 2 consists of a Literature Review covering two high-level focus areas: (a) the modern workplace changes and (b) employee well-being. Chapter 3, the Research Methodology, includes the research design, population and sampling and the data collection specifications. Data analysis for the findings follows in Chapter 4. On Chapter 5, the conclusions of the research are presented, and Chapter 6 contains suggestions and proposals to Greek ICT enterprises based on the analysis of the findings.

2. Literature review

2.1 Adapting to the modern workplace

2.1.1 Digital transformation and advancements in technology

The purpose of digital transformation is to create a competitive edge by continuously deploying technology at scale to improve customer experience and cut costs. It is a fundamental rewiring of an organization's operations (McKinsey&Company, What is digital transformation?, 2023). It describes the thorough application of digital technology, procedures, and strategies to every aspect of a business in order to significantly improve value delivery, operations, and services. Studies on the effects of technology in the workplace date back many years (Davis, Bagozzi, & Warshaw, 1989). Its origins are found in psychology, sociology and information systems (Venkatesh, Morris, Davis, & Davis, 2003).

Water and steam power were the primary means of production mechanization throughout the First Industrial Revolution, according to Klaus Schwab, the founder of the World Economic Forum. The Second produced large quantities using electric power. While the Third Industrial Revolution employed electronics and computer technology to automate production, the Fourth Industrial Revolution - the digital revolution - is currently building upon the Third Industrial Revolution and has been going on since the middle of the previous century. The rate of the Fourth Industrial Revolution is exponential rather than linear in comparison to earlier ones, and the speed at which new discoveries are being made is unprecedented. (Schwab, 2016). The goal of this transformative process is to stay competitive in an increasingly digital landscape by optimizing business processes, enhancing customer experiences, improving decision-making, and leveraging cutting-edge technologies like automation, cloud computing, internet of things (IoT), data analytics, and artificial intelligence. According to Klaus Schwab, the Fourth Industrial Revolution will drastically change not only what we do, but also who we are. He claims that it will have an effect on a number of areas of our life, such as our sense of privacy, our conceptions of ownership, our purchasing patterns, how much time we spend working and playing, our career advancement, the acquisition of new skills, our social contacts, and the formation of relationships (Schwab, 2016).

The modern workplace is increasingly moving toward digitizing business activities due to the speed at which innovation is occurring nowadays. Digitization is now a major concern for many different sectors (Yoshida, 2023). Eurostat monitors this digital growth across the EU member state industries. As per Eurostat's projections, by 2030, cloud computing services, big data, or artificial intelligence (AI) will be utilized by three out of every four EU organizations, and over 90% of SMEs will have achieved a minimum degree of digital intensity. In 2021, 34% of EU businesses reported purchasing advanced or intermediate cloud computing services, such as accounting or finance software, ERP software, security software, customer relationship management (CRM) software, hosting the enterprise's database(s), or computing platforms that provide a hosted environment for application development, testing, or deployment (Eurostat, Towards Digital Decade targets for Europe, 2023).

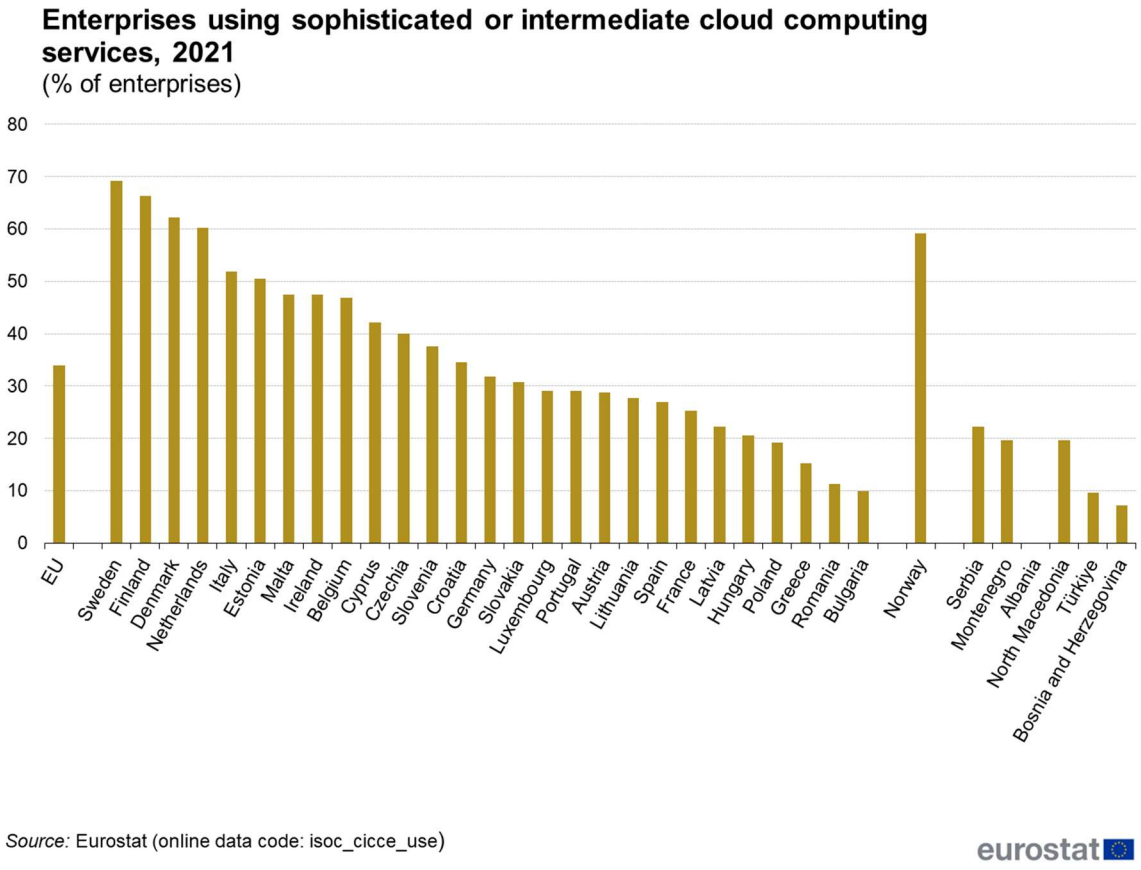

Figure 1: Enterprises using sophisticated or intermediate cloud computing services (Eurostat, File:Enterprises using sophisticated or intermediate cloud computing services, 2021 (% of enterprises)V7.png, 2021)

Based on the figure above, the highest shares belong to Scandinavian countries while the lowest proportions are recorded in Romania and Bulgaria. Greece's shares of enterprises using sophisticated or intermediate cloud computing were below the EU average in 2021. The adoption of cloud computing services varies widely across various economic activities. In the figure below, it is clearly depicted that the ICT sector has the higher proportions, with 68% of the EU businesses active in this economic activity using them in 2021, followed by businesses in professional, scientific, and technical activities (48 %) (Eurostat, Towards Digital Decade targets for Europe, 2023).

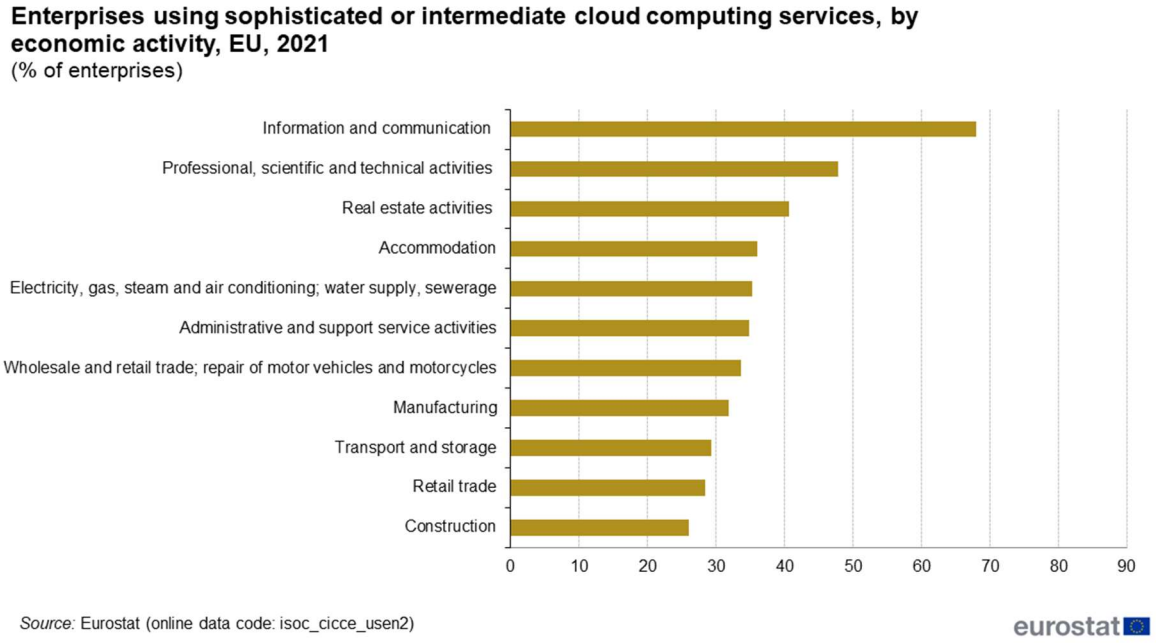

Figure 2: Enterprises using sophisticated or intermediate cloud computing services, by economic activity (Eurostat, File:Enterprises using sophisticated or intermediate cloud computing services, 2021 (% of enterprises)V7.png, 2021)

However, AI has a lot to offer companies as well, including enhanced decision-making, increased output or efficiency, and more effective and sustainable resource or energy management. AI systems can be software-based or incorporated in hardware, such as self-driving cars, autonomous robots and more. These software-based systems include virtual assistants, image recognition, speech recognition, and face recognition. Eurostat estimates that in 2021, 8% of EU enterprises used at least one AI technology. The countries with the largest percentage of businesses utilizing AI were Denmark (24%), Portugal (17%), and Finland (16%), while Romania (1%), Cyprus, Greece, Estonia, Poland, Hungary, and

Bulgaria (3% each) had the lowest percentages (Eurostat, Towards Digital Decade targets for Europe, 2023).

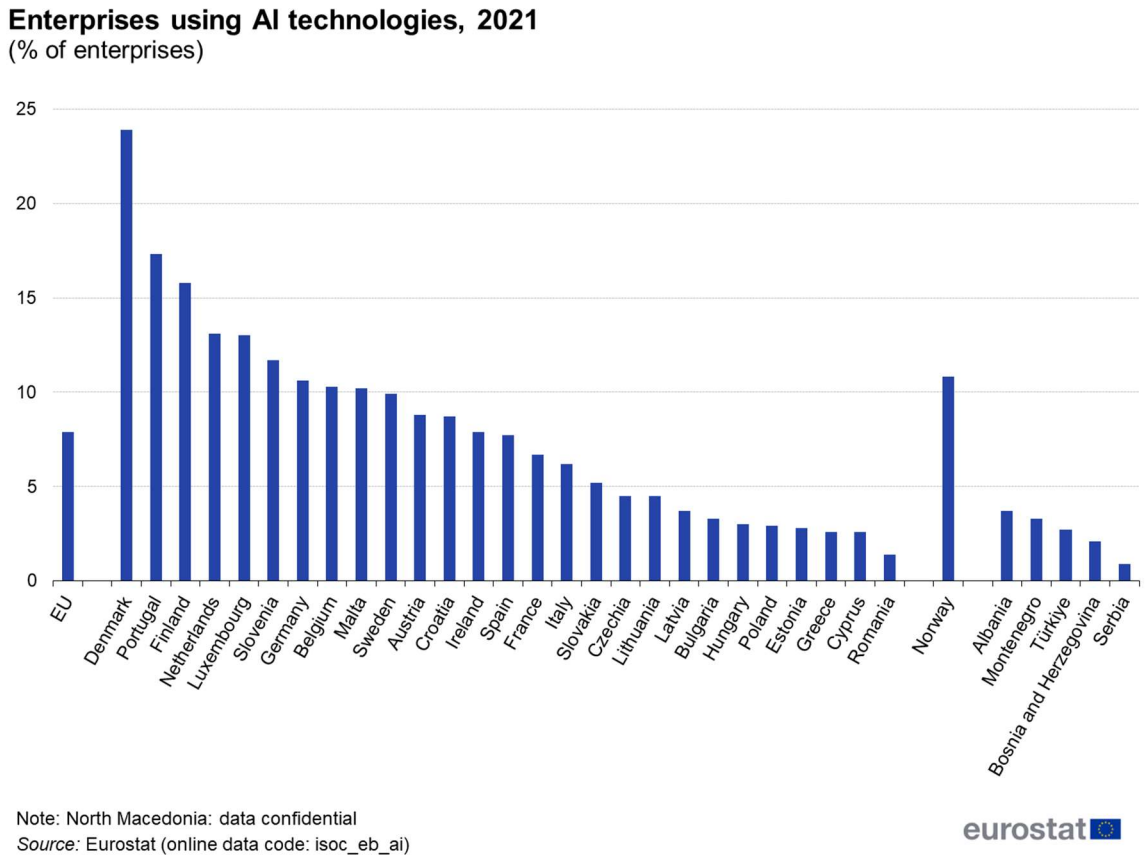

Figure 3: Entreprises using AI technologies (Eurostat, File:Enterprises using AI technologies, 2021 (% of enterprises)V9.png, 2021)

AI has recently attracted more attention as a technology that can change learning relationships and cultures in addition to enhancing learning processes (Baena-Rojas, Castillo-Martínez, Mendez-Garduño, Suárez-Brito, & López-Caudana, 2023; Makeleni, Mutongoza, & Linake, 2023). The relationship between knowledge and technological use is where the cultural component comes from (Mabungela, 2023).

The utilization of AI illustrates the dynamics of socio-technical systems and the integration of a fresh technological element. It is imperative to enhance comprehension of these interrelations, exploring potential collaborative opportunities, while also recognizing the associated risks and unintended consequences of implementing AI in professional settings (Mabungela, 2023).

Numerous sectors and employment roles are already feeling the consequences of digitalization (Skog, Wimelius, & Sandberg, 2018). Modern technology is changing the skills and knowledge needed in the workplace, requiring a shift in perspective from individuals, organizations, and businesses (Chng, 2021). Depending on the skill set, the effects of digitalization on the workforce may vary. There are many dangers and hazards, especially for the worker who lacks education and expertise. These workers might require assistance learning new, complicated topics or access to training. Nonetheless, there are more chances to work anywhere and more prospects for qualified individuals (Dabić, 2023). Employee reskilling and development are necessary due to the swift changes in the workplace and the advent of new technologies for task execution. This will help them stay relevant in the labor market (Mabungela, 2023).

2.1.2 Diversity, equity, and inclusion (DEI) initiatives

Diversity, equity, and inclusion (DEI) are three interrelated values that many organizations uphold to support various groups of people, including individuals of diverse racial or ethnic backgrounds, religious beliefs, abilities, genders, and sexual orientations (McKinsey&Company, What is diversity, equity, and inclusion?, 2022). According to McKinsey & Company article about diversity, equity and inclusion, those terms are often grouped together because they are interconnected, and it is only in combination that their true impact emerges.

Diversity is the existence of differences in the workforce inside an organization, including a range of characteristics such as age, gender, class, culture, ethnicity, religion, disabilities, and so on (McKinsey&Company, What is diversity, equity, and inclusion?, 2022; Alfonseca, 2023). Companies that are serious about keeping talent and maximizing the value of their diverse workforce must make an effort to foster an environment where all employees feel that their ideas matter in addition to actively striving to hire a diverse staff. Nobel Prize winner Richard Thaler highlights the value of different perspectives in creating a well-rounded and inclusive workplace, emphasizing the importance of diverse thinking in addition to traditional aspects like racial and gender diversity (McKinsey&Company, What is diversity, equity, and inclusion?, 2022).

Equity involves principles of fairness and justice, extending to aspects like fair compensation, regardless of their background, gender, or characteristics (Alfonseca, 2023). It refers to treating everyone fairly so that accepted standards, procedures, and laws ensure that an individual's identity does not determine their opportunities or performance at work (McKinsey&Company, What is diversity, equity, and inclusion?, 2022).

Inclusion refers to fostering an organizational culture that creates an experience where all individuals, regardless of their background, identity, or characteristics, feel valued, respected, and included or else "all employees feel their voices will be heard" (McKinsey&Company, What is diversity, equity, and inclusion?, 2022; Alfonseca, 2023)

DEI traces its origins back to the legislative efforts against discrimination in the 1960s. Statutes like the Age Discrimination in Employment Act of 1967, Title VII of the Civil Rights Act of 1964, and the Equal Pay Act of 1963 addressed labor issues related to protected classes during this period (Alfonseca, 2023). In order to maintain fair workplaces and educational environments, businesses were required to abide by anti-discrimination regulations; this is where the DEI movement originated (Alfonseca, 2023). DEI programs underwent a dramatic change in the 1980s and 1990s. They moved beyond the initial focus on racial issues and gender equality to embrace a broader spectrum of diversity. DEI efforts started to acknowledge and cater to the varying demands of different identity groups, such as the LGBTQ+, religious, and ethnic communities, during this time (Golden, 2024). In the 2000s, the landscape of corporate culture underwent a significant transformation as DEI strategies gained substantial influence. This diversity spanned beyond race and gender, including various aspects of identity like sexual orientation and disability. Consequently, businesses acknowledged the necessity of mirroring this societal diversity in their workforce to sustain competitiveness and achieve success. Concurrently, in the 2000s, social media became an increasingly effective instrument. People were able to communicate their stories of bias and discrimination more widely. This increased awareness of the value of DEI in the workplace and encouraged businesses to act more decisively to promote an inclusive culture. This heightened awareness prompted companies to take tangible steps towards fostering inclusivity. Talks concerning racial justice and equity became more prevalent in 2020. Internal discussions within firms became more open and in-depth as a result. A wider

range of engagement and more open conversation were made possible by the switch to digital platforms (Golden, 2024).

Equality and diversity are essential for the European Union legally as well as morally. Many rules and regulations are in place to guarantee that hiring practices for workers in the EU comply with diversity and inclusion criteria (EURODEV, 2023)

Issued on November 27, 2000, Council Directive 2000/78/EC provides a general framework for equal treatment in employment and occupation within the European Union. The directive covers the principles of equal treatment and non-discrimination on grounds such as religion or belief, age, sexual orientation, disability, and promotes equal opportunity in order to combat prejudice on many grounds (EUR-Lex, Document 32000L0078). According to this directive, the member states are encouraged to take specific measures to prevent or compensate for disadvantages related to the specified grounds of discrimination and are expected to adopt necessary measures for compliance, with the directive coming into force on the day of its publication.

Discrimination in job and occupation based on race and ethnic origin is forbidden by another anti-discrimination law. That is the Council Directive 2000/43/EC, which was adopted on 29 June 2000, highlights the commitment to fundamental principles such as liberty, democracy, respect for human rights, and the rule of law (EUR-Lex, Document 32000L0043). This directive requires employers to ensure that all job applicants and employees are treated equally regardless of their race or ethnic origin (EURODEV, 2023). According to a commission report back from 2005, 83% of European companies with diversity policies in the workplace reported experiencing business benefits. These benefits included a wider pool for recruitment, better retention of high-quality workers, improved community relations, and an enhanced company image (EC, 83% of European companies with 'diversity in the workplace' policies see business benefits - Commission report, 2005).

The Directive 2006/54/EC was adopted on July 5, 2006. The goal of this directive is to guarantee equitable treatment for men and women in the workplace by doing away with discrimination based on gender. It has measures to put the equal treatment concept into practice regarding: (a) career training and job opportunities, including promotions; (b) working conditions, including compensation; and (c) occupational social security programs.

Additionally, it includes clauses to guarantee that the creation of suitable protocols will increase the effectiveness of such implementation (EUR-Lex, Document 32006L0054).

The European Commission has made it a goal to provide a good example for other employers. In order to more effectively reflect the diversity of the European population, it aims to promote employee diversity as part of its new HR strategy. One of the main political goals of the current Commission mandate is to reach gender equality across all management tiers (2019–2024) (EC, People first - Diversity and inclusion, n.d.).

When people from different backgrounds work together, they bring a variety of viewpoints and methods to problem-solving, fostering an innovative culture within the company. Inclusive workplaces not only encourage employees to be authentic but also create an environment that maximizes individual performance, thereby boosting overall productivity. Businesses that value diversity and foster inclusive cultures stand to gain a lot from it, such as better decision-making, higher levels of innovation and creativity, and happier workers (Stiahailo, 2023).

2.1.3 Remote work and hybrid working models

The origins of remote work can be found in the 1970s, when former NASA engineer Jack Nilles proposed telecommuting as a way to alleviate traffic jams and environmental issues (Nilles, 2017). With organizations like IBM, Sun Microsystems, and Cisco setting the standard, remote work started to become more and more popular in the early 2000s (Kurland). In 1975, given the technological limitations, the concept was primarily centered around operating from a decentralized office rather than working from home, with the goal of mitigating lengthy commutes (Gallardo & Whitacre).

The workforce is changing due to globalization, pandemics, natural disasters, technology advancements, and corporate cost-cutting measures. Additionally, the prevalence of remote work has increased recently, which can be explained by these and other factors. The working landscape is changing constantly as new trends emerge and are adopted (Cheong Sin & Kathiarayan, 2023).

One key factor enabling remote work arrangements is the rapid advancement of digital technology (Cheong Sin & Kathiarayan, 2023). Advances in technology and increased internet connectivity have facilitated the rise of remote work. Individuals can work from anywhere. High-speed internet, cloud computing, collaboration software, and video conferencing tools like Zoom and Microsoft Teams have made it possible for employees to access company resources, interact with coworkers, hold in-person meetings, and collaborate in real time from almost anywhere (Kurland; Cascio & Montealegre, 2019).

Globalization forces have compelled businesses to operate globally, embracing remote work as a strategy for accessing a diverse talent pool and adjusting to diverse market conditions**.** Simultaneously, the changing demographics of the workforce, characterized by the presence of tech-savvy millennials and Generation Z, have further driven the popularity of remote work, with organizations strategically incorporating flexible policies to attract and retain talent from these demographic groups (Cheong Sin & Kathiarayan, 2023). Additionally, natural disasters or pandemics, such as the Covid-19 outbreak, make remote work indispensable. Millions of workers in the EU and throughout the world now work from home as a result of the outbreak (Galanti, 2021). 5.4% of EU workers in 2019 worked from home regularly, while 9% of workers did so at least occasionally (EC, Telework in the EU before and after the COVID-19: where we were, where we head to, 2020)**.** 17.4% of workers worldwide were working from home by the second half of 2020, according to the International Labor Organization (ILO, 2021). Approximately 50% of Europeans worked from home, as a result of the pandemic, according to preliminary figures from Eurofound. Even after the pandemic, many workers and companies may still choose to work from home, as these figures are roughly the same at the moment (Galanti, 2021)**.** This partial flexibility to work from home is what we call hybrid working model. “Hybrid work” is a type of flexible work arrangement that differs from fixed, permanent setups such as traditional office work, remote work, telework, and home-based work (Vartiainen, 2023). It is a flexible work arrangement where the employee is expected to work some days of the week/month remotely and some at the office (physical premises). According to Gustavo Razzetti, culture consultant and author, there are five types of hybrid work models. Those are (Razzetti, 2022):

- **Remote-friendly or office-first:** This model allows some flexibility for remote work but insists also in office presence. Employees are allowed to work remotely 1-2 days of the week usually.
- **Fixed hybrid or buckets:** Leaders of the organization usually define categories/buckets with little to no input from employees. Employees are requested to work according to their bucket.
- **Partly remote or collaboration days:** Employees primarily work on-site but have flexibility to work remotely on chosen days.
- **Flexible hybrid or flexible schedule:** This model provides employees the freedom to choose both working hours and location. Teams can decide when and why to get together based on the different collaboration modes.
- **Remote-first or virtual-first:** Remote work is the default mode for all employees, with occasional office use for special events.

Several companies, like Twitter and Dropbox, have embraced these models as they provide opportunities for workplace transformation and improved effectiveness in a distributed work environment (Razzetti, 2022). The findings from the FlexJobs survey conducted in 2021 reveal that 58% of employees would prefer seeking alternative employment rather than exclusively working from the office. Additionally, 44% of respondents confirmed being aware of at least one person who has resigned or intends to resign due to the employer's insistence on in-office work (Pelta, 2021).

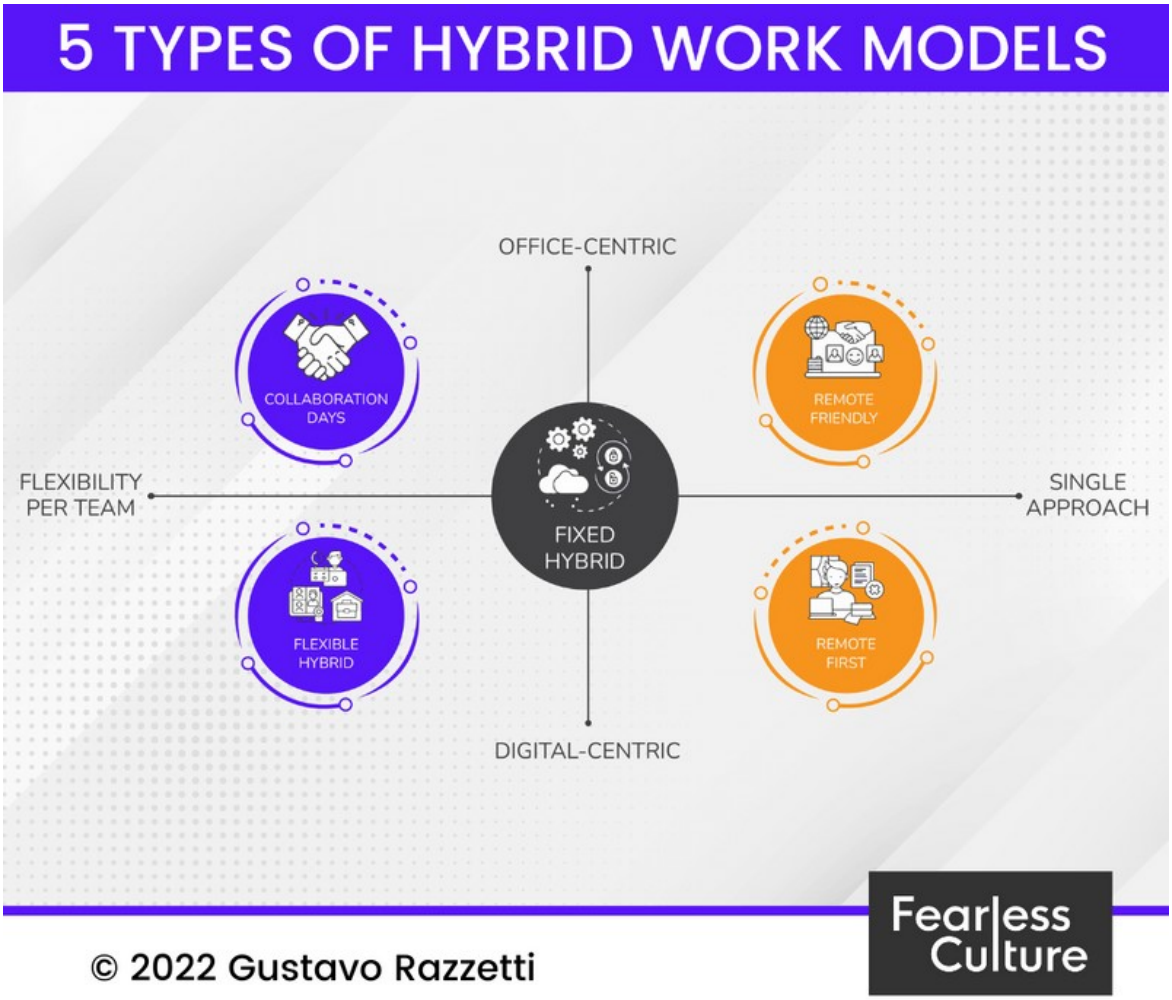

Figure 4: 5 types of Hybrid working models (Razzetti, 2022)

The adoption of remote work though has both advantages and disadvantages (Konradt, Hertel, & Geister, 2003). Based on the paper submitted in the 78th International Scientific Conference on Economic and Social Development in Aveiro, remote work provides employees with the flexibility to choose when and where they work, contributing to a better work-life balance, allowing them to balance their working time around their private and family life (Sokolic, 2022). Another benefit of working from home is cutting on commuting costs and eating out costs. It is worth mentioning that some employees report higher productivity levels when working remotely. When working from home during the pandemic, productivity levels averaged between 60% and 70% of office productivity, according to Morikawa's (2020) research of Japanese workers (Morikawa, 2020).

In addition, Reisinger and Fetterer (Reisinger, 2021) highlighted that the autonomy and freedom - that is, the flexibility to choose where, when, and how to carry out tasks - were what drove the workers in their study. Therefore, autonomy can be considered as an advantage of the remote work arrangement**.**

Furthermore, it was noted by Reisinger and Fetterer (Reisinger, 2021) that the autonomy and freedom - that is, the flexibility to choose the location, time, and mode of work as long as objectives were met - were the primary motivators for the workers in their study. Consequently, one benefit of the remote work situation is autonomy.

Besides the benefits, the immediate use of the remote work by organizations did not leave time for design, preparation, and adaptation (Galanti, 2021). Employees were requested suddenly to leave their offices and work from home with the available at the time infrastructure. According to estimates, only a small percentage of tasks could be done remotely (Dingel, 2020; OECD, 2021). As a result of weaker social links and increased intensity of work from home, psychological issues including sadness and isolation are more likely to occur (Mann, 2003). These issues are also negatively connected with job satisfaction and perceived productivity (Sokolic, 2022). While offering increased flexibility and autonomy, remote working can also impact mental health in various ways (Forbes, 2021).

2.2 WB of employees in the new era

2.2.1 Definition and theoretical frameworks of WB

The concept of WB, a central theme in philosophy and ethics dating back to ancient Greece and Aristotle, has gained prominence due to recent happiness studies. According to Guy Fletcher, despite increased attention, WB remains poorly defined (Fletcher, 2015). Hippocratic philosophy was centered on the idea that physical and mental health were intertwined, with the motto "healthy mind in a healthy body" (Kleisiaris, 2014). Over the years, the concept has evolved, gaining renewed attention through recent happiness studies. Several theories have emerged and those can be categorized into three major categories around WB: hedonistic theories, desire theories, and objective list theories (Fletcher, 2015).

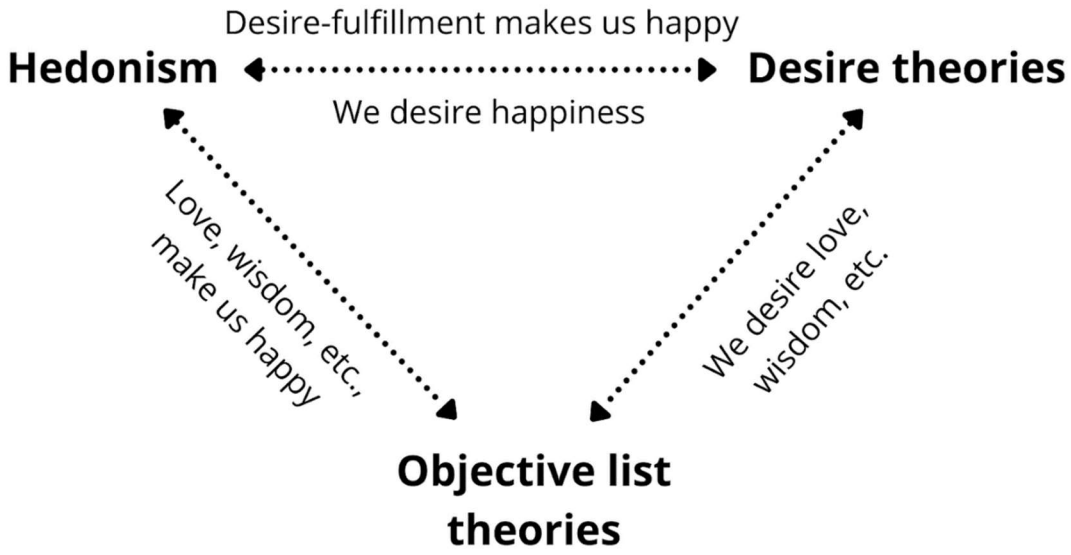

Figure 5: Theories of WB (Chappell, 2023)

Hedonism is the belief that happiness and pleasure have value regardless of our perception of their worth and that WB is generally composed of a positive balance between pain and pleasure (Moorhouse, n.d.). The Greek philosopher Aristippus of Cyrene was one of the earliest advocates of hedonism. Aristippus argued that pleasure should be the guiding principle in life (Mark, 2014).

Desire theories focus on the fulfillment of desires as a key component of human WB. According to most desire theorists, the intensity of a desire determines the extent of benefit from its fulfillment and the extent of harm from its frustration. The desire-fulfillment theory, which is a form of subjectivism regarding WB, suggests that a good life is shaped by one's attitudes toward their experiences rather than the actual nature of those experiences (Heathwood, 2016).

Objective list theories focus on fundamental or general goods, such as knowledge, achievement, and close human relationships like friendship (Lauinger, 2021). Items of this type are considered "objective" when they account for facts that extend beyond an individual's conscious experience and/or wishes (Moorhouse, n.d.). According to objective list theories, something may only be considered a part of a person's WB if it is either a basic good or a situation that instantiates a basic good for the individual. (Lauinger, 2021).

Researchers and psychologists have proposed various models over the years to conceptualize and measure different aspects of WB. Popular models include:

- **Seligman's Three Dimensions of Happiness**: Known as the "father" of positive psychology, American professor Martin Seligman is regarded as one of the most significant psychologists, researchers, and writers of the contemporary era (Lyubomirsky, 2007)**.** Seligman's model classifies happiness into three dimensions: the Pleasant Life, the Good Life, and the Meaningful Life (Seligman M. , 2009).
    - **Pleasant Life**: The pleasant life involves the enjoyment of life's daily pleasures such as hobbies, spending time with loved ones etc.
    - **Good Life**: The good life refers to the engagement in activities that lead to a sense of fulfillment.
    - **Meaningful Life**: The meaningful life is about using personal strengths for the greater good, pursue the meaning in life.

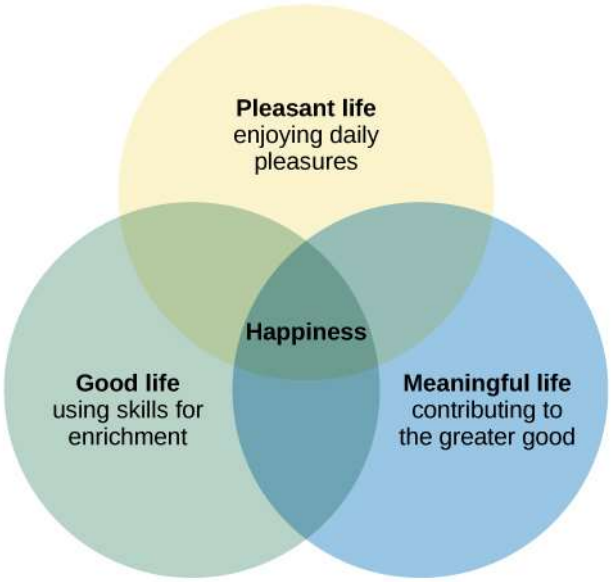

Figure 6: Three Dimensions of Happiness. Retrieved from https://opentext.wsu.edu/psych105testimport/wp-content/uploads/sites/72/2017/09/CNX_Psych_14_05_Happiness.jpg

According to this model, striking a balance across these dimensions can contribute to a more comprehensive and enduring sense of happiness and WB. The three dimensions are discussed in Seligman's work on positive psychology.

- **PERMA Model (Martin Seligman)**: This model, developed as well by Martin Seligman, identifies five essential elements of WB: Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment (PERMA acronym). To elucidate what it means to have a prosper life, this model presents a multi-dimensional approach (Khaw & Kern, 2015).
    - **Positive Emotions:** Positive emotions include a wide range of feelings, not just happiness and joy (Seligman M. E., 2011).
    - **Engagement:** Engagement is characterized by a person's passion for and focus on the activity at hand. It is subjectively evaluated to determine whether the engaged party lost all sense of self (Seligman M. E., 2011).
    - **Relationships:** In relationships, one finds fulfillment in their social circle, receives care from loved ones, and feels a part of society or a community (Khaw & Kern, 2015). Research has demonstrated the positive effects of social ties on health behaviors, including reduced suicidal thoughts, and self-management of chronic illnesses (Tay, Tan, Diener, & Gonzalez, 2013).

- **Meaning:** Meaning entails a sense of purpose and orientation in life, as well as a connection to something beyond oneself (Khaw & Kern, 2015).
- **Accomplishment:** The definition of accomplishment varies based on individual aspirations, drive, and personality. It involves achieving goals and the pursuit of success and mastery (Khaw & Kern, 2015).

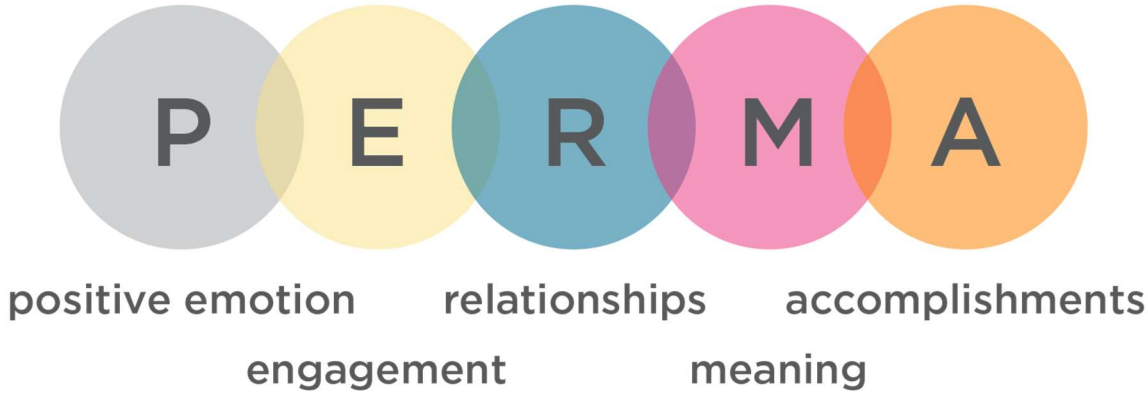

Figure 7: PERMA Retrieved from https://studentsuccess.utk.edu/ve/wpcontent/uploads/sites/13/2022/03/PERMA-Image.png

- **Diener's Tripartite Model**: In 1984, Ed Diener created a three-part model of subjective well-being (SWB), which describes how people evaluate and experience their lives, encompassing positive feelings, infrequent negative feelings, and cognitive evaluations like life satisfaction (Diener E. , 1984)**.** Three separate but frequently connected components of WB are proposed by Ed Diener and William TOV in their study "Subjective Well-Being": frequent positive affect, infrequent negative affect, and cognitive assessments like life satisfaction (Diener & Tov, 2013).

The research carried out in 2018 by Peter Warr and Karina Nielsen describes the following kinds of WB: “Context-free well-being” is a term used to describe life in general as opposed to a particular environment. It has been measured using categories like global happiness and life satisfaction. “Medium-scope well-being” is the state of being in one area of one's life, with a particular emphasis on a family, health, or leisure. “Domain-specific well-being” (WB) is the WB within a certain domain of an individual, such their employment, which is typically assessed using metrics like job strain and job satisfaction. And last, “feature-

specific well-being" which is focusing on positive or negative feelings about a specific thing, person, group, episode, or idea. Based on its duration and the type of indicator used, WB can be classified by scope as Longer-term, Shorter-term, Cognitive-affective or Feelings-based WB (Warr & Nielsen, Wellbeing and Work Performance, 2018).

2.2.2 Definition and dimensions of EWB

Employee well-being (EWB) refers to the comprehensive state of comfort, health, and happiness experienced by individuals in the workplace (Pradhan & Hati, 2019). There are many definitions given to the term EWB.

EWB, as described by Peter Warr, is an employee's entire experience and function when viewed from both a physical and psychological perspective (Warr, Well-being and the workplace, 1999). Warr's studies on EWB, particularly in 1999 and 2007, are essential in understanding the dimensions of WB. He defined EWB from a perspective of employees' experiences. Three opposing dimensions have also been proposed by Warr: (a) pleasure and displeasure, (b) worry and comfort, and (c) depression and enthusiasm. He claims that these parameters are used as dependent variables in the majority of WB-related research (Pradhan & Hati, 2019).

According to management psychologist Joseph Sirgy, EWB consists of several key elements: meaningful work, need satisfaction, effective responses to the work environment, the balance of job benefits and job challenges, and overall work-life satisfaction. Additionally, EWB includes both job-specific WB and context-free WB, as well as aligning with the European Commission's definition of quality of work (Sirgy, 2012).

Other researchers have examined a number of EWB-related topics based on Pradhan and Hati's research, including (a) work happiness (b) organizational respect for the employee (c) employer care and (d) the negative construct known as "Intrusion of Work into Private Life." Holman, Chissick, and Totterdell, according to the table with previous research on the measurement of EWB, have explored the EWB in terms of (a) emotional exhaustion (b) anxiety and depression (c) job satisfaction (Pradhan & Hati, 2019). The research paper by Junjie Dong and Shumin Yan outlines that EWB consists of four interconnected dimensions: job satisfaction, life satisfaction, positive affect, and negative affect, each of which is related to and influences the others (Dong & Yan, 2022).

Matthew J. Grawitch, Melanie Gottschalk,and David C. Munz at St. Louis University, synthesized a research from 1990 on-wards to establish connections between healthy workplace practices, EWB, and organizational improvements. The article introduces the

Practices for the Achievement of Total Health (PATH) model, which serves as a framework for understanding these connections (Grawitch, Gottschalk, & Munz, 2006).

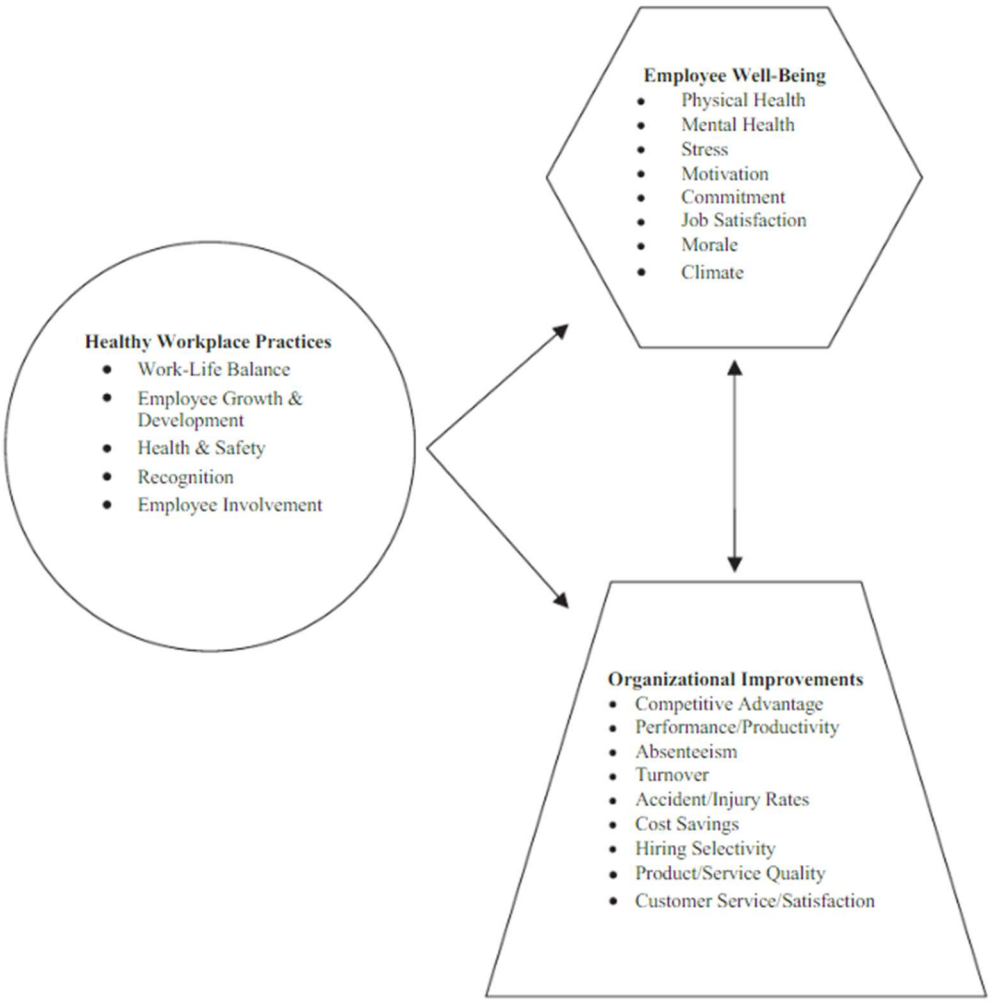

Figure 8: The PATH Model (Grawitch, Gottschalk, & Munz, 2006)

Based on the research and studies conducted so far, the most common factors of EWB are elaborated below.

- **Job satisfaction:** It refers to the sense of fulfillment and pleasure an individual gets from his job. Job satisfaction includes the degree of work satisfaction and the feelings related to the work (Zheng, Zhu, Zhao, & Zhang, 2015)**.** Employees who are satisfied and fulfilled with their job role may experience a high degree of pleasure but may have limited aspirations and energy (Grebner, Semmer, & Elfering, 2005). For researchers Junjie Dong and Shumin Yan, it constitutes an aspect of EWB, but

it is not appropriate to measure the WB of employees only using this dimension (Dong & Yan, 2022).

- **Positive Work Environment:** A positive organizational work environment enhances employee engagement by providing support to its employees. This positive atmosphere fosters supportive relationships among peers and supervisors, promotes healthy competition, encourages learning from both successes and failures**.** Companies that prioritize a positive organizational culture emphasize rewarding employees and creating an inclusive environment conducive to their development, growth, and fulfillment of their potential (Gangwar & Yadav, 2018). Employee performance can be enhanced by a happy work environment, according to the conclusions of the study "Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model." Similarly, a happy work atmosphere also greatly raises employees' levels of dedication and ability to strive for success (Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022).
- **Work-life Balance:** The balance between an employee's personal life and work responsibilities and the allocation of the desired time for both is a challenge in the modern work environment. Work-life balance is a priority for the vast majority of employees (Kossek, Valcour, & Lirio, 2014). According to Christopher Galea, Inge Houkes and Angelique De Rijk study, achieving satisfaction in both work and personal life roles hinges on effectively managing the demands of a successful career alongside maintaining fulfillment in personal or familial relationships (Galea, Houkes, & De Rijk, 2014). Its significance extends globally, with implications for both individuals' WB and their productivity in the workplace (Lyness & Judiesch, 2014).
- **Recognition and Appreciation:** Employee recognition refers to the acknowledgment of a worker's efforts, accomplishments, and overall performance. The appreciation for an employee's contributions can be shown by economic rewards like bonuses or promotions or verbally or written. One trait that healthy firms usually have in common is employee recognition (Merino & Privado, 2015). The literature review prepared by Grawitch, Gottschalk, and Munz (Grawitch, Gottschalk, & Munz, 2006), shows that acknowledgment and appreciation are the

bridges that connect EWB and organizational advancements with healthy working practices in companies.

- **Professional Development Opportunities:** Professional growth involves the process of evolving skills and capabilities depending on the job role. Organizations to succeed should provide opportunities for learning (trainings etc.) and career advancement. Career development is an ongoing process that helps improve an individual's growth, not only professionally but also personally (Samat & Hamid, 2020). Organizations may fully use their staff by implementing employee growth and development programs. Initiatives for the growth and development of employees include things like improving on-the-job training, developing leadership skills, taking part in continuing education classes, and facilitating internal career pathways within the company (Grawitch, Gottschalk, & Munz, 2006).
- **Physical Health:** The physical condition of the employees may affect their work performance. A research team from Universitat Jaume I in Spain, conducted a study to explore whether individuals who engage in regular exercise demonstrate higher levels of psychological WB in the workplace. The study proposes that physical exercise not only benefits physical and mental health but also positively impacts organizations (Gil-Beltrán, Meneghel, Llorens, & Salanova, 2020). Based on the conclusions of the study, physical exercise programs can be a valuable tool for organizations seeking to enhance their EWB. Another study from 1988 suggests that employee exercise programs have a significant positive impact on both productivity and job satisfaction within the organization and that organizations should invest in employee wellness initiatives, including exercise programs, as they contribute to creating a supportive and conducive work environment (Bruning & Frew, 1988).
- **Mental Health:** This refers to the emotional or psychological health of the workers. The paper "Organizational Best Practices Supporting Mental Health in the Workplace" claims that workplace stressors, including long hours and poor social support, contribute to negative mental health outcomes**.** Indirect costs of poor mental health, such as lost productivity due to absenteeism and presenteeism, are substantial and expected to rise. Employers that place a high priority on mental health offer Employee Assistance Programs (EAPs) that include counseling, drug rehab, and

referrals to providers who take company insurance benefits (Wu, 2021). A good mental health can boost the productivity, motivation and the overall EWB.

2.2.3 EWB in the Greek workplace

As in many other countries, there is a recognition in Greece that the WB of employees is not only crucial for their own health and happiness but also for the overall productivity and success of organizations. Work-related stress, long working hours, and economic uncertainty are some challenges that Greek employees may face. Research and studies on EWB in the Greek workplace are ongoing, aiming to identify specific challenges and develop targeted interventions to enhance EWB and improve the overall organizational performance.

In 2013, a doctoral dissertation at Panteion University of Social and Political Sciences in Greece, investigated how the autonomy and motivation in the workplace are linked with the EWB, job performance and innovation. The study results show that depending on the industry, there are differences in the levels of regulated and autonomous motivation. Workers that demonstrate self-motivation typically have higher WB and lower levels of negative feelings and burnout. In addition, they look more creative and productive, regardless of the industry to which they belong. The dissertation concludes that in order to achieve high levels of EWB and innovative and efficient performance for an individual worker, it is not enough to believe that his work decisions are completely autonomous, but he also needs to be motivated with his job and align with its values. Additionally, it identifies that a fair workplace contributes to better employee performance and higher sense of WB (Παπαχριστόπουλος, 2013).

Another study conducted at the Agricultural University of Athens in 2020, aimed to explore the correlation between physical activity and EWB. More specifically, it focused on determining the impact of physical activity on participants' perception of their WB, both in terms of personal life and psychology, as well as in the context of their work. To achieve this objective, a survey of a random sample of 269 employees was conducted. Demographic data, such as gender, age, marital status, degree of education, place of residence, nationality, and years of work experience, were requested from the participants. After that, they were asked to provide specifics regarding their physical activity, including the frequency and

length of their high, moderate, and low-intensity activities. Finally, participants evaluated their levels of WB in general, in terms of psychology, and in the workplace. The analysis of the results revealed that highly active individuals did not demonstrate significantly higher levels of WB compared to less active individuals, while those with moderate activity levels displayed a more neutral attitude (Γεωργάκη, 2021).

At the University of Macedonia, a study with title "The effects of remote work on employees' well-being, work-life balance and work stress of employees" explored implications of allowing employees to work remotely rather than in a traditional office environment and examined the impact on productivity, job satisfaction, work-life balance, and communication and collaboration within teams. The objective of this research was to comprehend the impact of working from home and how different organizations can effectively implement it. The conclusions of the study were that despite its benefits like cost reduction, time-saving, and increased flexibility, challenges persist such as the lack of suitable home workspaces, potential for overwork, and the impact on interpersonal relationships. However, remote work also offers opportunities to access global talent and maintain workforce productivity. Overall, the outcome of this study was mixed (Ρούσης, 2023).

Furthermore, very recently, in 2023, the second Employee Mental Health & Wellbeing Survey in Greece, conducted by Tatiana Tounta, Chairwoman and CEO of Hellas EAP, in collaboration with EY Greece and the Laboratory of Experimental Psychology (Department of the National and Kapodistrian University of Athens) provides insights into the state of employee mental health and WB in Greece. The survey gathered responses by 3.129 participants, 32% of them were managers and 68% employees. The SCL-90-R scientific tool, or Symptom Checklist-90-Revisedwas used. Key findings include a noticeable decline in several indicators compared to 2021, with women and younger employees bearing a heavier burden. According to the survey, stress from work affects the personal lives for 64% of employees, while only 52% feel capable of managing stress levels. Additionally, there were concerns about the future, with 41% feeling pessimistic and 54% experiencing intense anxiety and stress regarding energy crises and climate change. Despite these challenges, there was a growing prioritization of mental health among employees, with 75% considering it a top priority and 66% willing to seek professional help when needed. Coping mechanisms

included exercise, hobbies, and nutrition, but there was also a demand for organizational support, such as managers' training on mental health support, stress management workshops, and wellness initiatives. Only 31% reported their organization offering mental health and WB support programs, highlighting a gap in support. Overall, the survey highlights the importance of addressing mental health concerns in the workplace and implementing supportive measures to promote EWB (Hellas EAP, 2023).

In conclusion, addressing mental health concerns in the workplace and implementing supportive measures are critical for promoting and enhancing EWB and organizational success in Greece. The ongoing research and studies on EWB serve as valuable tools for identifying challenges and developing targeted interventions to create healthier and more productive work environments, especially in this post-Covid modern era of digitalization.

2.2.4 EWB in the Global & Greek Information and Communication Technologies (ICT) Sector

The ICT sector is a highly advanced and progressive sector, due to its extensive utilization of technology, representing 5.2% of the EU's GDP in 2020 (Eurostat, ICT sector - value added, employment and R&D, 2022). As a result, the ICT workforce in EU is also growing. 4.6% of the EU workforce, or 9.4 million individuals, were employed as ICT specialists in the EU in 2022 (Eurostat, EU ICT workforce grows in 2022, 2023). Greece is amid a digital transformation as well, moving towards of achieving full digitization across the country by the year 2025. U.S. technology companies such as IBM, Amazon, Microsoft, Google, and others have boosted their investment and activities in Greece due to its enhanced digital environment (Information and Communications Technology, 2023) With a growing emphasis on remote work, flexible schedules, and digital collaboration tools, the modern workplace in Greece reflects a dynamic shift facilitated by the capabilities of the ICT professionals. However, according to Eurostat, Greece had the lowest performance in the EU in 2022 with 2.5% of its workforce employed in the information and communication technology sector compared to all employees. Spyros Poulidas, who has been IBM's vice

president for the Europe, Middle East, and Africa region since March, brought attention to the challenge of recruiting executives in high-demand fields including data, AI, and software designed to automate procedures (Konti, 2023).

This extensive reliance on technology in the ICT sector can have both positive and negative impacts on the mental WB of professionals within the industry, as it has been significantly impacted by the changes in the current working arrangements and conditions. These changes have created both challenges and opportunities for the ICT industry. Research conducted in various countries has shed light on the effects of technology and modern working conditions on EWB.

For instance, according to research on occupational stress in 2010 in Canada there was a lack of validated measures designed to assess these ICT factors**.** This research highlights both positive and negative aspects of ICT. The improved performance, efficient communication, flexible work, and teleworking are some of the positive aspects identified. But the demands are increasing causing stress and leading eventually to poor mental health and WB (Day, Paquet, Scott, & Hambley, 2010).

Similarly, a recent study conducted in Malaysia found a significant correlation between all techno stressors and workers' WB. The authors claim that although technological innovation in the workplace might lead to technostress, there are many advantages to technology, including increased productivity and knowledge acquisition. The negative psychological relationship people have with adjusting to new technologies is known as technostress. It starts when people find it difficult to interact or adapt to information technologies. This study looks at the relationship between EWB at a telecommunications company in Sarawak, Malaysia, and five technostress factors: (a) techno-overload, (b) techno-complexity, (c) techno-invasions, (d) techno-insecurity, and (e) techno-uncertainty. The results reveal a significant association between all technostress factors and EWB, highlighting the importance of addressing technostress in the workplace and suggesting the implementation of guidelines for ICT usage outside of work and taking measures to minimize work-related interruptions (Viannie, 2023).

In another study conducted by Andréia Agostini in Brazil, to assess the WB at work of ICT professionals, the findings reveal the need for proactive health promotion and illness

prevention initiatives in the sector. Balancing health and productivity emerge as a strategic imperative for both individuals and organizations in navigating the evolving ICT landscape (Agostini, 2018).

Additionally, a case study on EWB activities in the IT sector conducted in India showed that many IT organizations are supporting EWB by providing a range of initiatives and resilience-building training, depending on the findings, and that an increasing number of organizations are embracing a proactive approach to stress management, focusing on identifying potential risks and root causes to prevent stress from occurring (Monteiro, 2022).

In the contemporary workplace, the employee WB is not only about physical health anymore**.** Nowadays, the focus is to cultivate a comprehensive culture of holistic WB, incorporating other aspects such as emotional, financial, social, career-oriented, community engagement, and a sense of purpose. This focus on fostering employee WB is critical to developing workplace resilience (Forbes, 2021). Business leaders are now recognizing the importance of prioritizing EWB, with HR teams and IT industries playing a crucial role in supporting employees through these changes (Monteiro, 2022).

Multinational IT consulting companies like IBM or Accenture have already incorporated well-established wellness Programs. IBM's employee wellness program, “Live Well. Live Better.,” is a technology-driven initiative focusing on holistic well-being. The program, dating back to the nineties, is deeply embedded in IBM's culture, considering well-being as critical to success. Over 80% of IBM's global workforce actively engages in the program, showcasing its effectiveness (Wellness for Life: International Business Machines (IBM), n.d.). Some elements of IBM’s wellness programs include: a Global Employee Assistance Program, “Ask Health and Safety” Digital Tool (a digital medical and safety tool enabling employees to swiftly seek answers to their questions), Physical Activity Programs (programs that focus on physical activity, encompassing movement, stretching, and ergonomics, even in remote work settings) and Financial Wellness Support (enhancing financial wellness through webinars, seminars etc.) (Wellness for Life: International Business Machines (IBM), n.d.).

Moreover, after the pandemic, audio streaming platform Spotify, has announced a Wellness Week for all its employees, providing paid time off to allow them to recharge and focus on

their WB. The initiative is aimed at helping employees return to work revitalized, refreshed, and energized. During Wellness Week, all Spotify offices are closed, giving employees globally the opportunity to engage in activities that bring them joy and prioritize self-care. Reflecting on the positive impact of this initiative, Spotify recognizes the importance of the Wellness Week and emphasizes the need for businesses, even if unable to close offices for a week, to prioritize the health, WB, and safety of their employees. The company encourages HR industry leaders to approach the current challenging times with compassion, empathy, and a focus on shaping the future of work (Madhukalya, 2022).

Despite the growing figures on digitalization and technological advancements in Greece's workplace, there is a notable gap in research concerning EWB within the country's ICT sector. To address the gap in literature regarding EWB within Greece's ICT sector, conducting a survey is imperative. Despite the global studies on EWB in the broader ICT industry, the specific context of Greece remains relatively understudied Therefore, the purpose of this survey is twofold: firstly, to fill the void in existing research by specifically focusing on EWB within Greece's ascending ICT industry, and secondly, to provide insights that can inform interventions and policies aimed at enhancing EWB for ICT professionals in Greece. Additionally, exploring how various payment structures and levels affect key indicators of WB, such as comparing employees on fixed salaries to contractors or external employees, could provide valuable information into how financial stability influences WB. Ultimately, the findings of this survey will not only contribute to the academic literature by enriching our understanding of EWB dynamics in this specific context but also hold practical implications for organizational leaders, policymakers, and human resource professionals striving to cultivate a healthier and more productive work environment within the Greek ICT sector.

3. Research Methodology

Based on the preceding literature review and analysis of the modern workplace, along with an examination of how new working conditions have impacted EWB, with specific focus in the ICT sector, it is evident that WB is a multidimensional concept and that organizations have started to focus on its enhancement.

However, there is a lack of adequate literature and surveys about WB in the Greek ICT industry. So, a quantitative survey was conducted in an attempt to identify the factors that influence EWB within the Greek ICT with a particular focus on how different employment statuses, such as contractors, freelancers, and salaried employees, perceive and value it.

3.1 Research Design

Data for this study was primarily collected through a structured questionnaire. The questionnaire was created with the use of Google Forms, an online survey administration software, based on a comprehensive review of the existing literature. The respondents submitted answers to 26 questions in total. The time window in which this survey was accepting responses was two weeks, from 19/03/2024 up to 04/04/2024.
The questionnaire (available in Appendix) was distributed only in English. It was organized into four sections, based on the subject in question.

Demographics*:* This section aimed to gather information on the demographic characteristics the study participants such as age, gender, level of education, job position, years of experience in the ICT field, payment status and other demographic variables.

Work Environment and Professional Growth: This section focused on exploring the impact of changing work conditions on professional development and career progression. Remote work, work life balance and technological advancements are some of the topics of this section.

Diversity, Inclusion and Company Culture: This section explored the organization's commitment to DEI initiatives and its impact on company culture. It also seeks to investigate the level of inclusion of external employees or contractors in the organization.

Job Satisfaction and WB: This section examined employees' overall job satisfaction levels and their subjective WB in the workplace. The questions aimed to gather information on how ICT companies in Greece preserve employee welfare through practical initiatives and if these initiatives are considered valuable from the employees' perspective.

The types of questions in the questionnaire were the following:

- **Multiple Choice:** Most of the questions (12) were multiple choice. The respondents should choose one from a predefined set of options.
- **Likert-scale:** For 10 questions the respondents should indicate their level of agreement or disagreement with a statement or their level of satisfaction or dissatisfaction. Typically, respondents choose from a range of options, such as "Extremely Satisfied", "Very Satisfied", "Satisfied", "Less Satisfied", and "Not Satisfied at all".
- **Multiple Answer:** 4 questions were multiple answer. The respondents were able to choose more than one option from a predefined list of possible answers.

The main research questions that the survey aimed to answer are the following ones:

1) Is the employees' WB affected by the different modern ways of working:
    a. Remote work option,
    b. Work-life balance,
    c. Technological Advancements,
    d. Diversity and Inclusion?
2) Is the level of inclusion affecting employees' WB?
3) Do companies in Greece take initiatives towards enhancing employees' WB?
4) How do employees in ICT organizations in Greece perceive WB?
5) Does the employment arrangement of an employee have an impact on the way he/she perceives the WB?
6) Which is the level of satisfaction of the ICT workers in Greece?

3.2 Population and Sampling

The main sample consists of employees in the Greek ICT sector, which are currently working in private companies either as salaried employees, or contract employees or as outsourcing workforce. The survey was widely distributed among my present colleagues at the workplace via a standard email and shared with acquaintances working in various ICT companies across Greece ex-colleagues, with the use of other social media such as LinkedIn etc.

Since a strong constraint of this research was time, we used the snowball sampling. This method ensured that participants would be employees in the Greek ICT sector with various job positions and levels. The total number of participants in this survey is 92.

4. Data Analysis

4.1 Descriptive Statistics

This section is providing an overview of the demographic characteristics of the respondents, based on the answers gathered on the first section of the survey. Then, it uses visual representations to further describe the responses in the next three sections of the questionnaire: (a) Work Environment and Professional Growth, (b) Diversity, Inclusion and Company Culture and (c) Job Satisfaction and WB.

4.1.1 Demographics

The questionnaire's first section consists of 6 questions. The initial demographic characteristic under consideration is age. Individuals aged 55 and above are not represented in the sample. The majority of the respondents are within 35-44 years old (51.1%), followed by the 25-34 age group (34.8%). Relatively fewer respondents belong in the 45-54 age group (12%), with even fewer in the 18-24 age group (2.2%).

From the figure below, we can identify a positive skewness: The majority of the values are concentrated on the left side of the distribution, with a few larger values extending the tail to the right. Positive skewness indicates that the mean is typically greater than the median.

Age groups	Frequency	Percentage
18-24	2	2.2
25-34	32	34.8
35-44	47	51.0
45-54	11	12.0
55+	0	0.0
Total	92	100.0

Table 1: Age – Frequency table

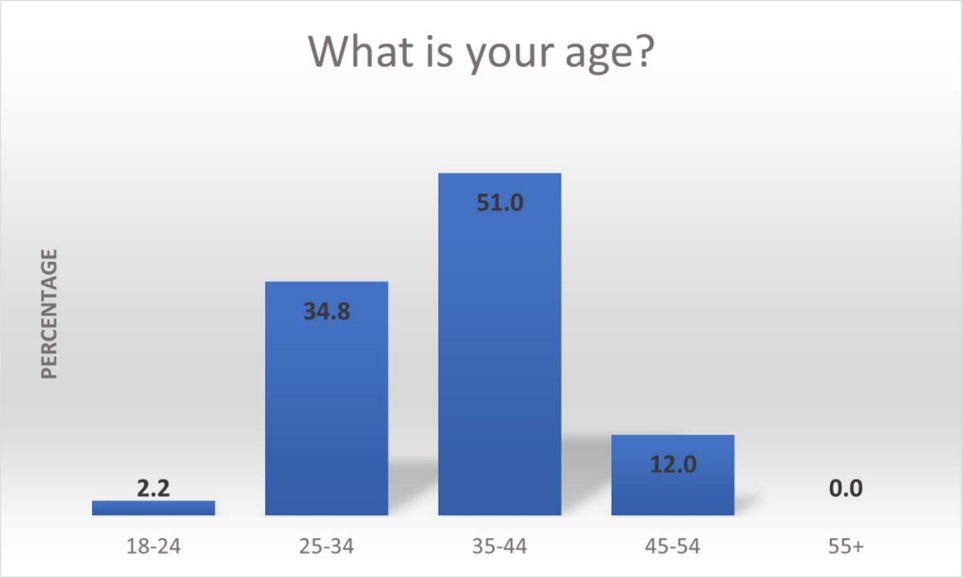

Figure 9: Age – Bar chart

The next demographic characteristic was gender. Despite the anticipation that the percentage of women in this sample from the ICT companies in Greece would be lower, as women may be less likely to choose STEM studies and the tech industry has been traditionally male dominated, the observed variance is minimal, as 45% of the participants were women and 55% were men. The "Prefer not to say" option was also provided, but no respondents opted for it.

Gender	Frequency	Percentage
Female	41	44.6
Male	51	55.4
Total	92	100.0

Table 2: Gender - Frequency table

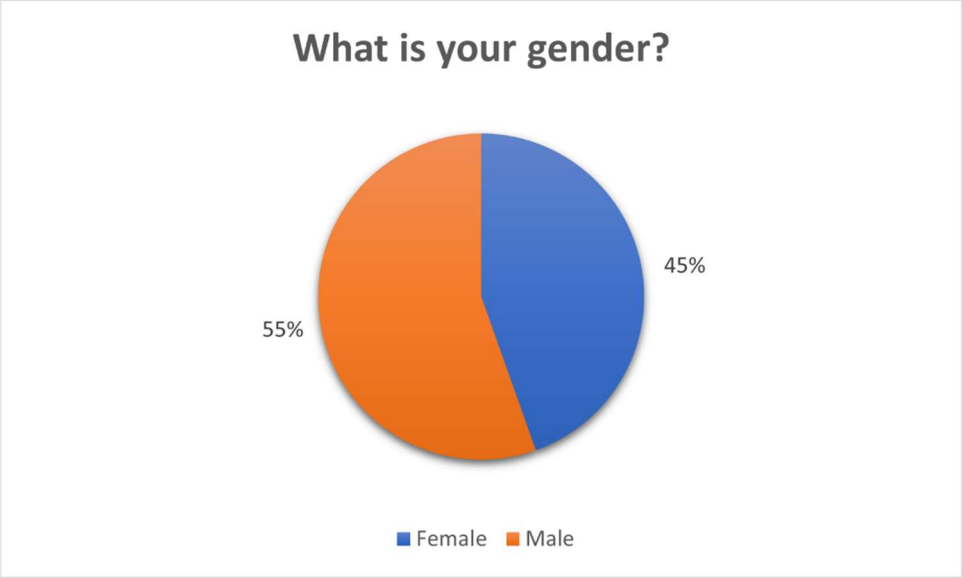

Figure 10: Gender – Pie chart

Next in line, was the respondent's highest level of education achieved. According to the results, one respondent holds a high-school diploma, one holds a Doctoral degree and only one respondent graduated from a private I.E.K. institution (private Greek Institute of Vocational Training). 39% of the respondents possess a Bachelor's degree and 58% of them hold a Master's degree.

Level of Education	Frequency	Percentage
Bachelor's Degree	36	39
Master's Degree	53	58
I.E.K.	1	1
Doctoral Degree	1	1
High School	1	1
Total	92	100.0

Table 3: Highest level of education completed - Frequency table

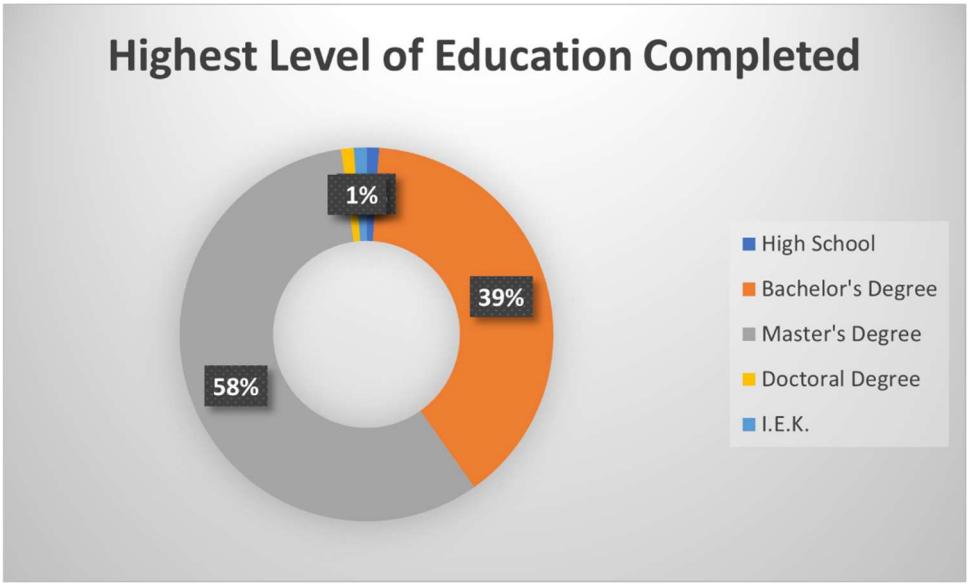

Figure 11: Highest Level of Education Completed – Doughnut chart

The number of years of work experience was also part of the demographics section. Most of the respondents, 58.7% of the sample, have more than 10 years of experience. This finding aligns logically with the predominant presence of respondents within the 35-44 age group, thus reinforcing the coherence of the data. Around 17.4% have from 7 to 9 years of work experience and 15.2% have from 4-6 years' experience. Finally, only 8.7% of the respondents have 1-3 years of experience, which again is logical taking into consideration that only 2.2% of the sample is aged between 18-24.

Years of work experience	Frequency	Percentage
1-3	8	8.7
4-6	14	15.2
7-9	16	17.4
10+	54	58.7
Total	92	100.0

Table 4: Years of experience - Frequency table

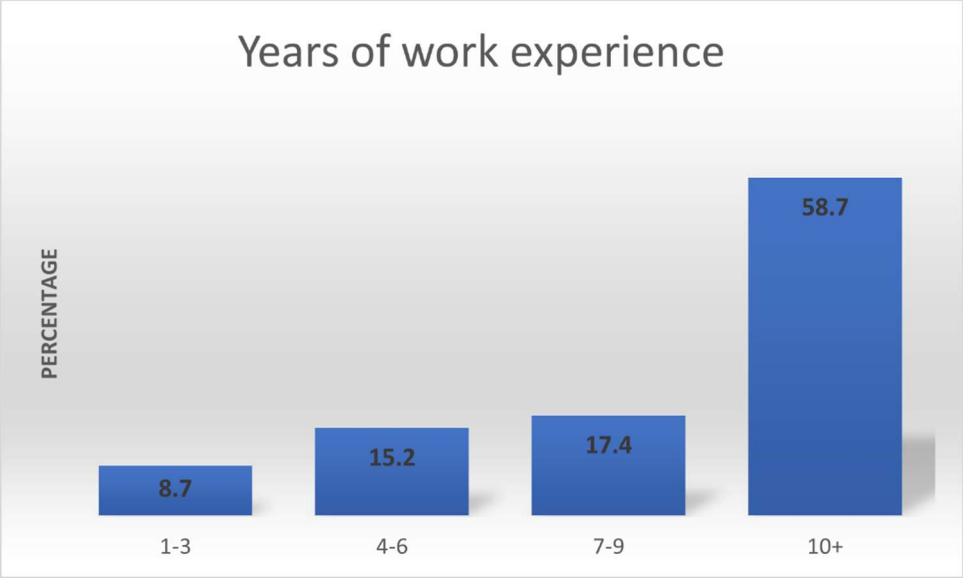

Figure 12: Years of work experience – Bar chart

The current job position or title was another parameter questioned. Based on the figure below, the highest representation is seen among Software Developers/Engineers, followed by QA Engineers/Testers and Business Analysts, suggesting a diverse range of roles within the sample. As most of the teams work in an Agile Methodology, it is expected to see this kind of variation and job roles as Agile Coach etc. Based on the results, there is a smaller representation of roles like Devops, IT support and helpdesk. And a wider representation of data-oriented roles.

The sample also contains job titles associated with higher-level roles, such as Project Managers, CTO (Chief Technology Officer), and Chief of Engineering Evolution, positions that indicate a diverse mix of responsibilities and hierarchical levels within the sample. Human Resources, Accounting and Marketing positions are present in the sample, as they are fundamental for every company, so are for the ICT companies.

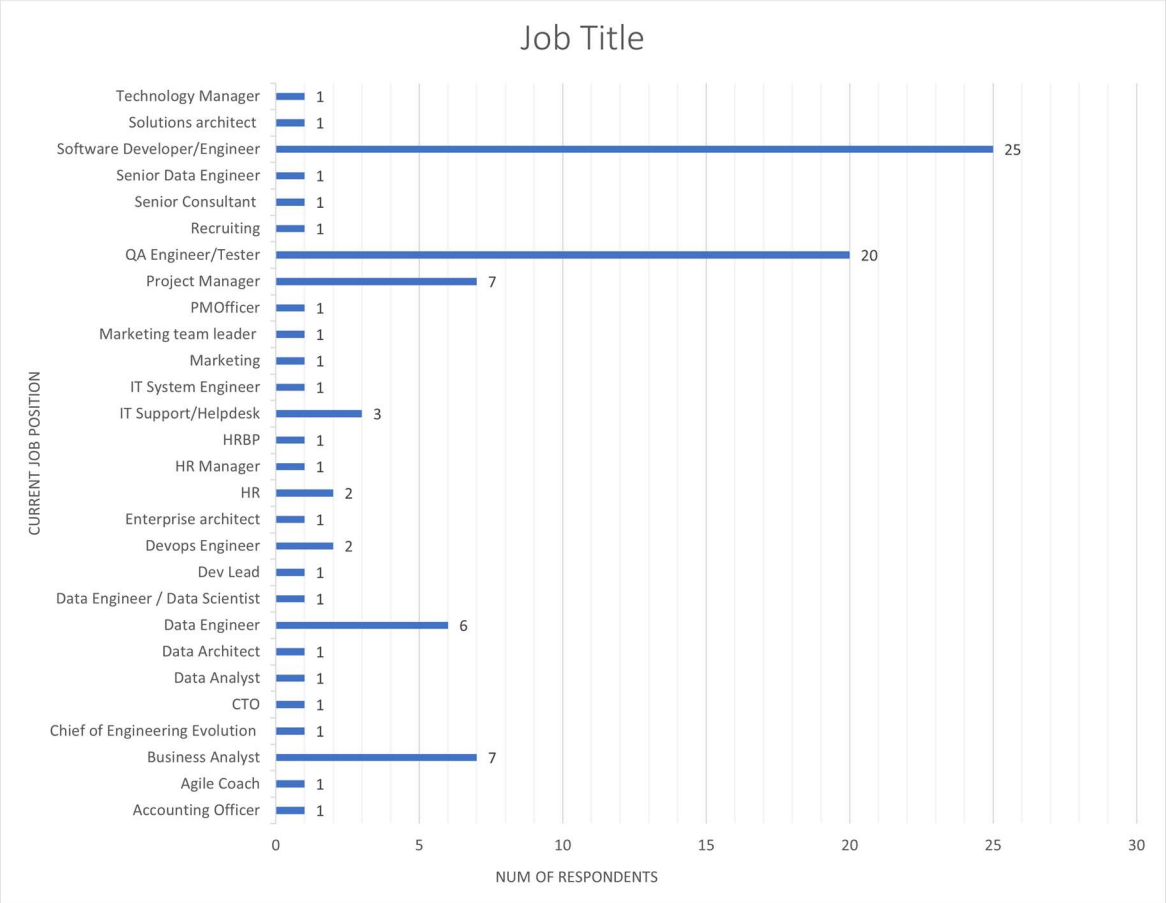

Figure 13: Current job title – Bar chart

Next, the employment status percentages of the sample are depicted. The next figure illustrates the distribution of employment status within the sample, highlighting the predominance of salaried employees (89%). Contractors are only 8% of the sample. As contractors are individuals hired on a temporary or project-specific basis to execute specific tasks within an organization, it is expected that there won't be as many contractors in comparison to employees on permanent contracts with monthly salaries. This is because organizations typically recruit contractors for specific periods of time to fulfill particular needs and may dispose of them once the project or task is completed. External employees, however, possess an even smaller share of the distribution, accounting for only 3%. External workers in the ICT sector are individuals employed by one company but temporarily assigned to work for another organization. They may work on-site at the client company's location or remotely.

Employment Status	Frequency	Percentage
Contractor	7	8.0
External Employee	3	3.0
Salaried Employee	82	89.0
Other	0	0.0
Total	92	100

Table 5: Employment Status – Frequency table

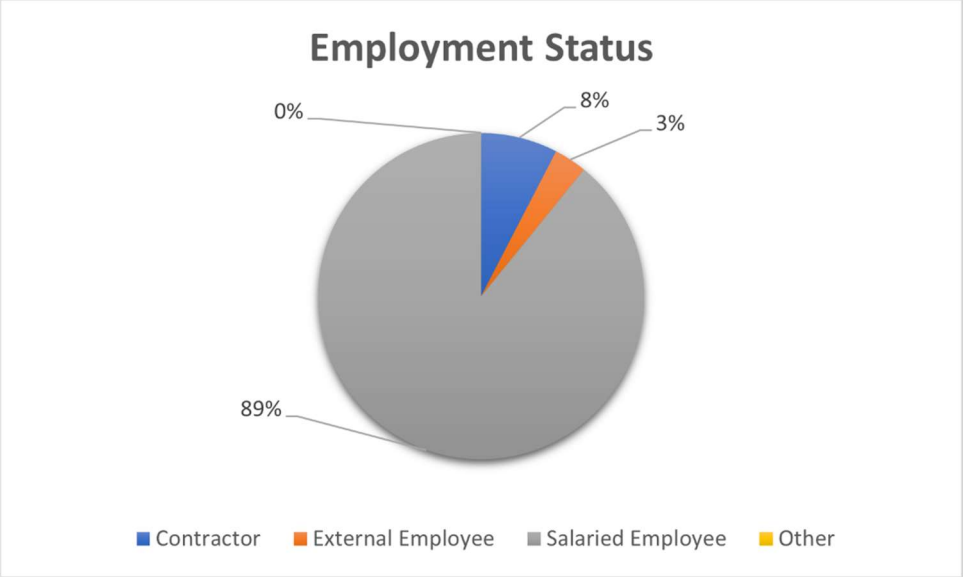

Figure 14: Employment Status – Pie chart

The next table presents some other descriptive statics deriving from the demographic parameters:

Question No.	MEAN	MEDIAN	STANDARD DEVIATION
(Q1) Age	37	39.5	6.9
(Q2) Years of work experience	8.1	10	3.1
(Q3) Employment Status	2.8	3	0.55

Table 6: Other descriptive statistics on Section 1 of the questionnaire

Q1 Age - interpretation of results:

The mean age is approximately 37. This indicates that, on average, the age distribution is centered around 37 years.

The median age was calculated to be 39.5. This means that half of the individuals fall below the age of 39.5, and half fall above it.

The standard deviation approximately 6.9. The standard deviation of 6.9 indicates that there is some variability in ages around the mean age. The absence of any individuals in the "55+" age group has an impact on the standard deviation, as it reduces the spread of ages in the dataset.

Q2 Years of work experience - interpretation of results:

The mean years of work experience: Approximately 8.1 years. This indicates that, on average, individuals in the dataset have around 8.1 years of work experience.

The median years of work experience: Approximately 10 years. It suggests that half of the individuals have approximately 10 years of work experience or less, and half have 10 years or more.

Standard Deviation of years of work experience: Approximately 3.1 years. It indicates that the years of work experience vary by approximately 3.1 years around the mean of 8.11 years. This variability can be considered moderate.

Q3 Employment Status - interpretation of results:

Although the employment status is a categorical variable, if we assign numerical values to each category, the calculations can be performed. Assuming:

- Contractor = 1
- External Employee = 2
- Salaried Employee = 3
- Other = 4

The mean employment status is approximately 2.8. This suggests that the average employment status leans towards being a Salaried Employee.

The median value is 3, which corresponds to "Salaried Employee". The median being 3 means that when all employment statuses are ordered, the middle value falls in the "Salaried Employee" category. This confirms that at least half of the respondents are salaried employees, indicating that this is the most central category in the data.

The standard deviation is 0.55, which suggests that there is some variability in the data, but it is relatively low. This low standard deviation indicates that most respondents fall into a similar category (primarily "Salaried Employee"), with few respondents in other employment status categories.

4.1.2 Work Environment and Professional Growth

In the second section of the questionnaire titled "Work Environment and Professional Growth", the participants answer more work-related questions. The first question was about their current work setting e.g. remote, hybrid or traditional office. Most of the respondents (76%) are working in a hybrid work setting, a combination or remote and in-office work, while only 22% work fully remotely. The percentage of participants working in a traditional

office while working in the ICT sector is overwhelmingly low, only 2%. Most ICT companies in Greece have adapted to hybrid work, which is a benefit for most ICT workers and the companies, as they occupy smaller buildings and pay less service and utility charges.

Current work setting	Frequency	Percentage
Fully remote	20	22
Hybrid (combination of remote and in-office)	70	76
Traditional office	2	2
Total	92	100

Table 7: Current work setting - Frequency table

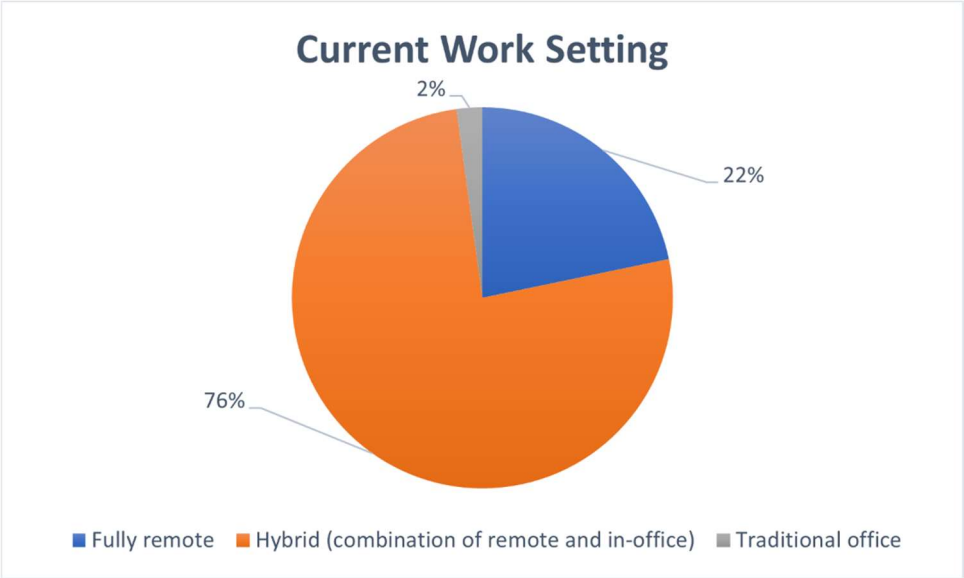

Figure 15: Current Work Setting – Pie chart

The work setting affects people's work life balance as well. Remote work does not include daily commuting to work hence more available time. In the next question, regarding the hours each participant works per week, most of the respondents (81%) are working between 40-50 hours per week. There are ICT workers who work less than 40 hours per week (9.7%) . Even less, (7.6%) work 50-60 hours per week. Only 1% work more than 60 hours per week.

Hours of work per week	Frequency	Percentage
<40 hours	9	9.8
40-50 hours	75	81.5
50-60 hours	7	7.6
>60 hours	1	1.1
Total	92	100.0

Table 8: Hours of work per week - Frequency table

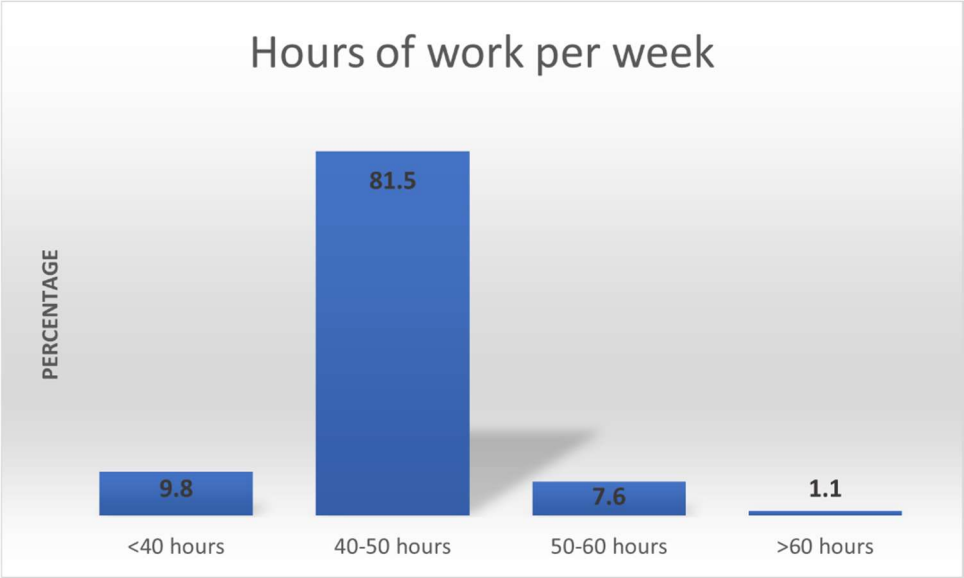

Figure 16: Hours of Work per week – Bar chart

Next, the respondents of this survey rated their work-life balance as follows:

Work-life balance	Frequency	Percentage
(1) Not Satisfied at all	1	1.1
(2) Less Satisfied	14	15.2
(3) Satisfied	36	39.1
(4) Very Satisfied	32	34.8
(5) Extremely Satisfied	9	9.8
Total	92	100.0

Table 9: Work-life balance - Frequency table

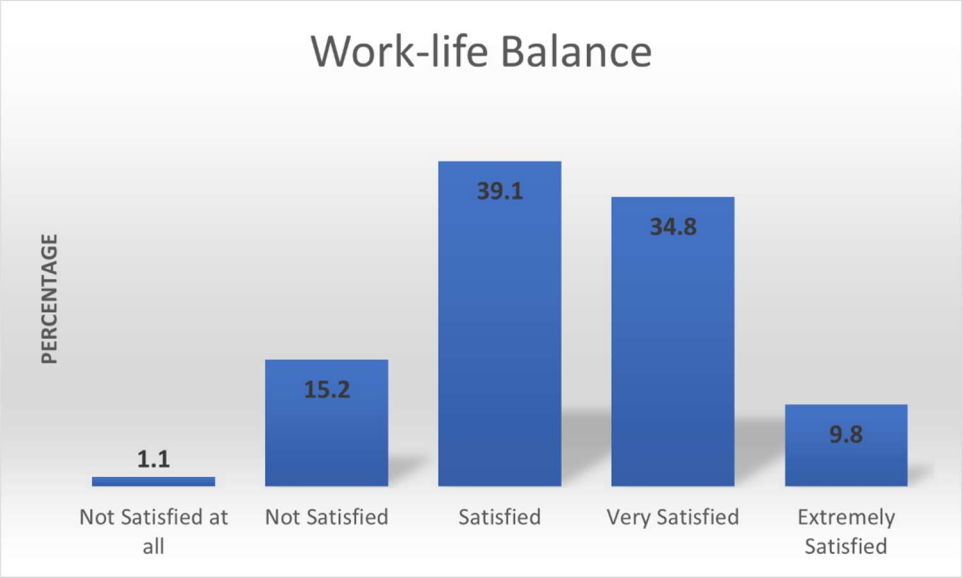

Figure 17: Work Life Balance – Bar chart

The results depict that most of the respondents are satisfied (39.1%) or very satisfied (4.8%) with their current work-life balance. This is consistent with the previous findings, as most of them work 40-50 hours per week and a very small percentage works more than 50hours per week. There is also a 9.8% of the respondents who are extremely satisfied with the balance of their personal life and work. 1.1 % of the sample is not satisfied at all with their work life balance and 15.2% are also not satisfied.

In the next question, the participants had to consider whether their current work setting (remote, hybrid etc.) has had an impact on their goals and professional career. A minority expressed uncertainty (8.7%), while only 28.3% indicated that their current work setting had no bearing on their goals and career. The majority (63%) reported that there was an impact from their current work setup on their career and goals.

Impact on goals and career	Frequency	Percentage
Yes	58	63
No	26	28.3
Unsure	8	8.7
Total	92	100.0

Table 10: Impact on goals and career - Frequency table

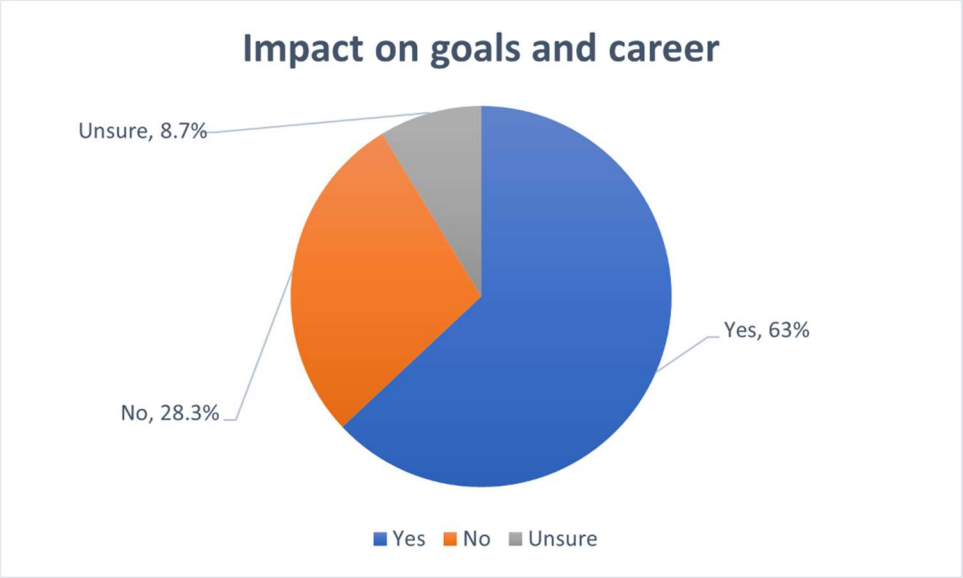

Figure 18: Impact of the current work setting on goals and career – Pie chart

With the next question, the survey seeks the level of stress which is experienced by the employees due to technological advancements, such as AI and cloud computing. The participants show high levels of stress with 2.2% of them feeling extremely stressed, 29.3% feeling very stressed and the majority (37%) experiencing that they are just stressed by these technological advancements in the ICT sector.

Stress caused by tech advancements	Frequency	Percentage
(1) Not Stressed at all	12	13
(2) Not Stressed	17	18.5
(3) Stressed	34	37
(4) Very Stressed	27	29.3
(5) Extremely Stressed	2	2.2
Total	92	100.0

Table 11: Stress caused by technological advancements - Frequency table

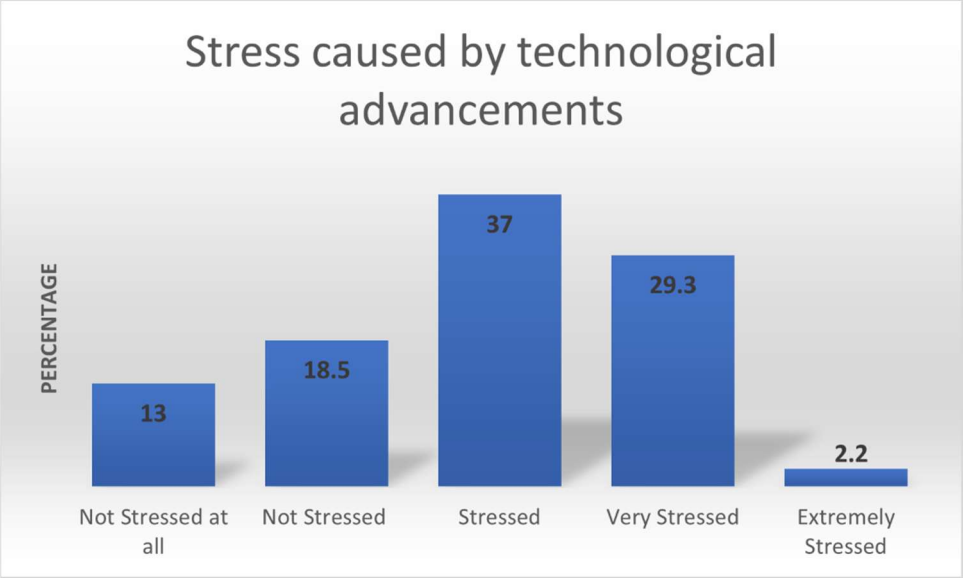

Figure 19: Stress caused by technological advancements – Bar chart

But do organizations support the employees' professional growth and skill development through training, workshops etc.? Based on the survey findings, 37% of the participants perceive support from their current organizations to enhance their skillset and foster their professional growth. A significant proportion of them feel highly supported, with 9.7% indicating strong support and 20.7% reporting lack of support. Additionally, 5.4% express feeling completely unsupported.

Professional Growth and Skill Development	Frequency	Percentage
(1) Not Supported at all	5	5.4
(2) Not Supported	19	20.7
(3) Supported	34	37
(4) Very Supported	25	27.2
(5) Extremely Supported	9	9.7
Total	92	100.0

Table 12: Organizational Support to Professional Growth and Skill Development - Frequency table

Figure 20: Organizational Support to Professional Growth and Skill Development – Bar chart

The survey also seeks whether there is enough support by the colleagues and hierarchical superiors of the respondents. The results are very optimistic, revealing that the majority of the sample (52.2%) feel very supported by their co-workers while 14.1% feel extremely supported. Only 23.9% ticked on "supported) without expressing a strong feeling of support. A smaller portion (9.8%) are feeling unsupported, 1.1% of which are feeling completely unsupported.

Level of support from colleagues and superiors	Frequency	Percentage
(1) Not Supported at all	1	1.1
(2) Not Supported	8	8.7
(3) Supported	22	23.9
(4) Very Supported	48	52.2
(5) Extremely Supported	13	14.1
Total	92	100.0

Table 13: Level of support from colleagues and superiors - Frequency table

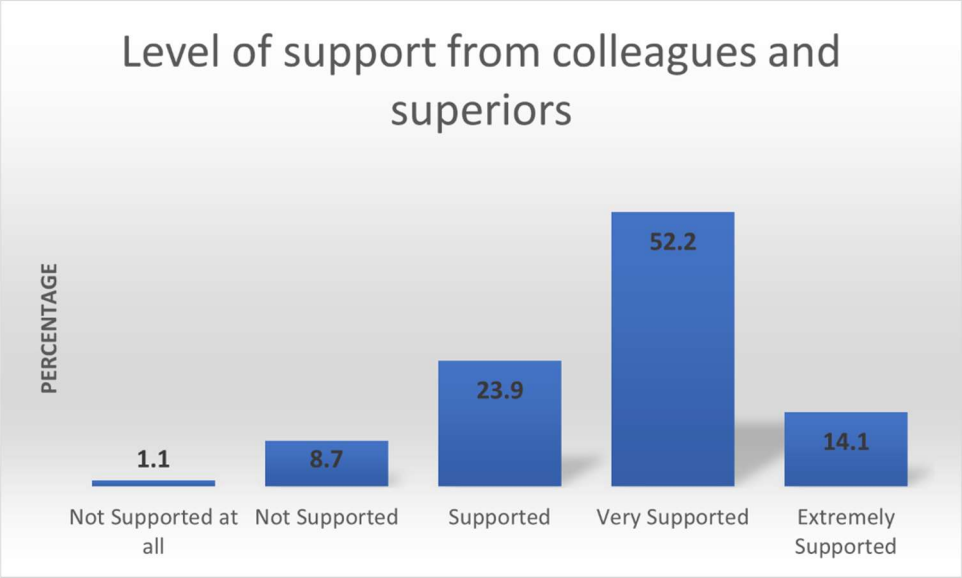

Figure 21: Feeling of support from colleagues and superiors – Bar chart

Further descriptive statistics on these parameters are depicted in the table below:

Question No.	MEAN	MEDIAN	STANDARD DEVIATION
(Q1) Current work setting	1.8	2	0.6
(Q2) Hours of work per week	48.3	44.9	7.2
(Q3) Work-life balance	3.4	3	0.8
(Q4) Stress by tech advancements	2.9	3	0.9
(Q5) Support of professional growth	3.2	3	1.4
(Q6) Support from colleagues and hierarchical superiors	3.6	4	0.8

Table 14: Other descriptive statistics on Section 2 of the questionnaire

Q1 Current work setting - interpretation of results:

To find the mean, median, and standard deviation for the current work setting data, first numerical values should be assigned to the work settings:

- Fully remote: 1
- Hybrid (combination of remote and in-office): 2
- Traditional office: 3

The mean is approximately 1.8, indicating that, on average, the work settings tend towards being closer to Hybrid mode (combination of remote and in-office).

Median is the Hybrid work setting, confirming that Hybrid is the most representative or common work setting in the dataset.

The standard deviation, which indicates the spread or dispersion of the data points around the mean, is 0.6. The relatively low standard deviation suggests that the responses are clustered around the mean value of 1.8, indicating a consistent trend towards Hybrid work settings with less variability.

Q2 Hours of work per week - interpretation of results:

The mean, which represents the average number of hours worked per week across all respondents, is approximately 48.3 hours.

The median here is approximately 44.9. This value is lower than the mean, suggesting that the distribution of responses is slightly skewed towards the lower end of the range.

The standard deviation of approximately 7.2 hours per week suggests that the responses are spread out around the mean of 48.3 hours. This indicates that there is some variation in the number of hours worked per week among respondents.

Q3 Work-life balance - interpretation of results:

The mean work-life balance score is slightly above 3. This suggests that, on average, respondents reported a satisfactory level of work-life balance.

The median is falling within the “Satisfied” category.

The standard deviation of approximately 0.8 indicates that the data points are relatively close to the mean, suggesting that there is not a significant amount of variability in responses.

Q4 Stress by tech advancements - interpretation of results:

The mean stress caused by tech advancements is around 2.9. This indicates that, on average, respondents reported a moderate level of stress caused by technological advancements.

The median falls within the "Satisfied" category and its value is 3.

The standard deviation of approximately 0.9 indicates that there is some variability in responses, but overall, the data points are relatively close to the mean.

Q5 Support of professional growth- interpretation of results:

A mean value of approximately 3.2 indicates a generally positive perception of support of professional growth and development among the respondents.

The median falls within the "Supported" category indicating a moderate level of support.

A standard deviation of approximately 1.4 indicates that the responses are somewhat spread out around the mean. Since the standard deviation is relatively small compared to the mean, it suggests that most of the responses are clustered relatively close to the mean value of 3.2.

Q6 Support from colleagues and hierarchical superiors - interpretation of results:

A mean value of approximately 3.6 suggests that, on average, respondents perceive their level of support from colleagues and hierarchical superiors to be slightly above level 3. This indicates that there is a positive perception of support among the respondents.

The median is 4 ("Very Supported") indicating that 50% of the respondents rated their level of support from colleagues and hierarchical superiors as 4 or below, while the other 50% rated it as 4 or above.

A standard deviation of approximately 0.8 indicates that the responses are relatively close to the mean value of 3.6. Since the standard deviation is relatively small compared to the mean, it suggests that the majority of responses are clustered relatively close to the mean value, indicating less variability in respondents' perceptions of support from colleagues and superiors.

4.1.3 Diversity, Inclusion and Company Culture

In the third section of the questionnaire called "Diversity, Inclusion and Company Culture", the participants answer questions relative to the level of inclusion and diversity in the organization they work for. The survey investigates whether the participants' workplace promotes inclusivity and diversity. The results are positive as 42.4 % of the participants feel that the organization, they work for considerably promotes inclusion and diversity. A large percentage also feels that at least moderately their organization promotes these values and 12% feel that their organization is extremely supporting diversity and inclusion. On the other side 7.6% feel there is a lack of support to these values while 6.5% believe that their workplace is non inclusive at all.

Level of inclusion and diversity in the workplace	Frequency	Percentage
(1) Not at all	6	6.5
(2) Not much	7	7.6
(3) Moderately	29	31.5
(4) Considerably	39	42.4
(5) Extremely	11	12
Total	92	100.0

Table 15: Level of inclusion and diversity in the organization - Frequency table

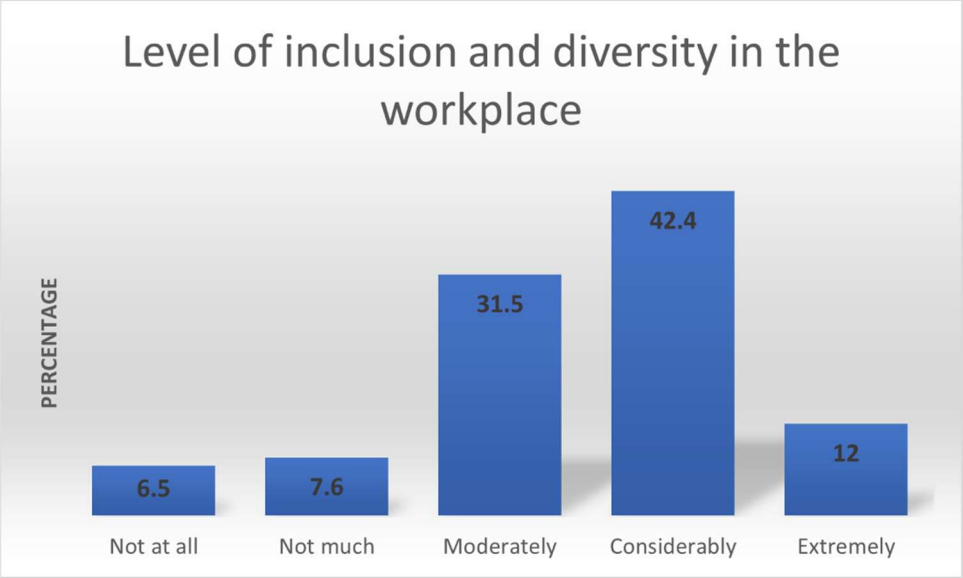

Figure 22: Level of inclusion and diversity in the workplace – Bar chart

In the following question, the participants responded on the ways that their current organization promotes diversity and inclusion, based on its stated values. Their responses provide insight into the various ways organizations in the ICT sector are perceived to be promoting inclusion and diversity.

- **Recruitment and Hiring:** This aspect received the highest number of responses, with 19.6% of respondents highlighting it as a way their organization promotes inclusion and diversity.
- **Recruitment and Hiring, Inclusive Policies and Practices:** 12.0% of respondents noted both recruitment and hiring practices along with inclusive policies and practices.
- **Training and Awareness:** Around 8.7% of respondents emphasized the importance of training and raising awareness within their organizations.
- **Inclusive Policies and Practices:** Approximately 6.5% of respondents mentioned the presence of inclusive policies and practices.
- **Recruitment and Hiring, Training and Awareness:** 7.6% of respondents pointed out recruitment and hiring practices alongside training and awareness initiatives.
- **Recruitment and Hiring, Inclusive Policies and Practices, Training and Awareness, Accessibility and Accommodations:** 5.4% of respondents indicated a comprehensive approach involving recruitment, policies, training, and accessibility.

- **Not aware of particular actions:** A small percentage (1.1%) of respondents stated they were not aware of any specific actions taken by their organization regarding diversity and inclusion.
- **Others:** Some respondents mentioned additional factors such as accessibility and accommodations, totaling 2.2%.

Ways the organization promotes diversity and inclusion	Frequency	Percentage
-	1	1.1
I do not think the organization openly promotes diversity and inclusion at least not via specific expressed stated values	1	1.1
Inclusive Policies and Practices	6	6.5
Recruitment and Hiring, Accessibility and Accommodations	5	5.4
Training and Awareness	8	8.7
None	1	1.1
Not aware that there are particular actions taken for this. At the same time I do not feel that there is a need to do anything with regards to diversity and inclusion	1	1.1
Recruitment and Hiring	18	19.6
Recruitment and Hiring, Inclusive Policies and Practices	11	12.0
Training and Awareness, Accessibility and Accommodations	2	2.2
Recruitment and Hiring, Training and Awareness	7	7.6
Recruitment and Hiring, Inclusive Policies and Practices, Training and Awareness, Accessibility and Accommodations	5	5.4
Recruitment and Hiring, Inclusive Policies and Practices, Training and Awareness	7	7.6
Recruitment and Hiring, Inclusive Policies and Practices, Accessibility and Accommodations	4	4.3
Blanks	7	7.6
Inclusive Policies and Practices, Training and Awareness	8	8.7
Total	92	100.0

Table 16: Ways the organization promotes inclusion and diversity - Frequency table

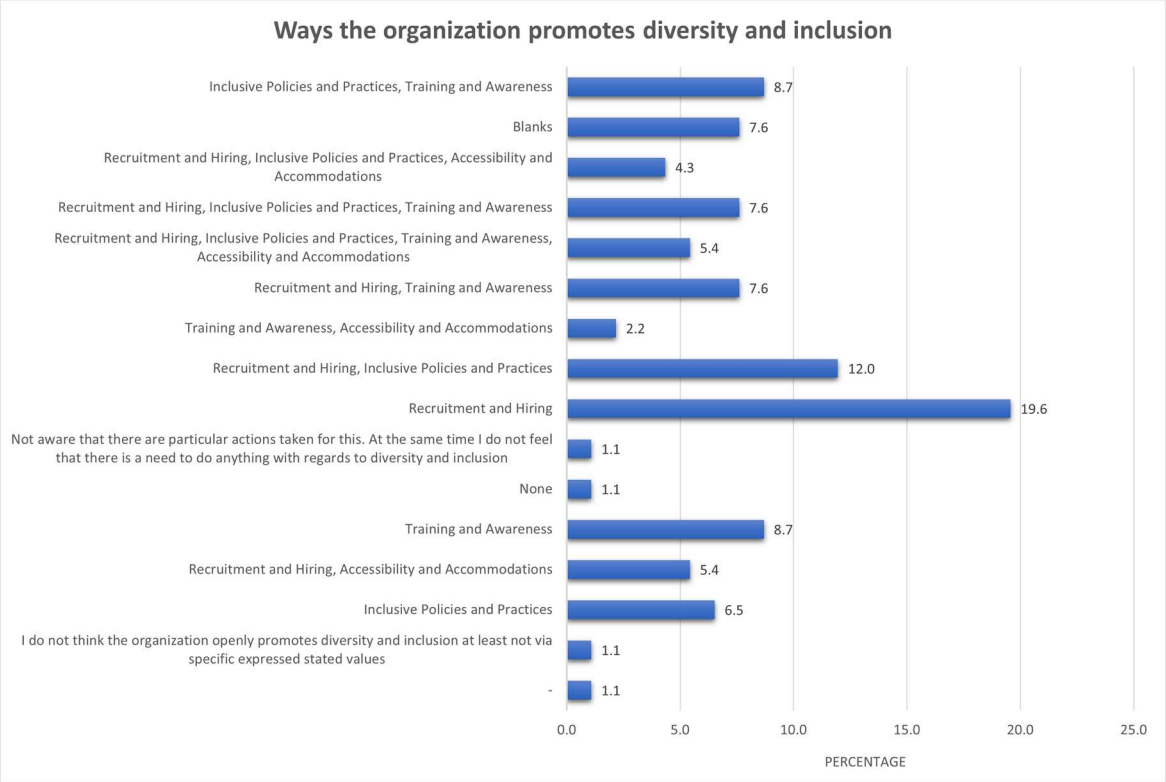

Figure 23: Ways the organization promotes inclusion and diversity – Bar chart

In the next question the respondents describe the work culture in their current organization, by ticking some predefined options. Based on the responses provided, we can identify several key characteristics:

- **Collaborative and Team-oriented:** This seems to be the dominant characteristic, with 68.5% of respondents describing their work culture as collaborative and team-oriented. This suggests an environment where teamwork and cooperation are highly valued, and employees work together towards common goals.
- **Supportive and Inclusive:** About 40.2% of respondents perceive their work culture as supportive and inclusive. This indicates that the organization fosters a sense of belonging and provides support for its employees, regardless of their background or circumstances.
- **Flexible:** A majority (55.4%) of them view their work culture as flexible. This suggests that the organization allows for adaptability and accommodates various work styles and schedules, potentially leading to improved work-life balance.

- **Ethical and Values-Driven:** Approximately 18.5% of respondents describe their work culture as ethical and values-driven. This indicates that the organization prioritizes integrity, honesty, and adheres to a set of core values in its operations.
- **Resistant to Change:** A small portion (13.0%) of respondents perceive their work culture as resistant to change. This suggests that the organization may struggle with implementing new ideas or adapting to shifts in the industry or market.
- **Traditional and Conservative:** Around 19.6% of the participants view their work culture as traditional and conservative. This implies that the organization may have longstanding practices and may be cautious about embracing new approaches or technologies.
- **Discriminative:** A very small percentage (2.2%) of them perceive their work culture as discriminative. This suggests that there may be issues related to bias, prejudice, or unfair treatment within the organization.
- **Innovative:** About 15.2% of respondents describe their work culture as innovative. This indicates that the organization encourages creativity, experimentation, and the pursuit of new ideas to drive progress and growth.

How would you describe the work culture in your current organization?	Frequency	Percentage
Collaborative and Team-oriented	63	68.5
Supportive and Inclusive	37	40.2
Flexible	51	55.4
Ethical and Values-Driven	17	18.5
Resistant to Change	12	13.0
Traditional and Conservative	18	19.6
Discriminative	2	2.2
Innovative	14	15.2

Table 17: Description of work culture - Frequency table

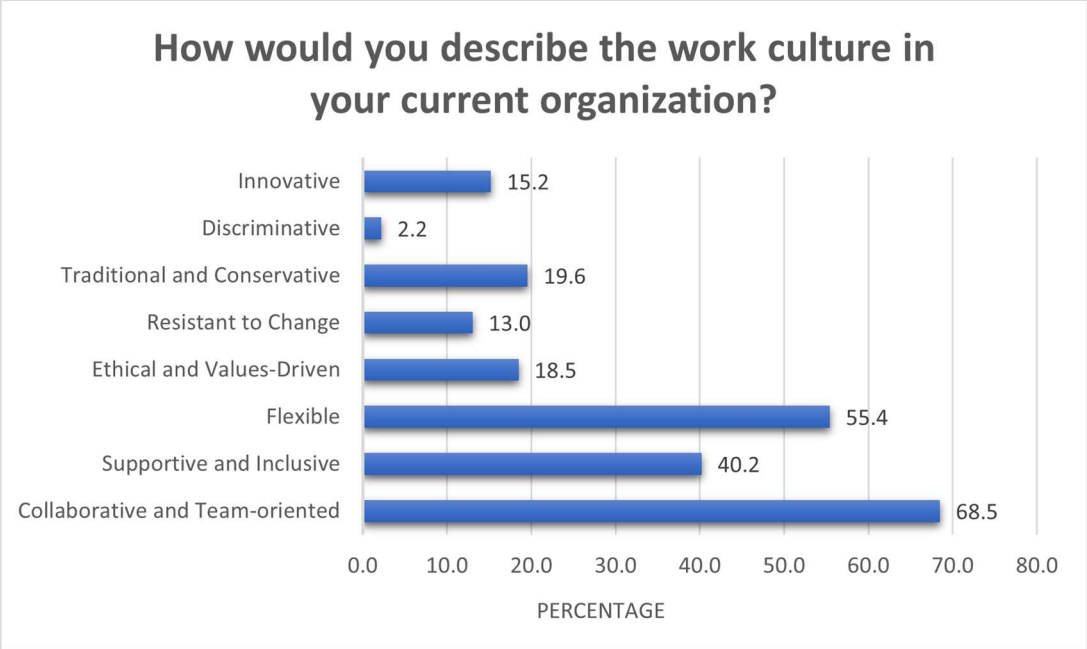

Figure 24: Description of work culture – Bar chart

Based on the responses to the question regarding satisfaction with the organization's values and culture, we can observe that 3.3% indicate the lowest level of satisfaction, suggesting a complete lack of satisfaction with the organization's values and culture. 8 responses (8.7%) express dissatisfaction while 32 responses (34.8%) indicate a moderate level of satisfaction with the organization's values and culture. The highest proportion of responses, with 44 responses (47.8%), indicate a high level of satisfaction with the organization's values and culture. 5.4% express the highest level of satisfaction, suggesting an exceptional level of contentment with the organization's values and culture. The majority of respondents seem to be satisfied or very satisfied with their organization's values and culture, indicating a generally positive perception of these aspects. However, there are still some individuals who express varying degrees of dissatisfaction.

How satisfied are you with your organization's values and culture?	Frequency	Percentage
(1) Not Satisfied at all	3	3.3
(2) Not Satisfied	8	8.7
(3) Satisfied	32	34.8
(4) Very Satisfied	44	47.8
(5) Extremely Satisfied	5	5.4
Total	92	100.0

Table 18: Satisfaction level with the organization's values and culture – Frequency table

Figure 25: Satisfaction level of the organization's values and culture – Bar chart

The survey aims to assess the level of workplace inclusion among participants which are contractors or external employees. The responses to the subsequent question were exclusively tabulated from this subgroup, totaling 10 participants. Considering the limited sample size, these results suggest a generally positive perception of inclusion within the workplace among this group, with 10% of them being satisfied, the majority of them being very satisfied and a 30% of them being extremely satisfied with the level of inclusion in their team and organization.

How satisfied are you with the level of inclusion in your team and organization? (Contractors only or externals)	Frequency	Percentage
(1) Not Satisfied at all	0	0
(2) Not Satisfied	0	0
(3) Satisfied	1	10
(4) Very Satisfied	6	60
(5) Extremely Satisfied	3	30
Total	92	100.0

Table 19: How satisfied are you with the level of inclusion in your team and organization? – Frequency table

Figure 26: How satisfied are you with the level of inclusion in your team and organization – Bar chart

Other descriptive statistics can be found in the table below:

Question No.	MEAN	MEDIAN	STANDARD DEVIATION
(Q1) Level of inclusion and diversity in the organization	3.5	3	1
(Q2) Satisfaction level with the organization's values and culture	3.4	3	0.8
(Q3) Satisfaction level with the inclusion in your team and organization	4.2	4	0.6

Table 20: Other descriptive statistics on Section 3 of the questionnaire

Q1 Level of inclusion and diversity in the organization - interpretation of results:

The mean level of inclusion and diversity in the workplace, based on the responses gathered, is approximately 3.45. This indicates that, on average, respondents perceive the level of inclusion and diversity in their workplace to be moderately high, leaning towards the "Considerably" category.

The median is 3. This suggests that half of the respondents rated the level of inclusion and diversity in their workplace as "Moderately" or below, while the other half rated it as "Considerably" or above.

The standard deviation is approximately 1.01. This value indicates that the responses are moderately spread out from the mean.

Q2 Satisfaction level with the organization's values and culture - interpretation of results:

The mean level of satisfaction with the organization's values and culture, based on the responses gathered, is approximately 3.43. This suggests that, on average, respondents tend to be satisfied or very satisfied with their organization's values and culture.

The median is 3. This indicates that half of the respondents rated their satisfaction with the organization's values and culture as 3 or below (which includes "Satisfied" and below), while the other half rated it as 3 or above (which includes "Very Satisfied" and "Extremely Satisfied").

The standard deviation is approximately 0.85. This value suggests that the responses are clustered relatively close to the mean, indicating that there is not a significant amount of variability in respondents' levels of satisfaction with the organization's values and culture.

Q3 Satisfaction level with the inclusion in your team and organization - interpretation of results:

The mean level of satisfaction with the level of inclusion in the team and organization, based on the responses gathered from contractors or externals, is 4.2. This suggests that, on average, these respondents tend to be satisfied or very satisfied with the level of inclusion.

The median is 4. This indicates that half of the respondents rated their satisfaction with the level of inclusion as 4 or below (which includes "Satisfied" and below), while the other half rated it as 4 or above (which includes "Very Satisfied" and "Extremely Satisfied").

The standard deviation is 0.6. This value suggests that the responses are clustered relatively close to the mean, indicating that there is not a significant amount of variability in respondents' levels of satisfaction with the level of inclusion.

4.1.4 Job Satisfaction and WB

The final section of the questionnaire explores multiple dimensions concerning job satisfaction and WB, including satisfaction with the job role. It seeks to identify whether the respondents' organizations care about the WB of their employees and if they implement initiatives towards enhancing it.

First, the survey investigates whether there is any impact of technology use on the overall WB in the workplace. The results indicate a mixed perception regarding the impact of technology on overall WB in the workplace. 7 respondents (7.6%) expressed a negative perception, indicating some concerns or challenges associated with technology's influence on EWB. The largest portion of respondents, 33 (35.9%), reported a neutral impact, while 40 (43.5%), viewed technology's impact on EWB positively, suggesting perceived benefits or improvements. 12 respondents (13.0%) reported a very positive impact, indicating a strong belief in the beneficial effects of technology on overall WB. No respondents reported a very negative impact, suggesting that extreme dissatisfaction with the impact of technology is not prevalent.

Impact of technology on the overall wellbeing in the workplace	Frequency	Percentage
(1) Very Negative	0	0.0
(2) Negative	7	7.6
(3) Neutral	33	35.9
(4) Positive	40	43.5
(5) Very Positive	12	13.0
Total	92	100.0

Table 21: Impact of technology in the overall WB – Frequency table

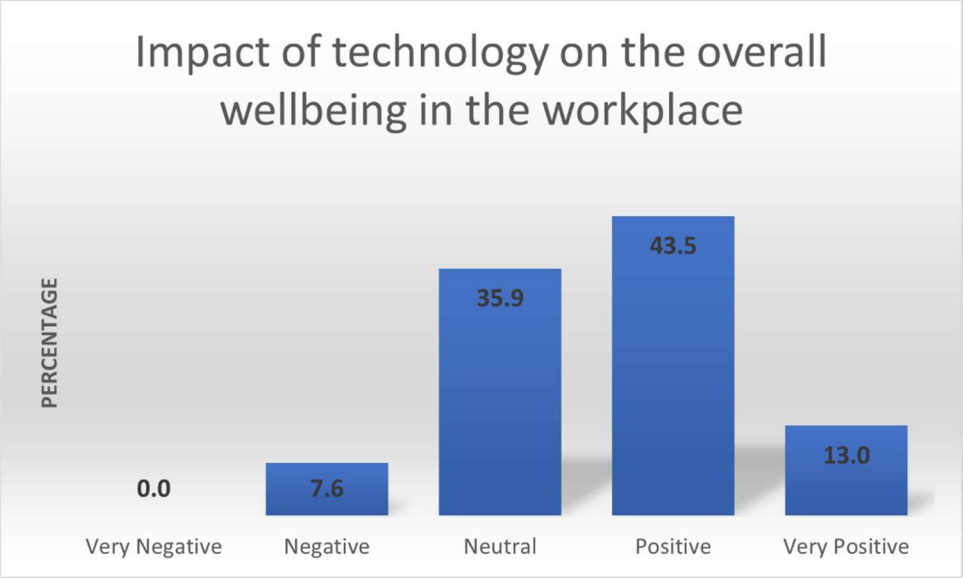

Figure 27: Impact of technology in the overall WB – Bar chart

The following question inquires whether participants perceive a diverse and inclusive environment as contributing to their sense of WB. The results suggest a generally positive perception regarding the contribution of a diverse and inclusive environment to participants' sense of WB. A significant majority of respondents, 75% indicated that they believe a diverse and inclusive environment contributes to their WB. A smaller proportion, 8.7% reported that they do not perceive a diverse and inclusive environment as contributing to their WB. This minority view suggests that there may be individuals who do not feel positively affected by diversity and inclusion initiatives or environments. 16.3% expressed uncertainty about the relationship between a diverse and inclusive environment and their WB. Overall, while the majority of respondents recognize the positive influence of diversity and inclusion on WB, there are still some who hold differing views or are uncertain about this relationship.

Does a diverse and inclusive environment contribute to your sense of wellbeing?	Frequency	Percentage
Yes	69	75.0
No	8	8.7
Unsure	15	16.3
Total	91	100.0

Table 22: Contribution of a diverse and inclusive environment to the sense of EWB – Frequency table

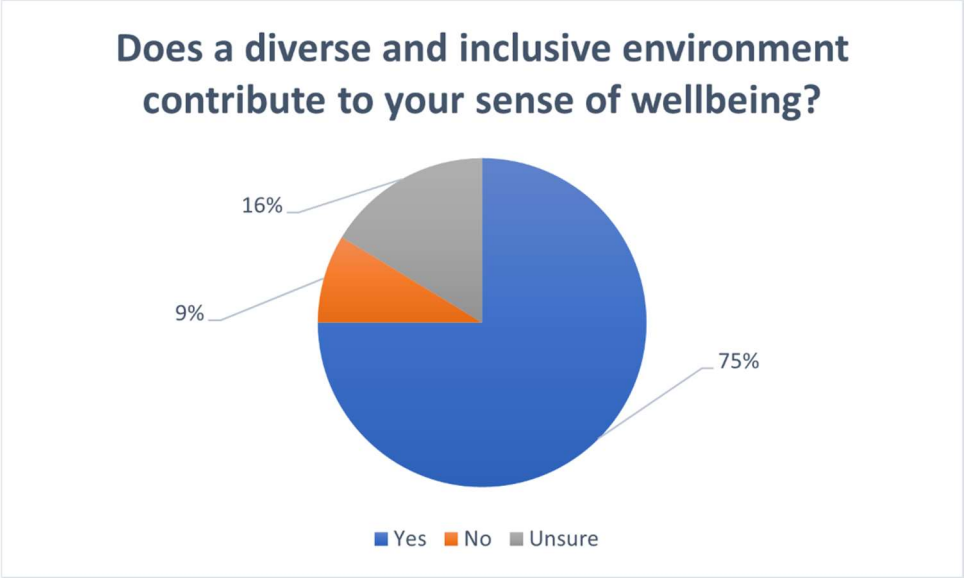

Figure 28: Contribution of a diverse and inclusive environment to the sense of EWB – Pie chart

Next, the participants are being asked to select which of the proposed dimensions affect EWB or suggest other dimensions that they believe have impact. Among the predefined options, the results are the following:

- **Flexibility and Work-Life Balance:** The majority of respondents, 87.0% of the respondents emphasized the importance of flexibility and work-life balance in promoting EWB. This highlights the value placed on accommodating employees' personal needs and responsibilities.
- **Communication and Collaboration:** Many of them, 77.2%, highlighted the importance of effective communication and collaboration in fostering EWB. This highlights the significance of transparent communication channels and collaborative work environments.
- **Organizational Culture:** 59.8% of the respondents, recognized the influence of organizational culture on EWB. This indicates the significance of fostering a positive and supportive workplace culture.
- **Career Development Opportunities:** A large portion of respondents, 58.7%, recognize the importance of career advancement opportunities in contributing to EWB. This suggests that avenues for professional growth and development are highly valued.

- **Tools and Infrastructure:** 38.0% of them identified tools and infrastructure as factors influencing EWB. This indicates the significance of having access to appropriate resources and technology to perform tasks effectively.
- **Physical Working Space:** A smaller proportion, 18.5%, identified the physical working space as a factor impacting EWB. This suggests that aspects such as ergonomic design and comfort may play a role in employee satisfaction.

The participants also indicated some of their dimensions that they believe affect EWB, such as **Salary**, **Gender** and **General Equality Culture**, **Educational Group Trainings**, **Benefits for Parents, Working Mothers**. Each of these factors was identified by only 1 respondent (1.1%), suggesting that while they may be important to some individuals, they are not as universally recognized as other dimensions in EWB. Additionally, there was one participant who did not indicate any dimension of the workplace which affects WB.

Dimensions of the workplace that affect employee wellbeing	Frequency	Percentage
Career Development Opportunities	54	58.7
Tools and Infrastructure	35	38.0
Communication and Collaboration	71	77.2
Physical Working Space	17	18.5
Flexibility and Work-Life Balance	80	87.0
Organizational Culture	55	59.8
Salary	1	1.1
Nothing	1	1.1
Gender and a general equality Culture	1	1.1
Educational Group Trainings	1	1.1
Benefits for parents, working mothers like fees for the kindergarden	1	1.1

Table 23: Dimensions of the workplace which affect EWB – Frequency table

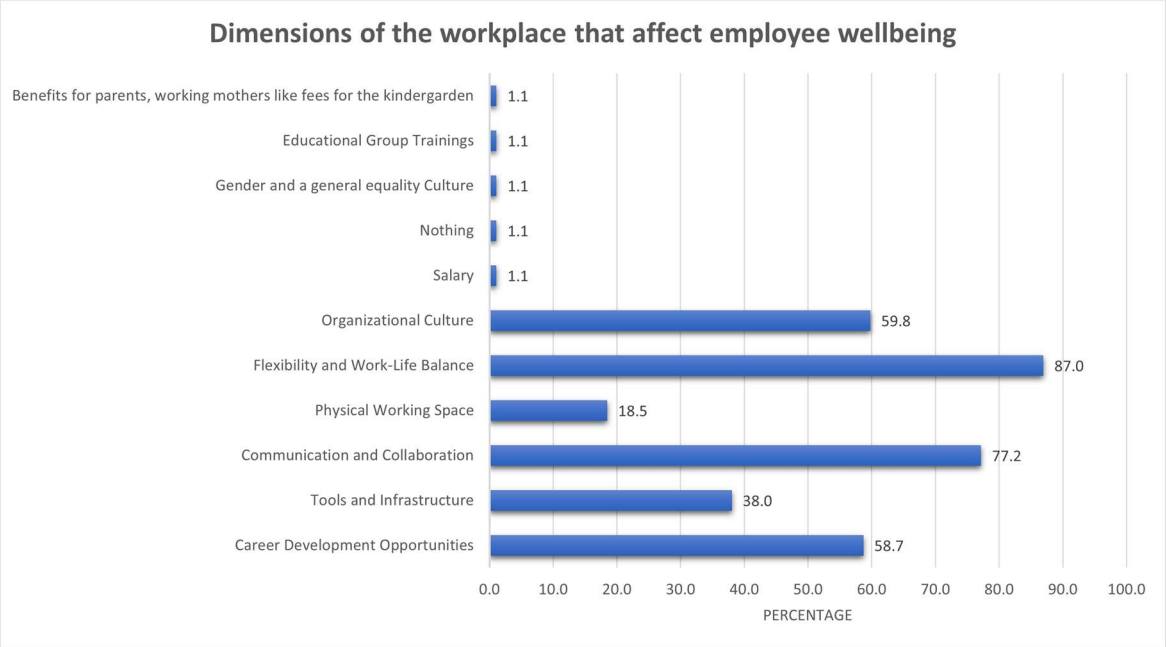

Figure 29: Dimensions of the workplace which affect EWB – Bar chart

Are the organizations where participants are employed implementing initiatives or programs specifically targeting EWB? As reviewed in the literature, contemporary ICT companies appear to prioritize the enhancement of EWB through various initiatives and programs. Based on the responses, 65 respondents (70.7%) affirmed that their organizations do have or implement initiatives or programs focused on EWB. 22 respondents (23.9%) reported that their organizations do not have such initiatives or programs in place. 5 respondents (5.4%) opted not to disclose whether their organizations have initiatives or programs focused on EWB.

Does the organization you work for have initiatives or programs focused on employee wellbeing?	Frequency	Percentage
Yes	65	70.7
No	22	23.9
Prefer not to say	5	5.4
Total	92	100.0

Table 24: Presence of initiatives or programs focused on EWB – Frequency table

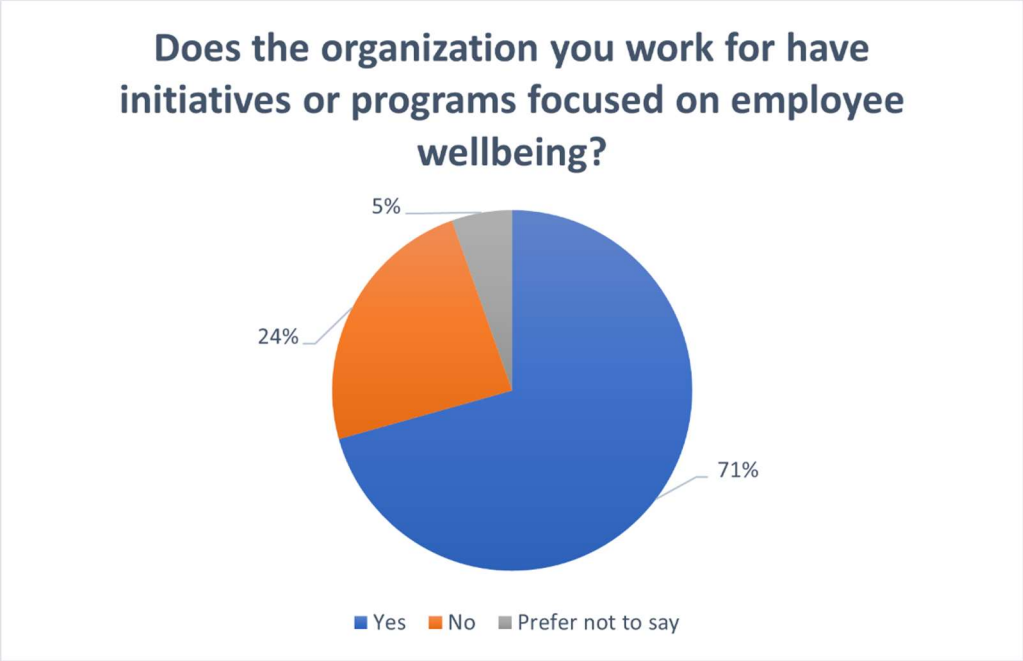

Figure 30: Presence of initiatives or programs focused on EWB – Pie chart

The next question seeks to find which initiatives on enhancing EWB have the organization the participants work for, have implemented or which do the participants want to implement. Based on the responses:

- **Team-Building Activities:** The majority of respondents, 65.2%, emphasized the importance of team-building activities. This reveals a strong desire for initiatives aimed at enhancing teamwork and collaboration among employees.
- **Flexible Work Arrangements**: 44 respondents (47.8%) expressed interest in or confirmed the presence of flexible work arrangements.
- **Annual Health Check-ups**: 41.3% of the respondents identified annual health check-ups as an existing or desired EWB initiative.
- **Employee Recognition Programs**: 34 respondents (37.0%) cited employee recognition programs as important EWB initiatives.
- **Stress Reduction Initiatives (e.g., Yoga and Meditation):** 35.9% of them indicated stress reduction initiatives such as yoga and meditation as either existing or desired. This reflects a recognition of the importance of addressing employees' mental health.

- **Mental Health Support Services**: 29.3% of the respondents identified mental health support services as important EWB initiatives. This highlights a growing awareness of the need to provide resources and support for employees' mental health.
- **Professional Development Opportunities**: 16 respondents (17.4%) identified professional development opportunities as an existing or desired EWB initiative. This underscores the value placed on continuous learning and growth within the organization.
- **Cultural and Inclusion Initiatives (e.g., Diversity and Inclusion Training):** 13 respondents (14.1%) highlighted cultural and inclusion initiatives as either existing or desired.
- **N/A**: 5 respondents (5.4%) either did not have a preference or did not respond to the question regarding EWB initiatives.

EWB initiatives the company you work for has implemented or you wish to be implemented	Frequency	Percentage
Annual Health Check-ups	38	41.3
Cultural and Inclusion Initiatives e.g. Diversity and Inclusion Training	13	14.1
Team-Building Activities	60	65.2
Flexible Work Arrangements	44	47.8
Professional Development Opportunities	16	17.4
Employee Recognition Programs	34	37.0
Stress Reduction Initiatives e.g. Yoga and Meditation	33	35.9
Mental Health Support Services	27	29.3
N/A	5	5.4

Table 25: Implemented or desired EWB initiatives – Frequency table

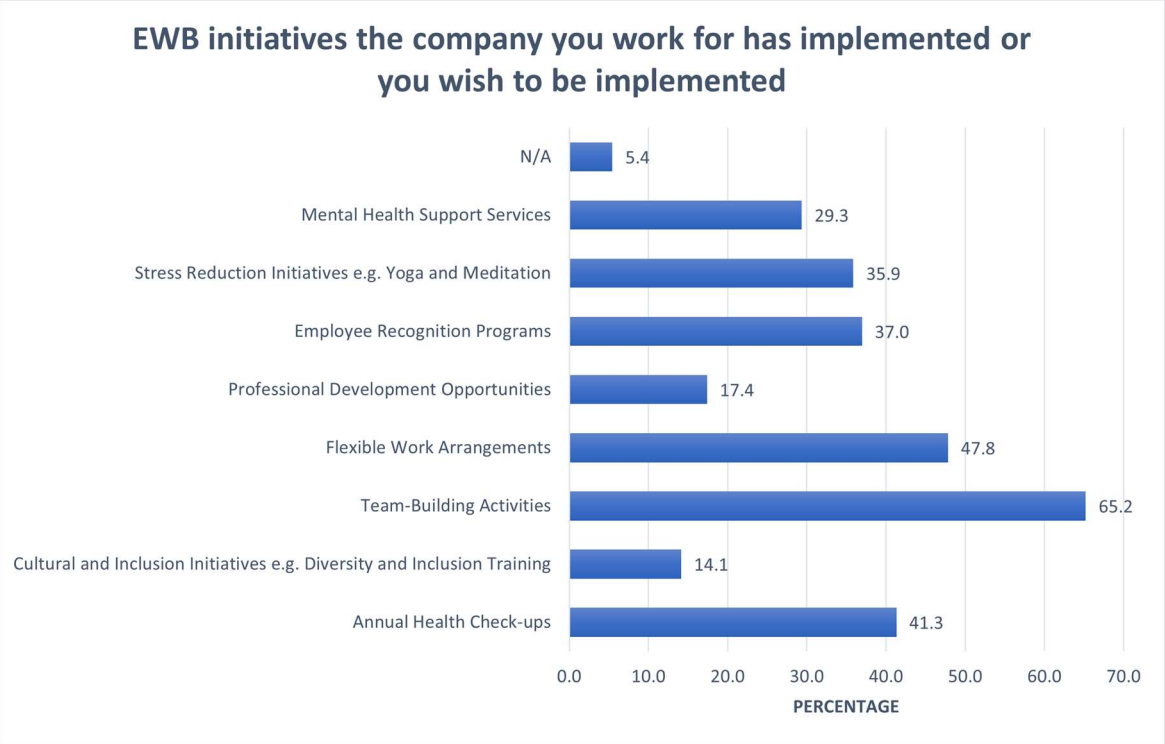

Figure 31: Implemented or desired EWB initiatives – Bar chart

Furthermore, the survey seeks to understand the significance of survey administration and gathers participants' opinions on whether similar surveys should be implemented to gauge employees' sense of inclusion, job satisfaction, and WB. 76 respondents (82.6%) expressed support for conducting employee engagement surveys. Only 3 respondents (3.3%) opposed the idea of conducting employee engagement surveys. This indicates a minority view that may be based on various reasons such as concerns about the potential impact on organizational culture.13 respondents (14.1%) reported uncertainty regarding whether their organization should conduct employee engagement surveys. This suggests a need for further exploration or clarification on the potential benefits and drawbacks of such surveys.

Do you believe that the organization you work for should conduct employee engagement surveys to measure the employee's sense of inclusion, job satisfaction and wellbeing?	Frequency	Percentage
Yes	76	82.6
No	3	3.3
Unsure	13	14.1
Total	92	100.0

Table 26: Significance of surveys conducted to measure employee's sense of inclusion, job satisfaction and WB – Frequency table

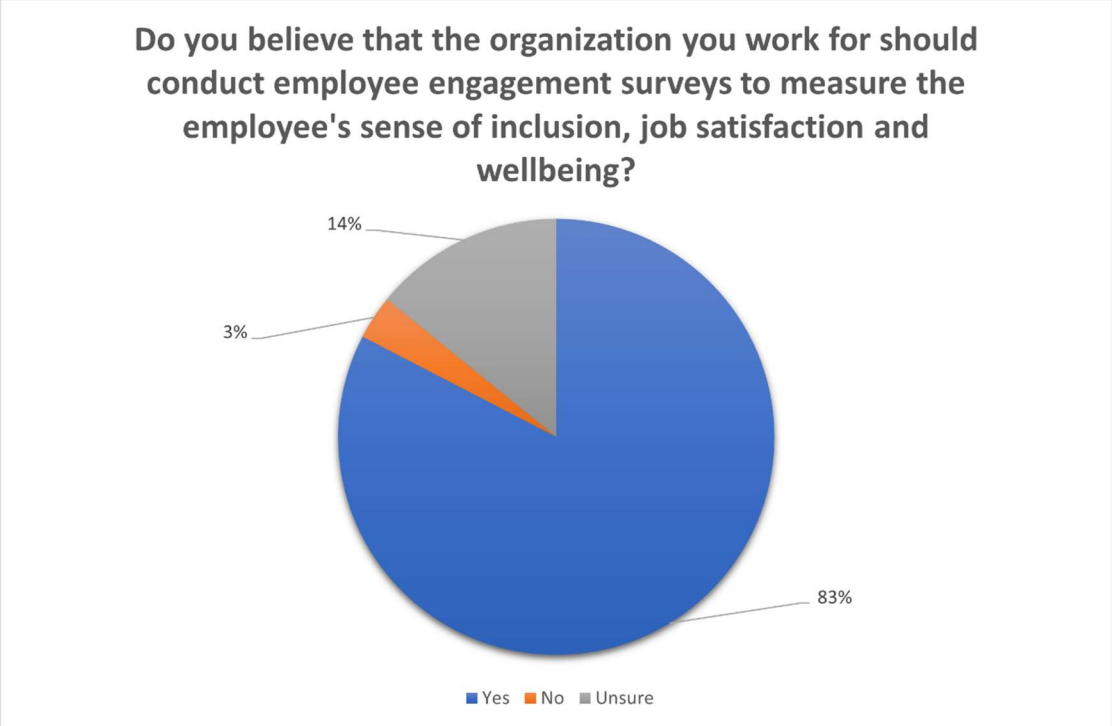

Figure 32: Significance of surveys conducted to measure employee's sense of inclusion, job satisfaction and WB – Pie chart

The subsequent question assesses participants' level of optimism regarding the future of EWB, specifically in the Greek ICT industry. 3 respondents (3.3%) expressed a complete lack of optimism regarding the future of EWB in the Greek ICT industry. This gives a pessimistic outlook among a small minority of participants. 23 respondents (25.0%) reported feeling less optimistic about the future of EWB. The largest portion of respondents, 36 (39.1%), expressed optimism regarding the future of EWB in the Greek ICT industry.26 respondents (28.3%) reported feeling very optimistic about the future of EWB. This indicates a strong belief in positive developments and improvements in the industry's approach to EWB. 4 respondents (4.3%) expressed an extremely optimistic view of the future of EWB. The results appear to follow a normal distribution, as the majority of responses are concentrated around the middle values of the scale, while the extreme values are less frequent.

How optimistic are you about the future of employee wellbeing in the Greek ICT industry?	Frequency	Percentage
(1) Not Optimistic at all	3	3.3
(2) Less Optimistic	23	25.0
(3) Optimistic	36	39.1
(4) Very Optimistic	26	28.3
(5) Extremely Optimistic	4	4.3
Total	92	100.0

Table 27: Level of optimism regarding the future of EWB – Frequency table

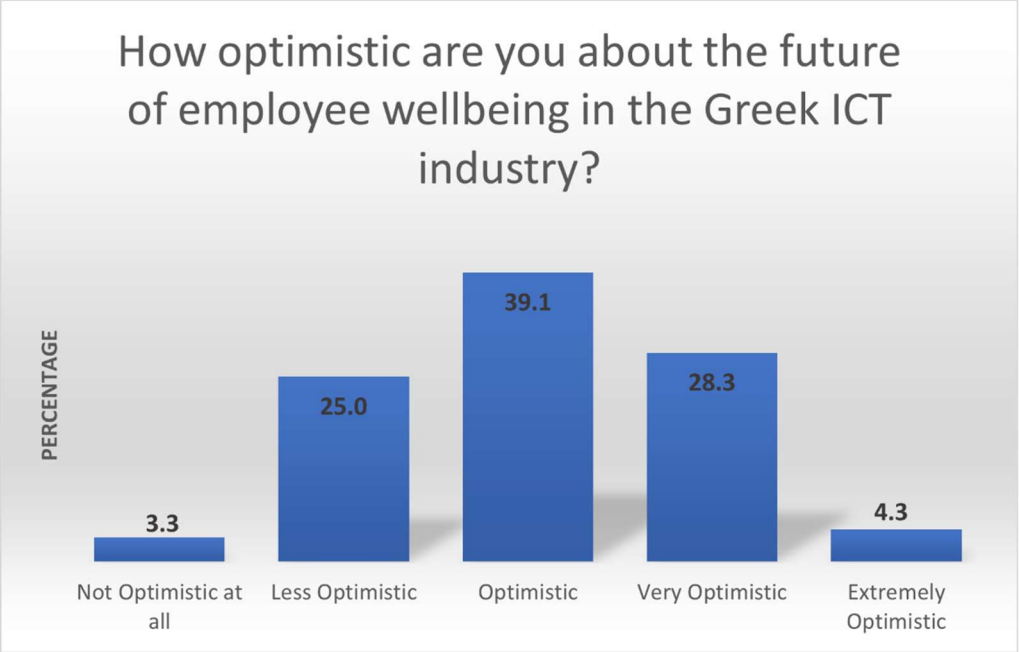

Figure 33: Level of optimism regarding the future of EWB – Bar chart

Finally, the participants are asked to rate their overall job satisfaction and WB in their current work environment. 1 respondent (1.1%) reported being not satisfied at all with their current work environment while 6 respondents (6.5%) indicated feeling less satisfied with their current work environment. 41.3% of them reported being satisfied with their current work environment. Most of them, 40 (43.5%), expressed being very satisfied with their current work environment. Only 7 respondents (7.6%) reported feeling extremely satisfied with their current work environment.

How would you rate your overall job satisfaction and wellbeing with your current work environment?	Frequency	Percentage
(1) Not Satisfied at all	1	1.1
(2) Less Satisfied	6	6.5
(3) Satisfied	38	41.3
(4) Very Satisfied	40	43.5
(5) Extremely Satisfied	7	7.6
Total	92	100.0

Table 28: Level of overall job satisfaction and WB – Frequency table

Figure 34: Level of overall job satisfaction and WB – Bar chart

Additional descriptive statistics:

Question No.	MEAN	MEDIAN	STANDARD DEVIATION
(Q1) Impact of technology on the overall wellbeing in the workplace	3.6	3	0.8
(Q2) Level of optimism about the future of employee wellbeing in the Greek ICT industry	3.1	3	0.9
(Q3) Level of the overall job satisfaction and wellbeing with the current work environment	3.5	3	0.8

Table 29: Other descriptive statistics on Section 4 of the questionnaire

Q1 Impact of technology on the overall wellbeing in the workplace - interpretation of results:

The mean rating of the impact of technology on overall WB in the workplace, based on the responses gathered, is approximately 3.6. This indicates that, on average, respondents perceive the impact of technology on WB to be slightly positive, leaning towards "Positive".

The median is 3. This suggests that half of the respondents rated the impact of technology on overall WB as "Neutral" or below, while the other half rated it as "Positive" or above.

The standard deviation is approximately 0.8. This value indicates that the responses are moderately spread out from the mean. While the majority of respondents rated the impact of technology as positive or neutral, there is some variability in perceptions among respondents, with a notable proportion leaning towards either positive or negative evaluations.

Q2 Level of optimism about the future of employee wellbeing in the Greek ICT industry - interpretation of results:

The mean level of optimism about the future of employee WB in the Greek ICT industry, based on the responses gathered, is approximately 3.1. This suggests that, on average, respondents tend to be moderately optimistic about the future of EWB, leaning slightly towards the "Optimistic" category.

The median is 3. This indicates that half of the respondents rated their optimism about the future of EWB as "Optimistic" or below, while the other half rated it as "Optimistic" or above.

The standard deviation is approximately 0.9. This value suggests that the responses are moderately spread out from the mean. While most of the respondents tend to be moderately optimistic, there is some variability in perceptions among respondents, with a notable proportion leaning towards either higher or lower levels of optimism.

Q3 Level of the overall job satisfaction and wellbeing with the current work environment - interpretation of results:

The mean rating of overall job satisfaction and WB with the current work environment, based on the responses gathered, is approximately 3.5. This suggests that, on average, participants tend to be satisfied or very satisfied with their current work environment, leaning slightly towards "Very Satisfied".

The median value is 3. This indicates that half of the participants rated their overall job satisfaction and WB as “Satisfied” or below, while the other half rated it as “Satisfied” or above.

The standard deviation is approximately 0.8. This value suggests that the responses are moderately spread out from the mean. While the majority of respondents tend to be satisfied or very satisfied with their current work environment, there is some variability in perceptions among respondents, with a notable proportion holding either higher or lower levels of satisfaction.

4.2 Inferential Statistics

4.2.1 Reliability test

A reliability assessment was performed to ensure the consistency of the results. Cronbach's alpha, a reliability coefficient was used as a measure of the internal consistency of the data collected.

The coefficient value was calculated, and its value is 0.703. The number of items was 26. A Cronbach's alpha coefficient of 0.703 it indicates that there is an acceptable level of reliability in the results.

	N of Items=26
Cronbach’s Alpha coefficient	0.703

Table 30: Cronbach’s Alpha coefficient

4.2.2 Hypothesis Tests

Hypothesis tests will be conducted to provide information about the population based on sample data of the survey. Since most of the variables are categorical and ordinal the following tests will be used:

- Chi-square test
- Mann-Whitney U test

The relevant tables with the calculations can be found in Appendix B.

1. *Relationship between current employment status and the number of hours worked per week*

A Chi-square test will be used to determine whether we can reject or not the Null Hypothesis. First, the Null and Alternative Hypotheses are set:

- Null Hypothesis (H_0): There is no significant relationship between the current employment status of the participant and the number of hours worked per week.
- Alternative Hypothesis (H_1): There is a significant relationship between current employment status of the participant and the number of hours worked per week, such that contractors and external employees work more hours compared to other employment statuses

A p-value of $0.018 < 0.05$ suggests that there is a statistically significant relationship between the two variables. This means that we can reject the null hypothesis and accept the alternative hypothesis. From the sample, there is evidence which suggests a relationship between current employment status and the number of hours worked per week, at 5% significance level.

2. *Difference in how individuals rate their current work-life balance across different employment arrangements*

A Chi-square test is used to assess the association between the categorical variables: employment status and Work-Life Balance Rating.

- Null Hypothesis (H_0): There is no significant difference in how individuals rate their current work-life balance across different employment statuses.
- Alternative Hypothesis (H_1): There is a significant difference in how individuals rate their current work-life balance across different employment statuses.

With a p-value of approximately 0.000000796503, which is significantly smaller than the typical significance level of 0.05, we can reject the null hypothesis. Thus, this suggests that there is a significant association between the variables examined. At a 5% significance level, it is evident that there is a relationship between the employment status and the satisfaction with the work-life balance.

3. *Relationship between the levels of stress of keeping up with the technological advancements in their job and their years of work experience*

A Chi-square test is used to assess the association between the categorical variables: years of work experience and stress caused by technological advancements.

- Null Hypothesis (H_0): There is no significant relationship between the levels of stress of keeping up with the technological advancements in their job and their years of work experience
- Alternative Hypothesis (H_1): There is a significant relationship between the levels of stress of keeping up with the technological advancements in their job and their years of work experience

With a p-value of $0.1908 > 0.05$, the null hypothesis cannot be rejected. Therefore, there is no sufficient evidence for the existence of a relationship between the levels of stress of keeping up with the technological advancements in their job and their years of work experience.

4. *Difference in how participants rate their job satisfaction and WB across different employment statuses*

Again, Chi-square test is used to assess the association between the categorical variables: employment status and rating of the job satisfaction and WB.

- Null Hypothesis (H_0): There is no significant difference on how participants rate the job satisfaction and WB based on their current employment status
- Alternative Hypothesis (H_1): There is significant difference on how participants rate the job satisfaction and WB based on their current employment status

With a p-value of $0.027 < 0.05$, the null hypothesis can be rejected. Therefore, there is evidence at significance level 5%, based on their current employment status, that the level of job satisfaction and WB differs.

5. *Difference in satisfaction levels between contractors and external employees*

To perform a hypothesis test on whether there is a difference in satisfaction levels between contractors and external employees, the Mann-Whitney U test is going to be used. This is a non-parametric test, meaning it does not assume a specific distribution of the data. Since our data consists of categorical variables: employment status and ordinal variables: satisfaction level with the inclusion in the team and organization, it can be utilized.

- Null Hypothesis (H_0): There is no difference in satisfaction levels with the inclusion in the team and organization between contractors and external employees.
- Alternative Hypothesis (H_1): There is a difference in satisfaction levels with the inclusion in the team and organization between contractors and external employees.

Since $U_{\text{stat}} < U_{\text{crit}}$, we fail to reject the null hypothesis. In other words, there is not enough evidence to conclude that there is a significant difference in satisfaction levels with the inclusion in the team and organization between contractors and external employees based on this sample of data.

6. *Correlations for the factors that affect the EWB*

In the table below, the Spearman correlations coefficients are described. The sample size for this correlation analysis is 92.

		Overall job satisfaction and WB
Work-life balance	Coefficient (ρ)	0.35146344
	Sig. (2-tailed)	0.999704066
	N	92
Stress with tech advancements	Coefficient (ρ)	0.082107377
	Sig. (2-tailed)	0.781743056
	N	92
Inclusivity and diversity	Coefficient (ρ)	0.430555685
	Sig. (2-tailed)	0.99999082
	N	92
Current work setting	Coefficient (ρ)	-0.005898414
	Sig. (2-tailed)	0.522250442
	N	92
Overall job satisfaction and WB	Coefficient (ρ)	1
	Sig. (2-tailed)	
	N	92

Table 31: Spearman Correlation table

Work-life balance and Overall job satisfaction and WB:

- The Spearman correlation coefficient between work-life balance and overall job satisfaction and WB is 0.351. This suggests a moderate positive monotonic relationship between these variables.
- The p-value associated with this correlation coefficient is 0.9997, indicating that the observed correlation is not statistically significant at the conventional significance level of 0.05.

Stress with tech advancements and Overall job satisfaction and WB:

- The Spearman correlation coefficient between stress related to technological advancements and overall job satisfaction and well-being is 0.082. This suggests a weak positive monotonic relationship between these variables.
- The p-value associated with this correlation coefficient is 0.7817, indicating that the observed correlation is not statistically significant.

Inclusivity and diversity and Overall job satisfaction and WB:

- The Spearman correlation coefficient between inclusivity/diversity and overall job satisfaction and well-being is 0.431. This suggests a moderate positive monotonic relationship between these variables.
- However, the p-value associated with this correlation coefficient is very large (0.99999), indicating that the observed correlation is not statistically significant.

Current work setting and Overall job satisfaction and WB:

- The Spearman correlation coefficient between current work setting and overall job satisfaction and well-being is -0.006. This suggests a very weak or essentially no monotonic relationship between these variables.
- The p-value associated with this correlation coefficient is 0.5223, indicating that the observed correlation is not statistically significant.

The results depict varying degrees of monotonic relationships between different pairs of variables, with some showing moderate positive correlations (e.g., work-life balance and inclusivity/diversity with job satisfaction), but none of the observed correlations are statistically significant at the conventional significance level of 0.05.

4.3 Findings

The survey sample provides insights into how employees in the ICT sector in Greece perceive EWB. The responses suggest that a considerable number of participants hold positive views regarding their job satisfaction and WB in their current work settings, which is very optimistic. The majority of the respondents indicated that work dimensions such as career development opportunities, communication and collaboration, flexibility, work-life balance, and organizational culture are possible to influence their perception of WB. Nevertheless, none of the dimensions examined, such as remote work options, work-life balance, technological advancements, diversity, and inclusion, were found to have a statistically significant impact on employees' overall job satisfaction and WB in this study. However, it is crucial to acknowledge the study's limitations and potential influencing factors on the results. Further research may be needed to explore these relationships more comprehensively.

Most of the respondents, also, believe that a diverse and inclusive environment contributes to their sense of WB, and the findings, indeed, portray a positive outlook, with a significant portion of respondents, indicating that their organization considerably promotes inclusion and diversity. Regarding the EWB initiatives in the workplace, a large portion of the respondents affirms that their organizations do implement initiatives or programs focused on EWB. This suggests a common trend within contemporary ICT companies towards prioritizing EWB as part of their organizational culture. From the respondents whose organizations do implement WB initiatives or programs, the most usual initiatives implemented by Greek ICT companies were the team-building activities, annual health check-up programs and flexible work arrangements. For the respondents whose organizations do not invest in EWB activities and programs, the most desired initiatives were the annual health check-ups, team-building activities, and employee recognition programs. The absence of such initiatives in their organizations indicates a gap between what employees desire for their WB and what their workplaces currently offer. This may lead to potential dissatisfaction among employees and could impact on their productivity and overall satisfaction with their jobs.

Figure 355: EWB Initiatives in the Greek ICT sector

After the statistical analysis of the survey data, there are indications that there exists a relationship between the payment arrangement of an employee e.g. contractor, salaried employee etc. and the hours worked per week. There is a tendency for contractors and external employees to work more hours compared to other employment statuses. It also appears from the sample, that salaried employees predominantly work between 40 and 50 hours per week, while contractors may have more variability in their working hours, with some working longer hours.

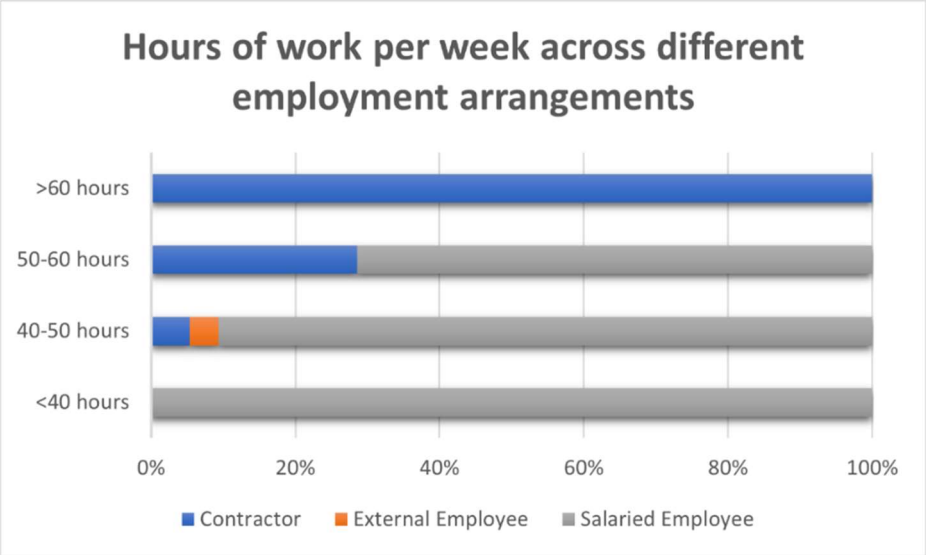

Figure 366: Hours of work per week across different employment statuses

Based on the analysis, there is also statistical evidence that the employment status, from payment arrangements perspective, influences the level of satisfaction with the work-life balance. From the sample, this tendency can be identified as well.

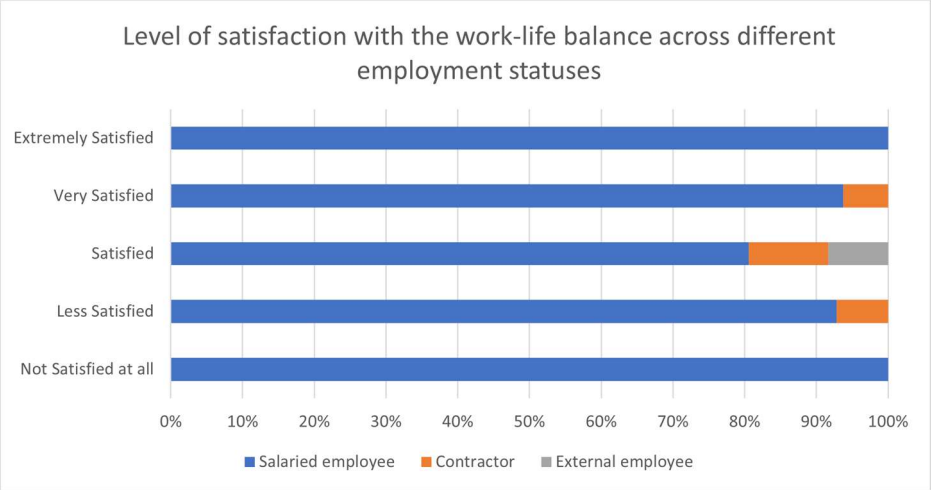

Figure 377: Level of satisfaction with work-life balance across different employment statuses

Another finding is that the employment status influences the level of job satisfaction and WB reported. No significant difference in satisfaction levels concerning team and organizational inclusion was found between contractors and external employees, indicating a lack of sufficient evidence to conclude distinct satisfaction levels among these groups. Again, in this case, further research may be needed to explore these relationships more.

5. Conclusions

This dissertation attempts to identify the factors that affect EWB in the context of modern working conditions and changes in the contemporary Greek ICT workplace, and hence to provide suggestions for enhancing the WB of employees in this sector in Greece.

Several factors that influence EWB have been highlighted in the process, such as career development opportunities, communication, flexibility, and organizational culture, aligning with Joseph Sirgy's dimensions of EWB. Furthermore, the positive perception of diversity and inclusion, which contributes to EWB, corresponds to Sirgy's “Organizational Inclusion” dimension, emphasizing the importance of a supportive and inclusive work environment for employees' WB. These findings are consistent with the journal “The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-

being, and Organizational Improvements," where Grawitch, Gottschalk, & Munz highlight the importance of career development opportunities in promoting EWB.

Furthermore, the relationship between EWB perception and different payment arrangements, a topic not previously explored, is scrutinized here. The results indicate that an employee's employment status may affect their work-life balance, job satisfaction, and WB. However, no significant conclusions could be drawn about the impact of modern working conditions, such as remote work, on EWB.

In conclusion, while there is moderate to high optimism regarding the future of EWB in the Greek ICT industry there also exists a noticeable need on continual improvement and support for conducting employee engagement surveys to assess organizational effectiveness in this regard.

6. Suggestions for Greek ICT enterprises

The survey data on Greek ICT employees reveals a tendency that can provide insights into enhancing EWB. The positive feedback regarding diversity and inclusion initiatives in the workplace from several respondents suggests that ICT companies in Greece should consider increasing their focus in this aspect to better meet the requirements and expectations of their workforce. This could involve establishing committees dedicated to diversity and inclusion, conducting diversity training programs, and actively fostering an inclusive workplace culture that respects and values every employee.

While most respondents recognize the positive influence of diversity and inclusion on WB, it is important to address the concerns of those with differing views. Maybe Enterprises should consider conducting targeted research and engaging with employees across various payment arrangements. This approach can uncover specific challenges or needs, guiding strategies to enhance job satisfaction and EWB.

The survey findings also reveal a possible link between employment status and satisfaction with work-life balance. Greek ICT enterprises should consider implementing policies and initiatives that promote work-life balance for all employees, regardless of their employment status. This might involve offering flexible work arrangements or providing resources for effective workload management.

Furthermore, as drawn by the survey, career development opportunities might influence employees' perception of WB. As a suggestion to empower employees and foster a sense of fulfillment and growth in their roles, Greek ICT enterprises might consider on investing in training and development programs and mentorship initiatives.

Finally, considering the complexity of factors affecting employee satisfaction and WB, it is best practice for Greek ICT enterprises to continue conducting research and evaluations that help their HR to understand the evolving needs and preferences of their workforce. Regularly seeking feedback from employees through surveys, focus groups, or one-on-one discussions can help identify areas for custom made improvements and provide valuable input for strategic decision-making in general.

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Appendix A: Questionnaire

Adapting to the modern workplace: Employee well-being in the Greek ICT Sector

Dear Participant,

As part of my MBA program thesis at the Hellenic Open University, I would appreciate your participation in the completion of the questionnaire below.

The purpose of this research is to investigate the factors that influence employee well-being within the Greek ICT with a particular focus on how different employment statuses, such as contractors, freelancers, and salaried employees, perceive and value well-being. It aims to provide a comprehensive understanding of the challenges and opportunities faced by individuals working in various employment arrangements within the Greek ICT sector.

Your responses will remain confidential and will be used solely for research purposes.

What is your age?
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55+

What is your gender?
- ☐ Male
- ☐ Female
- ☐ Prefer not to say

What is your highest level of education completed?
- ☐ High School
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctoral Degree
- ☐ Other…

How many years of work experience do you have?
- ☐ 1-3
- ☐ 4-6

- ☐ 7-9
- ☐ 10+

What is your current position or job title?

- ☐ Business Analyst
- ☐ Software Developer/Engineer
- ☐ Project Manager
- ☐ QA Engineer/Tester
- ☐ Devops Engineer
- ☐ DBA
- ☐ IT Support/Helpdesk
- ☐ Other…

What is your current employment status?

- ☐ Salaried employee
- ☐ Contractor
- ☐ External employee
- ☐ Other

Section 2 of 4

Section 2: Work Environment and Professional Growth

How would you describe your current work setting?

- ☐ Traditional office
- ☐ Hybrid (combination of remote and in-office)
- ☐ Fully remote
- ☐ Other…

How many hours do you work per week?

- ☐ <40 hours
- ☐ 40-50 hours
- ☐ 50-60 hours
- ☐ >60 hours

How would you rate your current work-life balance?

- ☐ 1 Not Satisfied at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely Satisfied

Do you believe that your current work setting (remote, hybrid etc.) has had an impact on your goals and professional career?

- ☐ Yes
- ☐ No
- ☐ Unsure

How stressed do you feel about keeping up with the technological advancements (AI, Cloud Computing etc.) in your current job position?

- ☐ 1 Not Stressed at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely Stressed

Do you feel that the organization you work for, supports your professional growth and skills development (trainings, workshops etc.) ?

- ☐ 1 Not at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely

To what extent do you feel supported by your colleagues and superiors in your workplace?

- ☐ 1 Not Supported at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely Supported

Section 3 of 4

Section 3: Diversity, Inclusion and Company Culture

To what extent do you feel that your workplace promotes inclusivity and diversity?

- ☐ 1 Not at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely

In what ways does your current organization promote diversity and inclusion, based on its stated values?

- ☐ Recruitment and Hiring

- ☐ Inclusive Policies and Practices
- ☐ Training and Awareness
- ☐ Accessibility and Accommodations
- ☐ Other…

How would you describe the work culture in your current organization?

- ☐ Innovative
- ☐ Collaborative and Team-oriented
- ☐ Supportive and Inclusive
- ☐ Flexible
- ☐ Ethical and Values-Driven
- ☐ Traditional and Conservative
- ☐ Resistant to Change
- ☐ Discriminative
- ☐ Other…

How satisfied are you with your organization's values and culture?

- ☐ 1 Not Satisfied at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely Satisfied

If you are currently working as a contractor or an external employee, how satisfied are you with the level of inclusion in your team and organization?

- ☐ 1 Not Satisfied at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Extremely Satisfied

Section 4 of 4

Section 4: Job Satisfaction and Wellbeing

How would you rate the impact of technology on your overall wellbeing in the workplace?

- ☐ 1 Very Negative
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Positive

Does a diverse and inclusive environment contribute to your sense of wellbeing?

- ☐ Yes
- ☐ No
- ☐ Unsure

Which of the following dimensions of the workplace do you believe affect your wellbeing?

- ☐ Flexibility and Work-Life Balance
- ☐ Career Development Opportunities
- ☐ Physical Working Space
- ☐ Technological Tools and Infrastructure
- ☐ Communication and Collaboration
- ☐ Organizational Culture
- ☐ Other…

Does the organization you work for have initiatives or programs focused on employee wellbeing?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

If the answer on the previous question was yes, which of the following initiatives has the company you work for implemented? If the answer on the previous question was no, which initiatives would you like your organization to undertake?

- ☐ Stress Reduction Initiatives e.g. Yoga and Meditation
- ☐ Team-Building Activities
- ☐ Cultural and Inclusion Initiatives e.g. Diversity and Inclusion Training
- ☐ Employee Recognition Programs
- ☐ Professional Development Opportunities
- ☐ Annual Health Check-ups
- ☐ Flexible Work Arrangements
- ☐ Mental Health Support Services
- ☐ Other…

Do you believe that the organization you work for should conduct employee engagement surveys to measure the employee's sense of inclusion, job satisfaction and wellbeing?

- ☐ Yes
- ☐ No
- ☐ Unsure

How optimistic are you about the future of employee wellbeing in the Greek ICT industry?

- ☐ 1 Not Optimistic at all
- ☐ 2

- 3
- 4
- 5 Extremely Optimistic

How would you rate your overall job satisfaction and wellbeing with your current work environment?

- 1 Not Satisfied at all
- 2
- 3
- 4
- 5 Extremely Satisfied

Appendix B: Hypothesis testing tables

X^2	18.41343289
df	8
p-value	0.018331744

Table 32: Chi-square test – Hypothesis 1.

X^2	43.22570594
df	8
p-value	7.96503E-07

Table 33: Chi-square test - Hypothesis 2.

X^2	16.01023613
df	12
p-value	0.190767678

Table 34: Chi-square test - Hypothesis 3.

X^2	17.23397213
df	8
p-value	0.027762892

Table 35: Chi-square test - Hypothesis 4.

n1	7
n2	3
n1*n2	21
n1+1	8
n2+1	4
Middle term n1	28
Middle term n2	6
R1	28
R2	27
U1	21
U2	0
U_stat	0
U_critical	1

Table 36: Mann-Whitney U test - Hypothesis 5.

Author's Statement:

I hereby declare that, in accordance with article 8 of Law 1599/1986 and article 2.4.6 par. 3 of Law 1256/1982, this thesis/dissertation is solely a product of personal work and does not infringe any intellectual property rights of third parties and is not the product of a partial or total plagiarism, and the sources used are strictly limited to the bibliographic references.