

TRUST AND WELLBEING

**A STREETINVEST INC
WHITE PAPER**

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THE TEAM



Grace Keisner
Development Director

Grace joined StreetInvest first in 2012 and returned in 2020 to lead the development of StreetInvest Inc. In between this time, she trained with TeachFirst, taught in London schools and then joined PwC as a Management Consultant, with a specific focus on building resilient teams. She has an MA in Education, Policy and Society and is committed to working towards social and environmental justice.



Duncan Ross
Co-founder & CEO

Before co-founding StreetInvest, Duncan worked for 30 years in the finance industry, culminating as a Managing Director of JPMorgan Chase. Over the last 15 years, his work has been focussed in the not-for-profit sector supporting street-connected children. He is a passionate StreetInvest trainer & facilitator.



Alan Carter
Head of Training

Alan has over 30 years experience as a Teacher and Teacher Trainer. He joined StreetInvest in in 2014 as Head of Training and has been supporting StreetInvest Inc. to translate their expertise of building trust to that of the workplace.



Illy Boyes
Behavioural Insights Manager

With a background in HR, behavioural insights and business psychology, Illy enjoys solving organisations' people challenges through a behavioural lens, ensuring lasting behavioural change.

WHAT'S THE LINK BETWEEN TRUST AND WELLBEING?

The subject of mental health has become a prominent feature of organisational objectives and agendas over the past few years, highlighting benefits on the employee level, as well as for the wider organisation. Organisational trust is a pre-requisite for good employee wellbeing (Spreitzer et al., 2005). As such, trust is a necessary component of the mental health conversation.

On the employee level, enhanced wellbeing is related to higher job satisfaction and engagement (Brunetto et al., 2012), lower intention to leave the organisation (Scanlan et al., 2013) and lower risk of burnout (Harry and Coetzee, 2011).

On an organisational level, retention of talent increases with better employee wellbeing (Coetzee and van Dyk, 2018), and absenteeism decreases (Medinna-Garrido et al., 2020). Harter and colleagues' (2003) review of Gallup studies revealed that wellbeing enhances other organisational indicators, such as customer loyalty, profitability, and productivity.

WHAT IS WELLBEING?

Organisational research breaks wellbeing down into three component parts:

- (1) Subjective wellbeing
- (2) Eudaimonic wellbeing
- (3) Social wellbeing

Subjective wellbeing refers to the happiness that a person experiences. Within the workplace, it is influenced by job satisfaction, organisational commitment and positive affect.

Eudaimonic wellbeing increases with increased job involvement, engagement, thriving (i.e. learning and developing; moving towards self-actualisation), flow (i.e. the experience of successfully/positively applying skills to a difficult task), and meaning in work.

Social wellbeing is achieved through making satisfying connections in the workplace on both a short- and long-term basis, as well as being part of meaningful communities.

The StreetInvest Inc. Trust and Wellbeing diagnostic tool considers each of these dimensions when measuring wellbeing, ensuring an accurate picture of an organisation's mental health profile is captured. This mirrors the approach that was taken by the UK government to develop a measure of wellbeing in the national population.

WHAT FACTORS AFFECT WELLBEING?

Research identifies three antecedents of wellbeing:

- (1) Work environment
- (2) Personality traits
- (3) Occupational stress

Workplace environments that are free of dangerous hazards that in turn cause stress negatively impact wellbeing. The personality of employees also contributes to their wellbeing, impacting their wellbeing in the workplace. Finally, occupational stress is the discord between the personal needs of an employee, and what the job requires of them. The larger the gap between these, the more negatively wellbeing will be impacted.

By mitigating any physical risks in the workplace environment, employee wellbeing is intuitively improved. However, psychological safety is an important component of workplace safety. In its simplest form, it is the ability to bring ones whole self to work, without fear of ridicule, exclusion or punishment.

Considering the impact of personality on wellbeing, this signals that individual differences exist within employee populations, and organisations should consider how to deliver holistic wellbeing provisions have an impact across the spectrum of personality.

Occupational stress has been widely studied by organisational psychologists over the years. This has given rise to an understanding that having too rigorous or too light a workload has a big effect on mental health (Edwards, Caplan and Van Harrison, 1998), highlighting the importance of resourcing when considering employee wellbeing. When resource does not sufficiently cover work and job demands, employees experience strain, and when it exceeds it, employees experience boredom. Both strain and boredom affect productivity, which is one example of how wellbeing affects commercial business outcomes pertinent to an organisation's success.

Trust and wellbeing are importantly linked, and when considering how to enhance employee wellbeing, organisational trust is a necessary piece of the puzzle to consider.

**For further information on
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