



University of
Salford
MANCHESTER

**DETERMINING JOB PERFORMANCE WELLBEING
OF EMPLOYEES IN THE CROSS-FUNCTIONAL
PROJECT TEAMS WITHIN CORPORATE CULTURE**

MASTERS IN BUSINESS ADMINISTRATION

MARCH 2022

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Dedicated to My Parents, Family, and Friends

Acknowledgment

I am extremely grateful to all my teachers who have helped me to carry out this research. Teachers have guided me properly and helped me choose articles and journals that would help me gather information about outsourcing and its impact on business. I am also grateful to all my friends for helping me out with this research. I want to thank my librarians as well for lending me books to gather information about outsourcing and its impact on business development.

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Abstract

Nowadays determining the job performances and the employee's well-being plays a critical role in the organization. The employees work in different cross-functional team projects within the corporate culture. The use of cross-functional help enables the employees to improve their performance and the standard relationship with the organization. Although a lot of research

analysis, challenges and strategies have been identified through which organizations can easily make their choices to deal with any kind of situation. Finally adapting the Maslows hierarchy need for analyzing the employee's needs to improve their working princess based on self-actualizations.

1 Introduction

1.1 Overview

There is a significant role of employee well-being towards job performance (Bakker and Demerouti, 2018). The performance of an employee depends on various factors such as individual skill, subject knowledge, self-confidence, awareness of environments, and interpersonal relationships with other employees in the organization (Meissner *et al.* 2020). Apart from these most of the employee's performance at the workplace depends on the balance between work-life and family-life (Oludayo *et al.* 2018). Having a stressful life at any of these places (i.e., at work or home), may impact the overall performance and behavior of the employees at work and home as well (Trogakos *et al.*, 2020). Therefore, in recent times, some organizations are considering the well-being of their employee families.

Apart from the rapid growth of innovation and technology in various sectors created a serious challenging work atmosphere to sustain in the market from the heavy competition (Prasanna *et*

On the other hand, this research revealed information about cross-functional teams' ability to perform business operational activities methodically to meet goals. Employees can use this data to make judgments on how to handle all sequencing findings in a way that promotes growth without causing problems. As a result, quality innovation and performance can be produced by criteria, resulting in fewer difficulties and improved outcomes. In this way, businesses may easily make decisions and develop long-term opportunities based on expectations. It would

regulate corporate potential and growth in terms of performance development and employee well-being.

1.7 Research Scope

The scope of this research is to understand the way of handling or managing job satisfaction and performance evaluation processes for employees within organizations. Through the assistance of required specifications, employees can make their individual choices and develop the position of controlling all tasks and business performance. This research also provides effective information related to the wellbeing and job performance of employees with the help of cross-functional teams within businesses. It can guide leaders or managers to develop the opportunity in synchronizing all systematic processes that can create beneficial outcomes according to expectations. It would bring development and control the way of arranging the sequence in achieving all tasks and requirements without any challenges. Through this study, challenges and strategies for improving innovation through structured job performance can be identified properly that can reduce issues in business performance. This study also highlighted key expectations and developed a performance structure according to specifications depending on current situations without any challenges.

1.8 Structure of Dissertation

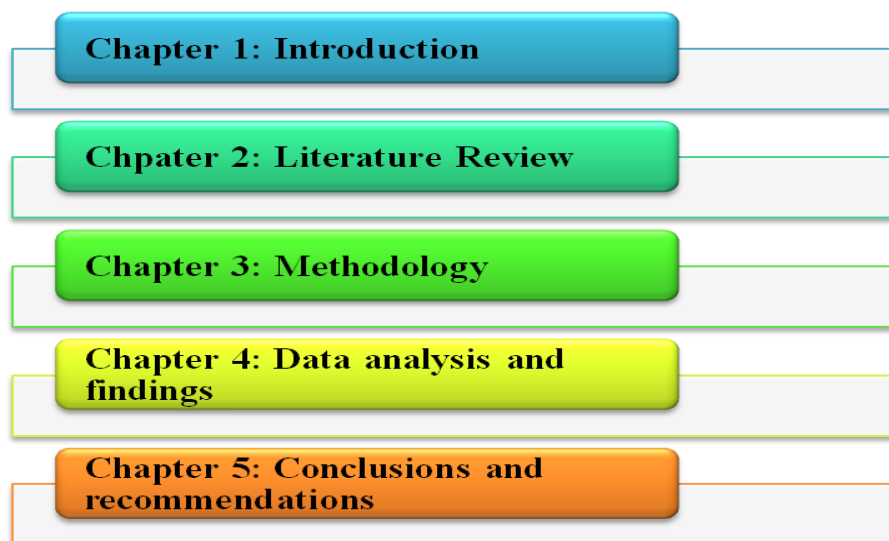


Figure 1.1 Structure of Dissertation

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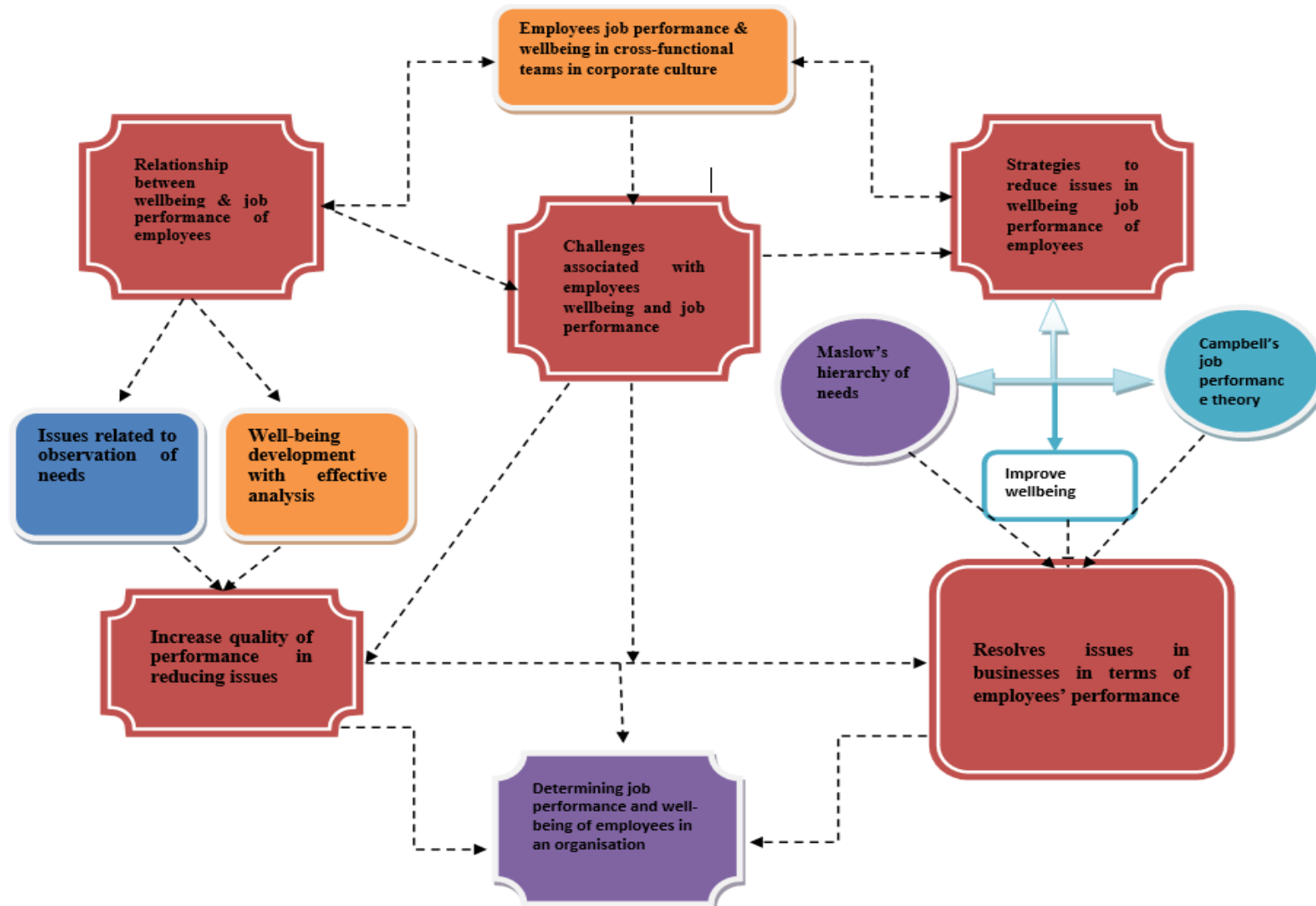
1.9 Summary

From the above study, it has been identified that research aims and objectives help in defining the way of controlling all events of performance structure for employees. Through innovation and strategic changes, employees can understand their responsibilities and perform tasks accordingly by meeting all requirements and specifications. It would create a sequence and control the valid assumption that can create a plan for organizations to develop all key aspects and requirements that can avoid complexities. This study also provided information about all key specifications and requirements that can manage the relationship between job performance and the staying well-being of employees. From this study, challenges of employees' performance and job satisfaction rate can be identified that can improve quality processes accordingly. Strategies of these challenges have also been identified properly that can develop the area of controlling all tasks related to employees' performance management for businesses.

2 Literature Review

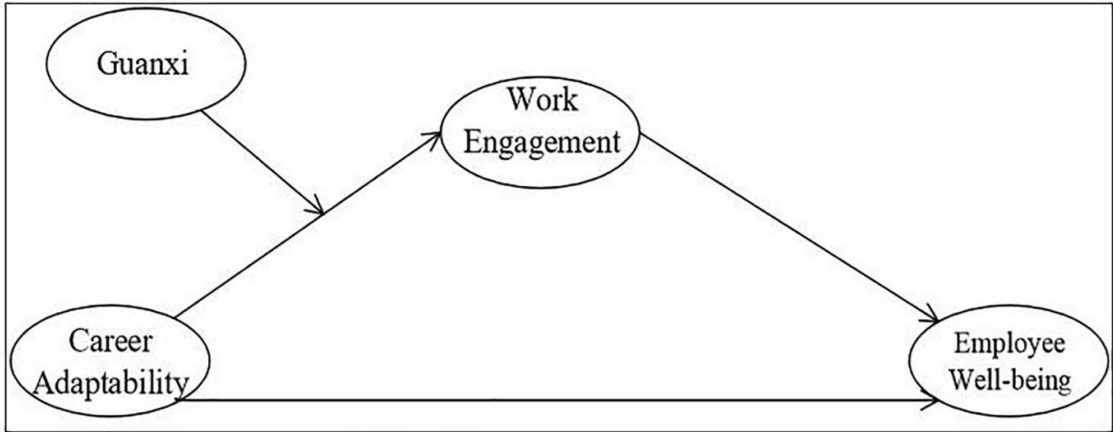
2.1 Introduction

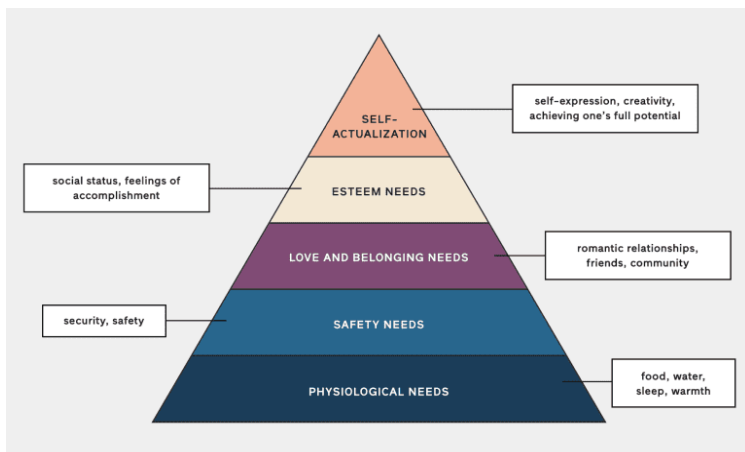
Employees' wellbeing is an important part of corporate culture to improve an organization's performance to develop sustainability and growth more in their operating market especially, in the cooperative environment as said by Eccles *et al.* (2012). Due to advanced technology, there will be dynamic changes and innovations which are observed in the organization where the employees stay flexible concerning the technology changes (Davidescu *et al.* 2020). In this context, it can be observed that with technology feasible, organizations are changing their infrastructure and working process more innovatively, which also provides interest to employees for doing their job well. This innovation is also connected to the well-being of employees that are also needed to be considered for developing the organization's performance (Mishna *et al.* 2021). There can be observed the impact of this cross-functional well-being that

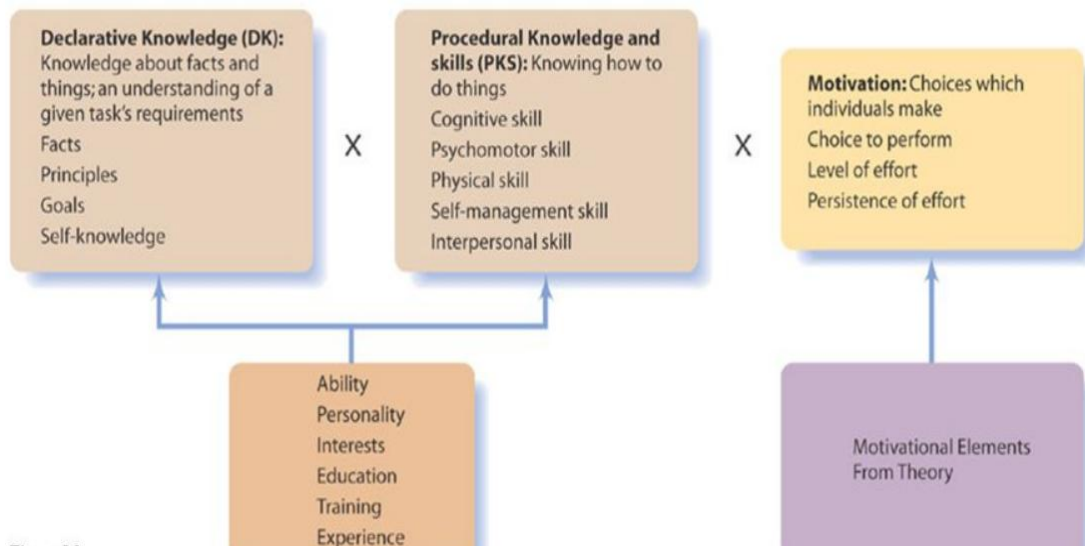












2.6 Literature Gap

In this scope of research, it has been realized that every relevant information sought for the display of justified facts has been derived from facts and theories mentioned in this aspect. There has been a thorough discussion of previously elated matters by different researchers to establish genuine concepts about this subject of study. It must be noted that the primary collection of data would help to observe more conclusive information about this topic. It could provide real-time optimism and challenges that are faced by the commerce industry in the application of cross-functional project teams. Moreover, there has been a dearth of information on how project management could be enhanced with the dire involvement of job performance enhancement techniques (Carnevale and Hatak, 2020). Different opinions about this topic have been deducted in personal purview which creates scope for discounted analysis in several parts of this discussion. Furthermore, when working on this project, time was a major barrier. The

internet has made a vast amount of information available, necessitating a significant amount of time for reading and analysis. Due to the pressure of completing this research in the allotted period, there has been little time to cultivate additional ideas. Similarly, a lack of professional approach and superior understanding of how to nurture such a job has created some gaps while constructing this study.

2.7 Summary

This part of the research study has been constructed to appropriate relevant information on this topic. There has been a thorough excavation of information from previous research based on this topic. Justified information has been extracted to form useful articles about such facts and theories. A conceptual framework has been provided as a virtual guide for this entire part of the discussion. In light of this context, there has been an effective discussion on employee wellbeing and their respective job performance. Employee wellbeing has been discussed as part of cross-functional project teams. Similarly, positive and negative aspects of this subject have been shared to present a justified overview of this concern. Thereafter, there has been an in-depth analysis of job performances both individual and group for understanding how effective its role is in contribution to the cross-functional project team. The confluence of both concepts has been seen as a scope of enhancement for such a project or venture. Both these concepts have been discussed to understand how productivity is being enhanced through them. Further, theories on the hierarchy of needs and job performance have been scrutinized for providing relevant facts. Lastly, there has been a brief analysis of how companies or other commercial concerns are planning to mitigate challenges in terms of both these concepts.

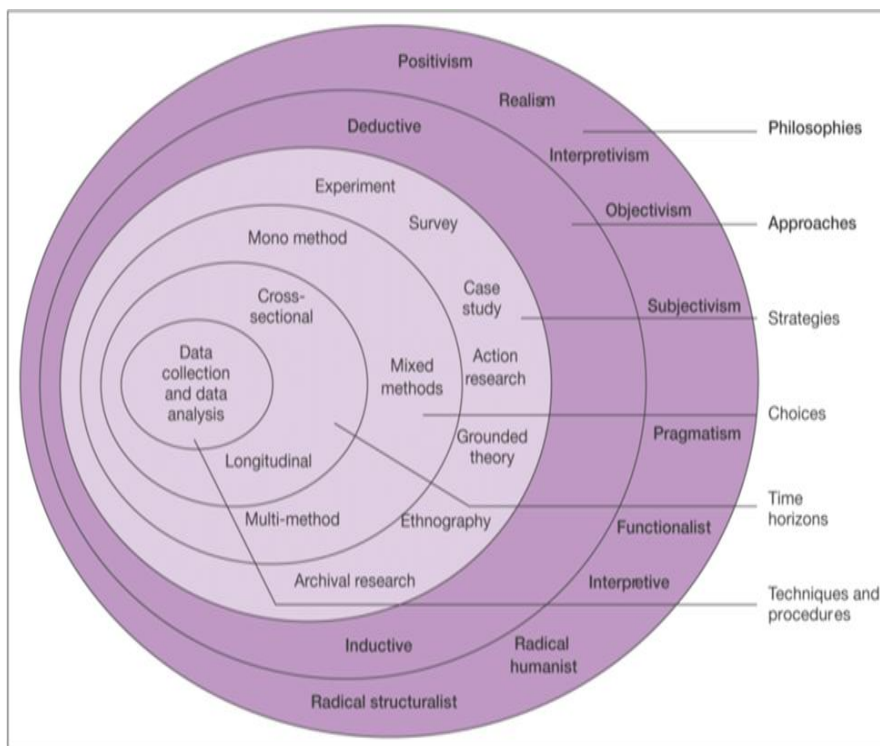
3 Research Methodology

3.1 Introduction

In this chapter, the author intends to select a suitable method to conduct this research in a scientific and meaningful way. To start with this a brief introduction of primary and secondary data is explained in Section 3.2 and also includes the concept of research onion that explains how research is carried out in the real-time environment. Overall conceptions and beliefs considered to carry out this research are discussed in research philosophy Section 3.3. The research approach and design to conduct this research has been discussed in Section 3.4. The overall strategy for conducting this research was explained in Section 3.5. Finally, the chapter is summarized in Section 3.7 with the overall observations throughout the chapter.

3.2 Data Collection Method

Data collection could be explained as a gathering of useful data for compiling them in a particular research study. According to Ahmed *et al.* (2018), such data is available both in physical and virtual form in recent times. This is usually classified into two branches, namely, primary and secondary collection of data. The research can be carried out using the data collected from various resources from the existing data which is known to be secondary (John *et al.* 2020). This data is considered and collected for various other purposes and it is in the



disclose different viewpoints upon certain scopes provided in those researches. This type of analysis strategy shall help the researcher to evaluate those collected readable to form typical knowledge about such facts by establishing a sound perception. This is one of those important determinants of research as it is going to explain what data collection technique should be applied for acquiring relevant information. There are multiple ways to secure information about a given subject. According to Hermes and Riedl (2021), physical data and virtual data are possible classifications of collecting rational knowledge about a topic. Here the physical and the virtual data can be gathered and the collected data can be separated based on the

performance of the employees. In this particular research study, there has been an urge to qualify information from secondary sources. Thus, information was sought only from articles, journals, and authentic websites. Data was searched for qualitative review of previously drafted information. There are 3 research choices proposed, namely, mono, mixed and multiple (Al-Ababneh, 2020). In this case, *the mono method* was opted for acquiring optimum facts and theories upon suggested data.

A. Ethical Considerations

Ethical considerations of research are supposed to elaborate specific guidelines and principles that must be followed in the composition of such a study. Sloman *et al.* (2019) provide some certain issues which must be taken into consideration while planning and conducting this research. It includes participation from different participants in this particular study. These are aimed to improve ethical aspects while discussing a particular topic. In the case of this research, clarity has been maintained by properly acknowledging every source of information that had been cultivated. They have been adequately referenced for providing due recognition to the work of other scholars who have provided valuable information about this topic. Their works have been interpreted in personal opinion without being biased to their sense of approach. Similarly, every sensitive data obtained while constructing this research has been dealt with utmost privacy to avoid exploitation of the same. It could be cited that an adequate level of privacy and secrecy of information collected has been maintained. Most importantly, this project has been prepared with no intent of devaluing others' opinions and emotions.

3.6 Summary

In this scope of the study, there was fair scrutiny of available information which has been classified for considering them in this project. It can be concluded from this part, that secondary analysis of available information has been done. Further, it has been appropriately designed to shed light on required notables asked for in this research. Previous studies have been scoped for deriving relevant themes and theories have been discussed in this context. Thereafter, thorough approaches have been applied to understand the viewpoints of previous researchers to establish justified information. Appropriate sampling methods have been applied to segregate relevant information. Alongside, ethical consideration has been met by following generous principles and values.

4 Data Analysis and Findings

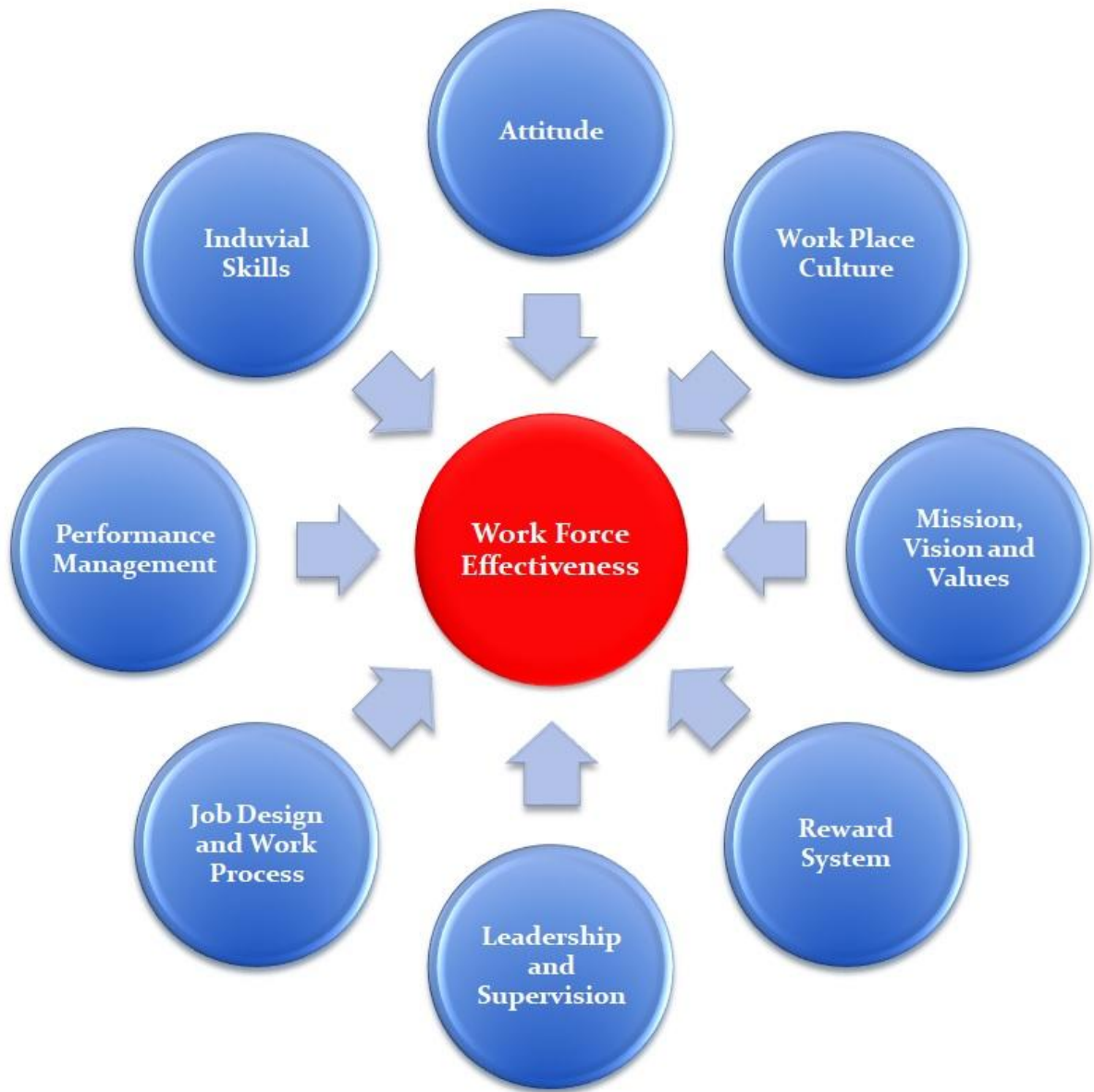
4.1 Introduction

The significance of data analysis helps in understanding different information of job performance and wellbeing of employee's job performance. The purpose of this chapter is to understand the way of managing the connection between the well-being of employees and job performance with the help of cross-functional teams and considering the challenges which are posed and solutions that are passed. Through this information, adequate measures can be taken to develop the way of handling different task management processes without any challenges. With this informative result, employees can easily make their choices and develop the way of handling different types of task management processes related to employee satisfaction processes.

4.2 Data Analysis

The data analysis section helps in finding the method of collecting different types of datasets through which the effectiveness and quality of different data managerial activities can be identified properly. Data analysis is the application of statistical or logical methodologies to create a concise description of data to show and analyze it (Filzmoser *et al.* 2018). As it was critical to comprehend employees' performance and welfare nature picked for research purposes in this research, analysis of data included every bit of information to analyze the data without omitting any data. This also involves analyzing data to detect patterns in a large data collection; this important research technique aids in providing a summary of the subject matter to pose a thematic analysis. Data analysis aids in the discovery of trends as well as patterns, which simplifies data analysis and eliminates errors. Thematic data and statistical data processing are the two types of data analysis. For developing the proposed project study work here four different themes are collected and a study is carried out on the four themes which are gathered from the journals. Here the thematic data analysis is chosen for analyzing the data. The author explains that thematic data analysis is a form of qualitative analysis which involves identifying, analyzing, and interpreting trends in information. This data analysis strategy, which was employed in this study, has been used in other studies with comparable goals. However, this strategy analysis makes the grouping of the data which have similar data categories together such as clustering of the data, and aids in the discovery of regular patterns in data (Lowe *et al.* 2018).

This thematic data analysis helps in finding the way of collecting different datasets and creates opportunities in comparing different perspectives of different authors. It can help in introducing different and authentic informative results depending on requirements. Peel (2020) stated an opinion that this information, reliability, and validity of different datasets can be reorganized successfully which can create opportunities in handling all tasks and specifications. It will facilitate the development and control of methods for gathering various datasets from various types of journals about employee well-being and performance. It can also help to build the



Data analysis aids in gathering information regarding the impact of employees' job performance on their overall well-being in the workplace. The development of wellbeing offers both mental and physical attachment and engagement of employees with a company, which has an impact on the company's long-term viability. In this aspect, it is required to develop a business performance and cultural context that help to develop business sustainability efficiently. Therefore, it can be said that well-being is necessary for businesses to improve employees' motivation level that provides an impact on overall business growth and performances. For improving employee satisfaction, the working process and accuracy can be improved which provides a positive growth of the business. The sales of business also can be developed as for these engagements the product or service quality is being improved that provides impact in business.

4.5 Summary

According to the findings of the study, secondary data analysis aids in the identification of many themes for analyzing the relationship between employee well-being and job performance activities. Employees can quickly make decisions based on data analysis after knowing the current state of performance evaluation processes by requirements. It can create a proper plan in handling the sequence of executing different plans of performance evaluation processes that can avoid complications in performance management within organizations. Through creativity and innovation, employees can make their choices and modify performance settings depending on required essentials to achieve targets and goals

Through innovation and creativity, employees can easily make their choices and control valid assumptions in terms of performance needs. The well-being of employees and job performance can create a sequenced plan to manage cultural changes and develop the way of handling different choices to achieve actual targets of their businesses. It can allow businesses to understand different information or data according to specifications in terms of performance development. It would also create a proper plan in engaging problem-solving skills that can assist employees to incorporate strategic changes accordingly. The higher authority of organizations can provide essential support to their employees to achieve their business targets according to requirements.

5 Conclusions and Recommendations

5.1 Conclusion

From the above study, it has been acknowledged that employee performance and job satisfaction provide a way of handling organizational opportunities in developing operational results according to specifications. Through cross-functional project teams, organizations can easily make different choices and control valid assumptions in terms of performance development processes. It can create opportunities in managing the way of executing different task management processes by reducing complications in a collaborative performance. Through proper assumptions and measurements, organizations can easily develop a way of handling different tasks and performance management operations. In this way, the quality and sequences of different task management processes within organizations can allow businesses to incorporate strategic changes. In this way, effectiveness and quality measurement processes can also develop the sequence of achieving business targets and goals without any issues.

Maslow's hierarchy of needs and Campbell's theory of job performance can allow higher authorities to understand the requirements of employees according to requirements. It can guide them to incorporate strategic changes and develop the criteria of job performance management depending on requirements. It would create proper sequences and modify all performance structures according to requirements that can lead to success for businesses. It can help in fulfilling all demands and needs of employees with the help of effective resource management processes. In this way, quality innovation and structured modification can incorporate strategic changes by arranging a systematic approach to deal with any kind of situation according to requirements. It can also rearrange all types of operational performance and create a proper plan to execute different task management processes according to the situation. Through innovation and performance evaluation processes, employees can make decisions depending on current situations and develop the position of achieving a better job performance structure. Performance evaluation and task proficiency can guide employees to incorporate strategic change and rearrange all types of operational events. Through creativity and innovation, cross-functional project teams can implement an organizational plan to synchronize all systematic tasks in a development manner to meet all goals. It would also reduce challenges in terms of performance development by understanding competitive environmental changes. Through creativity and job performance sequences, cross-functional operations and project teams can recognize the way of executing different task management processes. It would create a sequenced plan to reorganize the way of handling different task management processes

according to requirements. It would also maintain the balance between performance evaluation and well-being atmosphere depending on the current situation without any issues. Through these opportunities, employees can also develop their systematic processes according to the requirements within organizations.

5.2 Linking with Objectives

Objective 1 From the literature review portion, understanding the role of employee well-being during participation in organizational performance inside the organization was analyzed. Employees can recognize their task definition procedures and generate cross-functional activity criteria based on requirements as a result of this goal. Completing all different task management

In the present study, the investigator also explains the facts of using both the offline and online mediums to collect data for continuing the research process in all types of situations. The future researcher can continue their studies with the development of the knowledge and understanding based on the effectiveness of the wellbeing of employees in an organization or in corporate culture to improve the working procedure of employees. The scholar has highlighted several factors to improve employees' well-being that helps to develop their overall work accuracy significantly in a business to improve overall business performance. In this aspect, future researchers should focus on the research gap and explore the issues related to the development

of the well-being of employees that help to improve these perspectives of study in the future. The future researcher has scope to improve research quality by analyzing the strategies that organization is used to improve business quality as well as the overall performances of the business.

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Appendix

Appendix-1

	Gender Sig. (Mann- Whitney Test)	Regions Sig. (Kruskal- Wallis Test)	Age Sig. (Kruskal- Wallis Test)	Main Occupation Sig. (Kruskal- Wallis Test)	Length of Service Sig. (Kruskal- Wallis Test)	Experiment in Management Positions Sig. (Kruskal- Wallis Test)	Salary Sig. (Kruskal- Wallis Test)	Company Size Sig. (Kruskal- Wallis Test)	Company Legal Status Sig. (Kruskal- Wallis Test)	Sector of Activity Sig. (Kruskal- Wallis Test)
Contractual flexibility (type of contracts).	0.172	0.581	0.000 *	0.643	0.018 **	0.381	0.713	0.884	0.621	0.423
Main forms of work flexibility present at the job										
Rotation of stations.	0.417	0.081 ***	0.228	0.272	0.884	0.433	0.655	0.289	0.959	0.572
Teamwork.	0.194	0.235	0.581	0.084 ***	0.862	0.237	0.098 ***	0.300	0.581	0.318
Computer usage.	0.855	0.084 ***	0.073 ***	0.038 **	0.795	0.361	0.140	0.342	0.542	0.862
Teleworking (remote work, at home or at a nearby office).	0.050 **	0.000 *	0.038 **	0.072 ***	0.385	0.001 *	0.022 **	0.081 ***	0.009 *	0.523
Improving of work organization of work.	0.862	0.241	0.033 **	0.931	1.000	0.620	0.559	0.616	0.528	0.714
Updating job post according to new tasks.	0.285	0.177	0.523	0.992	0.311	0.020 **	0.074 ***	0.098 ***	0.371	0.727
Main elements regarding the working time flexibility										
Do you work 40 h per week at the main job?	0.243	0.272	0.007 *	0.882	0.094 ***	0.910	0.542	0.813	0.831	0.098 ***
Do you have more than one job?	0.723	0.387	0.571	0.035 **	0.311	0.451	0.332	0.489	0.019 **	0.674
Do you work the same number of hours every day?	0.523	0.055 **	0.419	0.298	0.553	0.446	0.375	0.630	0.260	0.122
Do you work the same number of days every week?	0.315	0.165	0.921	0.810	0.427	0.433	0.410	0.842	0.251	0.637
Start and finish the program at fixed hours?	0.086 ***	0.000 *	0.011 *	0.054 **	0.003 *	0.645	0.179	0.376	0.514	0.069 ***
Are you working in shifts?	0.946	0.016 **	0.219	0.000 *	0.791	0.165	0.003	0.060	0.194	0.003 *
Do you work flexible?	0.122	0.000 *	0.395	0.536	0.505	0.522	0.393	0.870	0.239	0.494
Have you been consulted about changes in work organization and your working conditions?	0.061 ***	0.000 *	0.521	0.050 **	0.698	0.403	0.550	0.090 ***	0.263	0.920
Is your work evaluated periodically?	0.818	0.000 *	0.715	0.082 ***	0.311	0.927	0.359	0.187	0.773	0.050 **
Do you think you are well informed about the health and safety risks of your workplace?	0.291	0.001 *	0.138	0.122	0.151	0.545	0.583	0.203	0.556	0.407

Source: Davidescu *et al.* (2020)

Appendix-2

Table 2: Approximate Percentage of Annual Workload Lost by Risk Condition

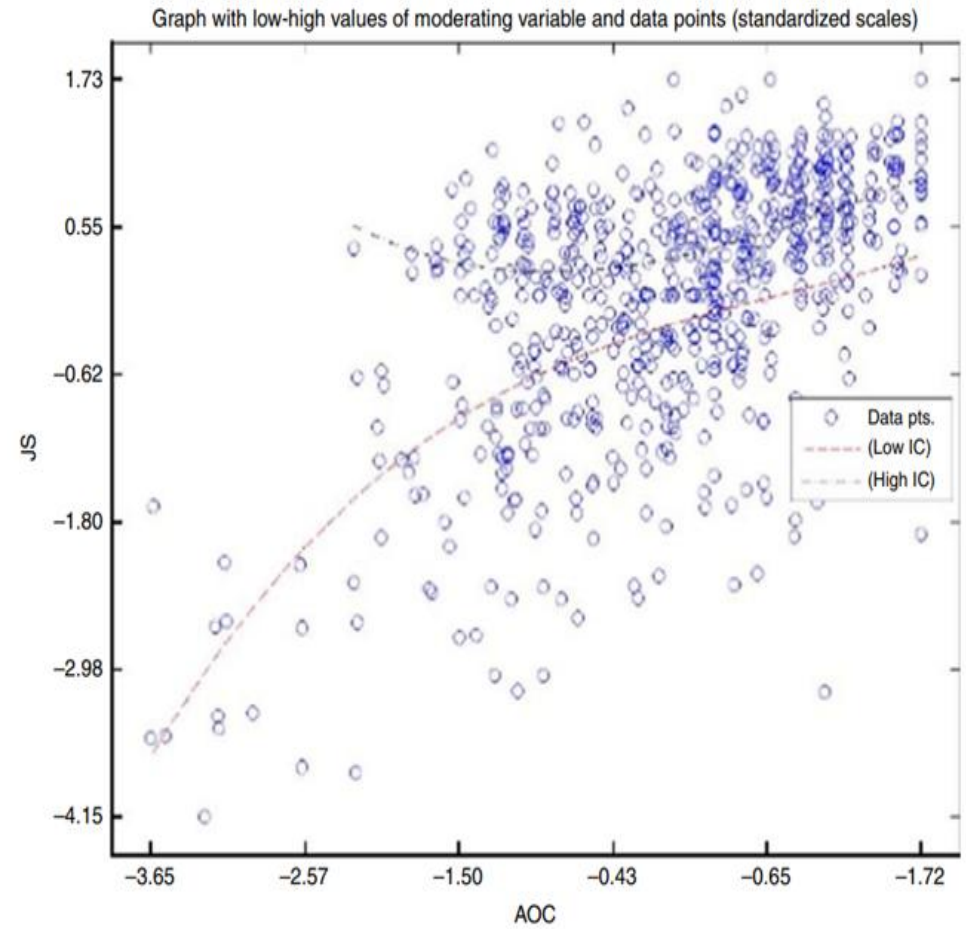
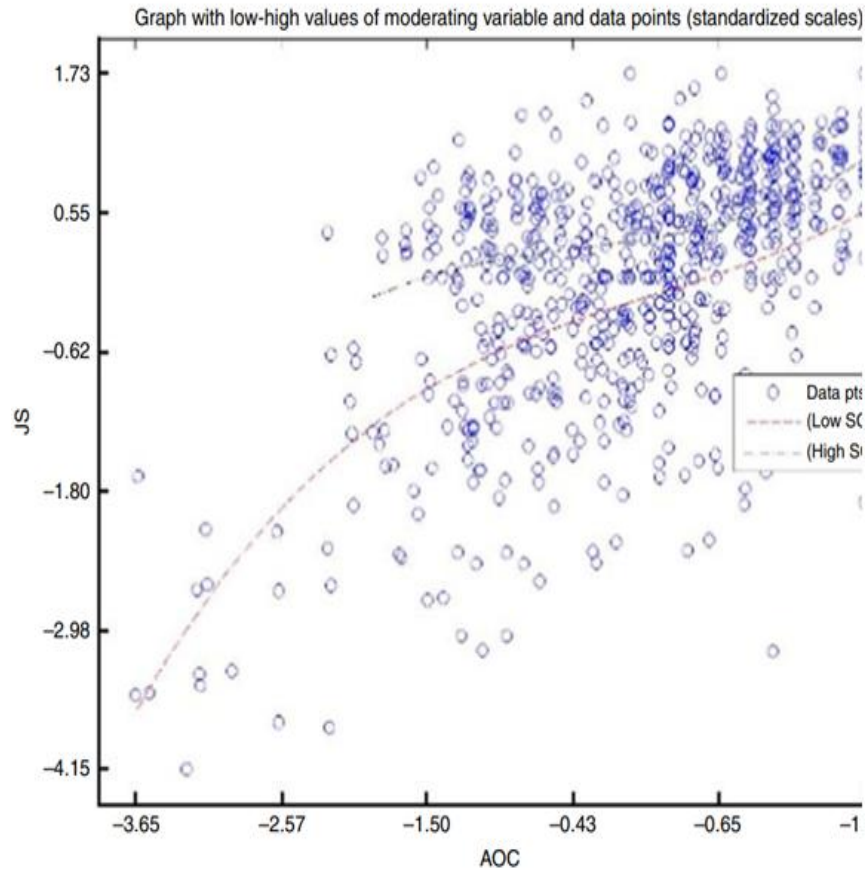
Risk Condition	Absenteeism	Presenteeism*	Total %
Diabetes mellitus	4.94%	18.26%	23.20%
Depression	2.61%	14.51%	17.12%
Alcohol abuse	5.00%	4.78%	9.78%
Overweight/obesity	1.40%	8.30%	9.70%
High cholesterol	3.14%	4.91%	8.05%
Cigarette smoking	2.84%	4.78%	7.62%
High stress	3.08%	4.45%	7.53%
Arthritis	2.36%	4.90%	7.26%
High blood pressure	0.37%	5.70%	6.07%
Asthma	4.80%	1.20%	6.00%
Migraine	3.96%	1.99%	5.95%
Physical inactivity	.28%	4.59%	4.87%

* Being at work, but due to illness or other health condition, not fully functioning.

Low fruit and vegetable intake is not in this table due to a lack of lost productivity research on this risk factor.

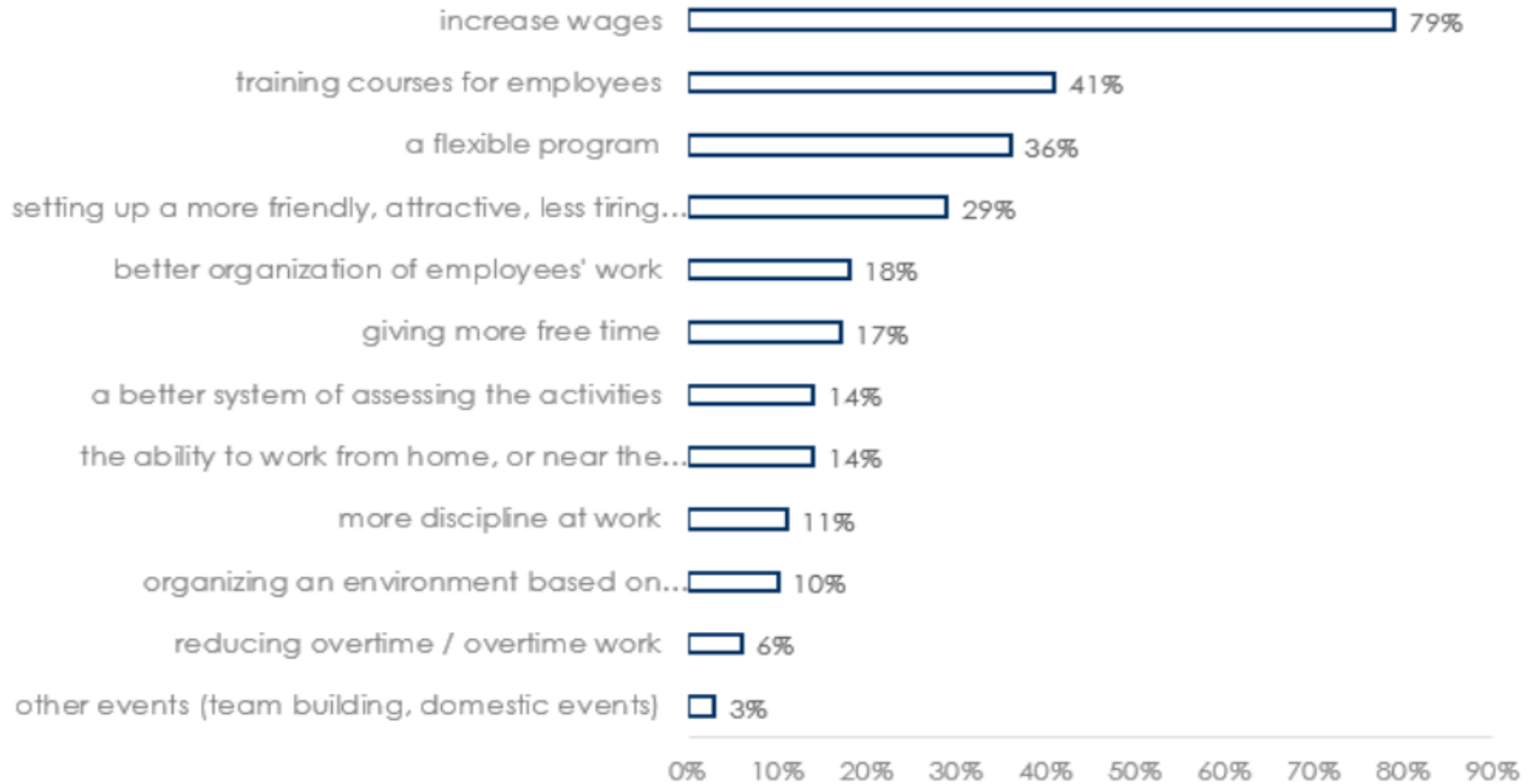
Source: Chenoweth *et al.* (2011)

Appendix-3



Source: Saha and Kumar (2018)

Appendix-4



Source: Davidescu *et al.* (2020)

Appendix

Stages of project	Week-1	Week-2	Week-3	Week-3	Week-4	Week-5	Week-6	Week-7
Topic Selection								
Planning Research								
Aim, Objective & Question setting								
Reviewing Literature								
Researching methodology								
Interpreting Data								
Finding Outcomes								
Drafting Project								
Final Submission								