The Impact of Mental and Physical Wellbeing and Productivity on Creative Services Teams in Marketing and Communications within the IT Industry

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ABSTRACT

This dissertation examines the impact of mental and physical wellbeing and productivity on creative services teams working in marketing and communications functions within the IT industry. Creative services teams such as graphic designers, content creators, campaign specialists, brand strategists, video editors, user experience writers, and communication professionals perform work that depends heavily on ideation, collaboration, feedback, emotional energy, and sustained cognitive focus. In the post-pandemic workplace, these teams increasingly operate in remote and hybrid work arrangements. Although such arrangements provide flexibility, autonomy, and reduced commuting time, they may also create psychological strain, physical discomfort, technology fatigue, reduced spontaneous interaction, and blurred boundaries between work and personal life.

The study is designed as a mixed-methods research work combining quantitative survey data and qualitative interview insights. The proposed quantitative component includes standardized and structured tools such as the WHO-5 Wellbeing Index, selected productivity impairment measures, and researcher-developed items on collaboration, proactive behaviour, creative flow, and organizational support. The qualitative component consists of semi-structured interviews with creative services employees and managers to understand lived experiences, workplace challenges, coping strategies, and expectations from organizational leadership.

The dissertation is grounded in the Job Demands-Resources perspective and a socio-technical view of digital work. It proposes that mental wellbeing, physical wellbeing, collaboration quality, workload boundaries, leadership support, and technology practices jointly influence creative productivity. The study is expected to help IT organizations design context-specific wellness interventions, ergonomic support systems, collaboration rituals, and creative workflow practices that protect employee wellbeing while improving the quality and consistency of creative output.

Keywords: Mental wellbeing, physical wellbeing, productivity, creative services teams, marketing communications, IT industry, remote work, hybrid work, collaboration, proactive behaviour, employee wellness.

CHAPTER I: INTRODUCTION

1.1 Background of the Study

The information technology (IT) industry is one of the most rapidly growing and knowledge-driven sectors in the modern economy. Although the sector is often identified with software development, coding, systems engineering, cloud computing, artificial intelligence, data analytics, and technical operations, its growth also depends strongly on

marketing and communications functions. IT companies

require effective communication to explain complex products, build brand identity, engage customers, support digital campaigns, strengthen employer branding, and maintain visibility in competitive markets. Within these marketing and communications departments, creative services teams play a central role because they translate technical and business ideas into meaningful visual, written, and multimedia communication.

Creative services teams generally include graphic designers, content writers, copywriters, brand strategists, communication executives, social media specialists, presentation designers, video editors, user experience writers, campaign managers, and visual communication professionals. Their work is not limited to completing assigned tasks. It requires imagination, interpretation, collaboration, emotional intelligence, audience understanding, and the ability to convert abstract ideas into clear and persuasive messages. Therefore, productivity in creative services cannot be assessed only through the number of completed designs, posts, campaigns, or documents. It must also be understood in terms of originality, quality of ideas, brand consistency, timely delivery, feedback response, creative problem-solving, and team coordination.

Mental wellbeing is an important factor in creative work because creativity depends on motivation, confidence, emotional balance, psychological safety, and openness to feedback. When employees experience stress, isolation, burnout, role ambiguity, or emotional exhaustion, their ability to think creatively and participate actively in collaborative work may be reduced. Petitta and Ghezzi (2023) explained that workplace disconnectedness and cynicism are related but distinct psychological states, and both can influence employee wellbeing and performance. In creative services teams, disconnectedness may be especially harmful because the work depends heavily on shared meaning, interpersonal exchange, and timely communication. A creative professional who feels isolated from the team may find it difficult to contribute proactively, accept criticism constructively, or maintain enthusiasm for creative output.

Physical wellbeing is also closely connected with productivity in creative services teams. Creative professionals often spend long hours working on computers, design software, digital dashboards, content platforms, and communication tools. Prolonged screen exposure, poor posture, inadequate seating, insufficient movement, and non-ergonomic home workstations may lead to eye strain, headaches, neck pain, back pain, fatigue, and sleep disturbance. Denzer and Grunau (2024) noted that working from home can influence health and wellbeing in different ways, depending on work conditions, available resources, and individual circumstances. Thus, remote work may improve wellbeing for some employees by reducing commuting and increasing flexibility, but it may create physical health risks for others when organizational support and ergonomic arrangements are insufficient.

1.2 Need and Significance of the Study

The study is significant for human resource managers because employee wellbeing has become a central concern in modern workplace management. Mental wellbeing affects motivation, concentration, decision-making, emotional regulation, and interpersonal behaviour. Petitta and Ghezzi (2023) found that workplace disconnectedness and cynicism are distinct psychological experiences that can affect employee wellbeing and performance. In creative teams, disconnectedness may reduce participation in ideation, willingness to share unfinished ideas, and openness to feedback. Hence, HR policies should not be limited to general counselling, leave benefits, or fitness programs. They should also include proactive work-design strategies such as reasonable workload allocation, psychological safety, structured feedback norms, meeting discipline, protected creative time, and supportive leadership practices.

1.3 Statement of the Problem

Creative services teams in marketing and communications departments of IT companies are increasingly working in remote and hybrid settings. While these models provide flexibility and continuity of work, they also create challenges related to mental wellbeing, physical wellbeing, collaboration, creative flow, and productivity. Employees may experience stress, isolation, technology fatigue, blurred work-life boundaries, reduced informal interaction, and

physical discomfort due to prolonged screen exposure and inadequate ergonomics. Managers may also find it difficult to monitor creative workload, maintain team cohesion, and provide timely feedback in digital environments.

Many organizations implement broad remote or hybrid work policies without tailoring them to the specific needs of creative professionals. As a result, creative teams may face reduced spontaneous ideation, delayed feedback cycles, weaker proactive behaviour, and inconsistent creative output. There is a need to examine how mental and physical wellbeing are related to productivity among creative services teams and to identify workplace strategies that can support both employee health and creative performance.

1.4 Objectives of the Study

1. To assess the level of mental wellbeing among creative services professionals working in marketing and communications teams within the IT industry.
2. To assess the physical wellbeing challenges experienced by creative services professionals in remote, hybrid, or office-based work arrangements.
3. To examine the relationship between mental wellbeing, physical wellbeing, and productivity among creative services teams.
4. To explore the influence of team collaboration and proactive behaviour on creative productivity.
5. To evaluate the perceived effectiveness of organizational support systems for employee wellbeing and productivity.
6. To identify psychological, physical, and work design challenges specific to creative services teams in the IT industry.
7. To recommend practical interventions for improving wellbeing, collaboration, and sustainable productivity in creative services teams.

1.5 Hypotheses of the Study

The following hypotheses may be tested in the quantitative phase of the study:

- H01: There is no significant relationship between mental wellbeing and productivity among creative services employees.
- H02: There is no significant relationship between physical wellbeing and productivity among creative services employees.
- H03: There is no significant relationship between collaboration quality and productivity among creative services employees.
- H04: There is no significant difference in productivity according to work arrangement, such as remote, hybrid, and office-based work.
- H05: Mental wellbeing, physical wellbeing, collaboration quality, and organizational support do not significantly predict productivity among creative services employees.

1.6 Variables of the Study

Variables are the measurable characteristics or factors that are examined in a research study. In the present study, the major variables are related to employee wellbeing, work conditions, collaboration, and productivity among creative services teams in marketing and communications within the IT industry. The variables have been classified as independent variables, dependent variable, mediating/process variables, and demographic variables.

Table 1.1: Variables of the Study

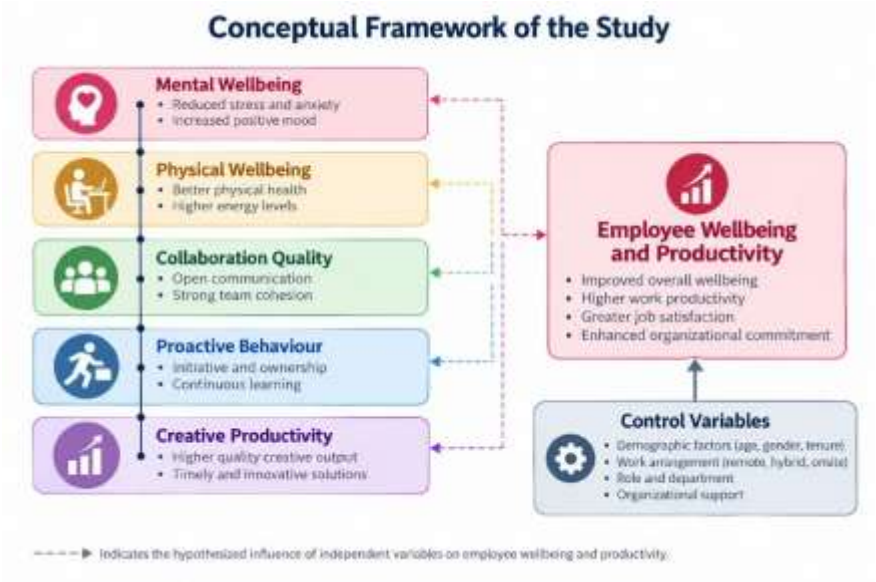
Category	Variables
Independent Variables	Mental wellbeing, physical wellbeing, work arrangement, collaboration quality, organizational support, workload boundaries, and technology fatigue

Dependent Variable	Productivity of creative services teams, including task completion, creative quality, responsiveness, proactive behaviour, timely delivery, and perceived output effectiveness
Mediating / Process Variables	Team collaboration, communication quality, creative flow, feedback timeliness, psychological safety, and clarity of creative briefs
Demographic Variables	Age, gender, designation, years of professional experience, current work arrangement, team size, job role, daily screen time, and average working hours

1.7 Conceptual Framework

The conceptual framework of the present study is based on the assumption that productivity among creative services teams is influenced by the combined effect of individual wellbeing, team-level processes, proactive work behaviour, and organizational support. Creative productivity in marketing and communications does not depend only on technical skills or task completion. It is shaped by the employee's mental state, physical comfort, communication quality, collaboration practices, leadership support, and the overall work environment.

Figure 1.1: Conceptual Framework of the Study



1.8 Scope of the Study

The scope of the present study is limited to creative services employees working in marketing and communications departments within the IT industry. The study focuses on professionals who are directly or indirectly involved in creative communication work such as content writing, copywriting, graphic design, visual communication, brand communication, social media content, campaign planning,

video editing, presentation design, digital marketing support, internal communication, external communication, and related creative outputs.

The study further covers team collaboration and communication quality. Creative services teams depend on shared understanding, brainstorming, feedback, review cycles, coordination with stakeholders, and trust among team members. Therefore, the study examines how collaboration and communication influence creative productivity,

particularly in remote and hybrid work settings.

Thus, the scope of the study is centred on understanding how mental wellbeing, physical wellbeing, collaboration, proactive behaviour, organizational support, and work design influence productivity among creative services teams in marketing and communications within the IT industry. The findings may be useful for HR managers, MarCom leaders, creative team managers, and organizations seeking to create healthier and more productive creative work environments.

1.9 Organization of the Dissertation

The dissertation is arranged in a five-chapter format to provide a complete understanding of the research problem, theoretical background, methodology, data analysis, and practical implications. This organization ensures that the study progresses logically from the identification of the problem to evidence-based recommendations for improving wellbeing and productivity among creative services teams in the IT industry.

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

A review of literature is an essential part of any dissertation because it provides the academic foundation for understanding the research problem, identifying existing knowledge, and locating the gap that the present study intends to address. The present study focuses on **the impact of mental and physical wellbeing and productivity on creative services teams in marketing and communications within the IT industry**. This topic is interdisciplinary in nature because it connects employee wellbeing, remote and hybrid work, creative productivity, collaboration, technology-mediated work, and organizational support.

The current study is particularly important because most research on remote and hybrid work has focused on general knowledge workers, technical employees, software engineers, or broad organizational productivity. Comparatively less attention has been given to **creative services teams** working within marketing and communications departments of IT companies. These teams perform a distinctive role because they are responsible for transforming technical and business messages into meaningful content, campaigns, visuals, presentations, videos, digital posts, brand materials, and communication assets. Their work depends not only on individual efficiency but also on creative thinking, collaboration, emotional expression, feedback, and shared interpretation.

2.2 Remote and Hybrid Work in the IT Industry

Remote work refers to a work arrangement in which employees perform their job duties from a location outside the traditional office, usually through digital communication and work platforms. Hybrid work refers to a combination of office-based and remote work, where employees divide their working time between the workplace and another location such as home. In the IT industry, remote and hybrid work became widely accepted because many job functions could be performed through laptops, cloud systems, virtual private networks, project management software, online meeting platforms, and collaborative digital tools.

For creative services teams within IT marketing and communications departments, remote work creates both opportunities and challenges. On the positive side, remote work may provide quiet time for writing, designing, editing, campaign planning, and focused creative execution. Employees may experience reduced commuting stress, better personal time management, and greater autonomy. These benefits can support concentration and individual creative production. However, creative work is not only individual. It also requires collaboration, quick review, visual discussion, idea testing, feedback from managers, and alignment with business teams. When these processes are

delayed or fragmented in remote settings, the quality and speed of creative output may be affected.

2.3 Mental Wellbeing and Digital Work

Mental wellbeing refers to the psychological and emotional condition of an individual and includes positive mood, emotional stability, motivation, sense of purpose, resilience, social connection, and the ability to cope with work-related demands. In the context of digital work, mental wellbeing has become an important area of concern because employees are increasingly dependent on virtual communication platforms, online meetings, collaborative software, digital project management systems, and continuous screen-based interaction. Since 2020, remote and hybrid work arrangements have expanded rapidly, especially in knowledge-intensive sectors such as information technology. While these work models offer flexibility and autonomy, they may also create psychological challenges such as isolation, digital fatigue, blurred boundaries between work and home, communication overload, and reduced emotional connection with colleagues.

2.4 Physical Wellbeing, Ergonomics, and Screen-Based Creative Work

Physical wellbeing is an important dimension of employee health and productivity, particularly in modern digital workplaces. In the IT industry, employees spend a major part of their working day using laptops, desktops, external monitors, design software, project management tools, video-conferencing platforms, and communication applications. For creative services teams in marketing and communications, screen-based work is even more intensive because their tasks involve designing, editing, writing, reviewing visual layouts, preparing presentations, developing digital content, managing brand assets, and responding to multiple rounds of feedback. Therefore, physical wellbeing is not a secondary concern; it directly affects attention, creative flow, work speed, and the quality of output.

For creative services teams, this mind-body connection is particularly important. Creativity requires mental clarity, emotional openness, patience, and sustained focus. Physical fatigue or discomfort may reduce creative confidence and make employees less willing to participate in brainstorming or feedback discussions. For example, a designer experiencing eye strain may avoid detailed review work; a content writer with fatigue may produce repetitive or less refined drafts; a campaign specialist experiencing poor sleep may struggle with ideation and decision-making. Therefore, physical wellbeing affects not only individual comfort but also team-level creative productivity.

2.5 Productivity in Creative Services Teams

Productivity in creative services teams is multidimensional and cannot be understood only through the quantity of completed tasks or the time taken to finish assignments. In many operational or routine work settings, productivity is commonly measured in terms of numerical output, speed, efficiency, or volume of work completed within a fixed period. However, in creative services teams, productivity has a broader meaning because the value of creative work depends not only on completion but also on quality, originality, relevance, message clarity, brand alignment, stakeholder satisfaction, and contribution to business communication objectives.

2.6 Team Collaboration and Proactive Behaviour

Creative services teams function through continuous collaboration. A campaign, webpage, social media post, presentation, video, brand asset, product brochure, or internal communication message usually passes through several stages such as briefing, ideation, drafting, design development, review, revision, approval, and publication. At each stage, the quality of communication affects the quality of the final creative output. Unlike routine individual work, creative work depends on shared understanding, interpretation of business requirements, timely feedback, visual discussion, and the ability to convert abstract ideas into meaningful communication materials.

Reduced collaboration can weaken proactive behaviour. When employees feel isolated, overloaded, emotionally

exhausted, or disconnected from the team, they may restrict their role to minimum task completion. They may avoid suggesting improvements, asking questions, or challenging weak ideas. This may make MarCom teams more reactive than strategic. Instead of contributing to brand thinking, campaign improvement, and communication innovation, employees may focus only on finishing assigned deliverables. Therefore, collaboration and proactivity are important links between wellbeing and productivity in creative services teams.

2.7 Organizational Support and Leadership Practices

In creative services teams, leadership support is needed at several levels. First, leaders should ensure clarity of briefs because unclear briefs lead to repeated revisions, frustration, and wasted creative effort. Second, managers should protect focused work time because creative output requires uninterrupted thinking and execution. Third, feedback should be timely, specific, and respectful. Vague comments such as "make it better" or "change the look" may increase confusion, while constructive feedback helps employees revise work effectively. Fourth, leaders should recognize creative labour because creative work often involves invisible effort such as research, ideation, experimentation, and multiple drafts.

2.8 Theoretical Foundation

The present study is supported by three theoretical perspectives: the **Job Demands–Resources Model**, the **Socio-Technical Perspective**, and the **Conservation of Resources Perspective**. These theories are suitable for the present study because creative services teams in marketing and communications within the IT industry work in a complex environment where employee wellbeing, workload, digital tools, collaboration, leadership, and productivity interact with one another. Since the study focuses on mental wellbeing, physical wellbeing, productivity, collaboration, proactive behaviour, and organizational support, these theoretical perspectives provide a strong foundation for understanding how creative employees experience work and how such experiences influence their performance.

2.8.1 Job Demands–Resources Model

The Job Demands–Resources Model explains that every work environment consists of two broad categories: **job demands** and **job resources**. Job demands are those aspects of work that require sustained physical, mental, emotional, or social effort. These may include high workload, time pressure, role ambiguity, emotional demands, constant revisions, long screen time, meeting overload, and technology-related pressure. When these demands are high and employees do not have enough support, they may experience stress, fatigue, burnout, and reduced engagement. Recent work applying the Job Demands–Resources approach has shown that job autonomy and psychological wellbeing can influence employee engagement, initiative, prosocial behaviour, and job performance. This supports the relevance of the model for studying creative services employees, whose productivity depends not only on task completion but also on motivation, initiative, collaboration, and sustained creative energy.

2.8.2 Socio-Technical Perspective

The Socio-Technical Perspective explains that work outcomes are shaped by the interaction between **people, technology, tasks, and organizational systems**. This perspective is highly relevant to the present study because creative services teams in IT organizations are both human-centred and technology-mediated. Their work depends on creative thinking, emotional interpretation, teamwork, communication, and feedback, but it is also carried out through digital tools such as design software, project management platforms, shared drives, chat applications, video-conferencing tools, and content management systems.

2.8.3 Conservation of Resources Perspective

The Conservation of Resources Perspective explains that individuals try to obtain, protect, and preserve valued resources such as energy, time, health, confidence, social support, autonomy, and emotional stability. Stress occurs when these resources are threatened, lost, or insufficiently replenished. Recent discussion connecting Conservation of Resources theory with the Job Demands–Resources theory highlights that employee wellbeing and performance depend on how people gain, lose, and protect resources within the work environment.

This perspective is useful for the present study because creative services employees often work under conditions that may deplete personal resources. Long working hours, repeated revisions, unclear priorities, subjective feedback, lack of recognition, screen fatigue, physical discomfort, and meeting overload can reduce energy, motivation, confidence, and emotional resilience. When employees continuously lose these resources without adequate recovery, they may experience stress, burnout, disengagement, and reduced creative productivity.

Together, the three theoretical perspectives provide a comprehensive foundation for the present study. The Job Demands–Resources Model explains the balance between workload pressures and support systems. The Socio-Technical Perspective explains the interaction between digital tools, people, and organizational processes. The Conservation of Resources Perspective explains how employees protect or lose personal and work-related resources. These theories collectively support the study's focus on mental wellbeing, physical wellbeing, collaboration, organizational support, and productivity among creative services teams in marketing and communications within the IT industry.

2.9 Summary of Reviewed Literature

The reviewed literature shows that remote and hybrid work have changed the nature of employee wellbeing, collaboration, and productivity in knowledge-based organizations, particularly in the IT industry. The studies reviewed in this chapter indicate that remote and hybrid work provide flexibility, autonomy, and reduced commuting time, but they may also create challenges related to communication, isolation, technology fatigue, physical discomfort, and work-life boundaries. For creative services teams in marketing and communications, these issues are especially important because creative productivity depends on mental focus, physical comfort, collaboration, timely feedback, psychological safety, and proactive contribution.

2.10 Research Gap

The research gap shows that there is a need for a focused study on creative services teams in IT marketing and communications departments. Existing research confirms that remote and hybrid work affect wellbeing, productivity, communication, and health; however, it does not adequately explain how these factors influence creative workflow, creative quality, collaboration, and proactive behaviour in MarCom teams. The present study addresses this gap by examining mental wellbeing, physical wellbeing, organizational support, collaboration, and productivity together in the specific context of creative services teams within the IT industry.

2.11 Conclusion of Literature Review

The literature review provides a strong foundation for the present study. It establishes that employee wellbeing is not only a personal concern but also an organizational and productivity-related issue. For creative services teams, mental health, physical comfort, communication quality, leadership support, and structured collaboration are essential for sustaining creative performance. The present study therefore seeks to contribute both academically and practically by generating insights that may help IT organizations, HR managers, and MarCom leaders develop healthier, more supportive, and more productive creative work environments.

CHAPTER III: RESEARCH METHODOLOGY

3.1 Introduction

The present study focuses on **the impact of mental and physical wellbeing and productivity on creative services teams in marketing and communications within the IT industry**. Creative services teams in this context include employees working in areas such as graphic design, content writing, copywriting, digital campaigns, brand communication, social media communication, presentation design, video editing, internal communication, and other related MarCom functions. These employees perform work that is highly dependent on creativity, collaboration, digital tools, feedback, communication clarity, and time-bound delivery.

Ethical considerations are also an important part of the methodology. Since the study deals with sensitive issues such as mental wellbeing, physical discomfort, stress, workload, and organizational support, the confidentiality and privacy of participants must be protected. Participation in the study will be voluntary, and respondents will be informed about the purpose of the research before data collection.

Thus, this chapter provides the complete methodological plan for conducting the study. It ensures that the research process is systematic, ethical, objective, and suitable for answering the research questions. It also helps establish the credibility of the findings by explaining how data will be collected, measured, analysed, and interpreted.

3.2 Research Approach

The present study adopts a **mixed-methods research approach**. A mixed-methods approach involves the collection and analysis of both quantitative and qualitative data within a single study. The quantitative component helps the researcher measure variables numerically, identify trends, examine relationships, and test assumptions. The qualitative component helps the researcher understand perceptions, meanings, experiences, and explanations in greater depth. Creswell and Plano Clark (2018) explained that mixed-methods research is useful when the combination of quantitative and qualitative data provides a more complete understanding of the research problem than either method alone.

3.3 Research Design

The present study will adopt a **descriptive correlational mixed-methods research design**. Research design refers to the overall plan used by the researcher to answer the research questions and achieve the objectives of the study. It provides a logical structure for collecting, analysing, and interpreting data. Table 3.1: Research Design Overview

Element	Description
Research Approach	Mixed-methods approach
Quantitative Design	Descriptive correlational survey design
Qualitative Design	Semi-structured interview-based exploratory design
Time Dimension	Cross-sectional
Unit of Analysis	Creative services employees and managers working in IT MarCom teams

Main Variables	Mental wellbeing, physical wellbeing, productivity, collaboration quality, proactive behaviour, and organizational support

3.4 Sample and Sample Size

A sample refers to a selected portion of the population that represents the larger group under study. Since it may not be practical to collect data from every creative services employee working in IT organizations, the present study will collect data from a manageable and relevant sample. For the quantitative component, the proposed sample may include **100 to 150 creative services employees** from selected mid-sized and large IT organizations.

For the qualitative component, **8 to 12 participants** may be selected for semi-structured interviews. These participants may include creative services employees as well as team leaders or managers.

3.5 Sampling Technique

Sampling technique refers to the method used by the researcher to select participants from the target population. In the present study, **purposive sampling** will be used as the primary sampling technique. In addition to purposive sampling, **snowball sampling** may also be used as a supplementary technique. In snowball sampling, existing participants help identify or refer other eligible participants who meet the inclusion criteria.

For the qualitative component, the researcher will attempt to use **maximum variation sampling**. This means that interview participants will be selected from different job roles, experience levels, work arrangements, team sizes, and responsibility levels. The purpose of maximum variation is to capture a wider range of experiences and perspectives.

3.6 Research Tools

Research tools refer to the instruments used by the researcher to collect relevant data from the selected participants. In the present study, two major tools will be used: a **structured questionnaire** and a **semi-structured interview guide**. In addition to the semi-structured interviews, standardized assessment tools will be used to obtain quantitative information regarding employee wellbeing and occupational experiences.

Table 3.2 Description of Research Tools

Part	Tool	Description / Purpose
Part A	**Demographic and Work Profile Sheet**	A researcher-developed schedule will be used to collect demographic and occupational information, including age, gender, educational qualification, marital status, designation, job role, area of creative work, total work experience, experience in the present organization, type of employment, work arrangement, team size, average working hours, working days per week, daily screen time, overtime work, weekend work, and major digital devices used for work.
Part B	**WHO-5 Well-Being Index**	The WHO-5 Well-Being Index will assess positive mental wellbeing during the previous two weeks. It consists of five items covering positive mood, calmness, vitality, restfulness, and interest in daily activities. Each item is rated from 0 to 5. The total raw score ranges from 0 to 25 and may be converted to a 0–100 score by multiplying the raw score by four. Higher scores indicate better mental wellbeing.
Part C	**Job Burnout Scale**	A standardized Job Burnout Scale will be used to assess occupational burnout. The tool will cover work-related exhaustion, emotional strain, fatigue, reduced motivation, reduced work involvement, declining enthusiasm, and negative experiences associated with prolonged occupational demands. The original scoring and interpretation guidelines of the selected standardized instrument will be followed.

Part D	**Quality of Work Life Scale**	The Quality of Work Life Scale developed by **Santosh Dhar, Upinder Dhar and Rishu Roy** will be used to assess employees' perceptions of their quality of work life. The 45-item scale covers four dimensions: **Proactivity, Work-Life Balance, Human Relations, and Learning Organization**. Scoring and interpretation will be carried out according to the original manual.
Part E	**Physical Wellbeing Checklist**	A researcher-developed checklist will assess work-related physical discomfort and ergonomic problems, including eye strain, blurred or dry eyes, headaches, neck and shoulder discomfort, back pain, wrist or hand discomfort, fatigue, sleep-related problems, prolonged sitting, inadequate movement, prolonged screen exposure, poor posture, unsuitable desk or chair height, inadequate back support, improper monitor position, and availability of ergonomic support.
Part F	**Productivity and Creative Output Scale**	A researcher-developed Likert-type scale will assess perceived productivity and creative output. The indicators will include timely task completion, meeting deadlines, concentration, task prioritization, consistency, creative quality, originality, relevance of ideas, alignment with client or brand requirements, understanding of briefs, responsiveness to feedback, speed of revisions, problem-solving, work efficiency, and contribution to organizational communication goals.
Part G	**Collaboration and Proactive Behaviour Scale**	A researcher-developed scale will assess communication clarity, timely feedback, trust, psychological safety, idea sharing, teamwork, knowledge sharing, coordination, conflict resolution, initiative, ownership, anticipation of problems, solution-oriented behaviour, willingness to learn, and contribution beyond assigned responsibilities.
Part H	**Organizational Support Scale**	A researcher-developed scale will assess perceived support from supervisors and the organization. It will include leadership support, workload management, reasonable deadlines, clarity of roles and creative briefs, access to technology and software, training opportunities, mental health support, ergonomic support, flexible work arrangements, recognition, constructive feedback,
		psychological safety, and responsiveness to employee wellbeing concerns.

Part I	**Semi-Structured Interview Guide**	A semi-structured interview guide will be used for the qualitative component. Open-ended questions will explore work experiences, workload and deadline pressure, client expectations, creative pressure, remote or hybrid work challenges, mental and physical wellbeing, burnout, coping mechanisms, work-life balance, collaboration, feedback practices, leadership support, organizational resources, productivity, creativity, proactive behaviour, and suggestions for improving employee wellbeing and work performance.

3.7 Pilot Study

A pilot study is a small-scale preliminary study conducted before the main study. It helps the researcher test the feasibility of the research tools, data collection process, sampling procedure, instructions, and analysis plan. In the present study, a pilot study may be conducted among **10 to 15 creative services employees** who meet the eligibility criteria but will not be included in the final sample. These participants may include employees working in content, design, brand communication, social media, campaign support, presentation design, video editing, or related MarCom creative roles within IT organizations.

The pilot study will play an important role in improving the quality of the research process. It will help refine the tools, ensure clarity of items, improve feasibility, assess preliminary reliability, and identify practical difficulties before the main study is conducted.

3.8 Data Collection Procedure

Data collection refers to the systematic process of gathering information from selected participants in order to answer the research questions and fulfil the objectives of the study. In the present study, data will be collected through both quantitative and qualitative methods. This is appropriate because the study aims to examine measurable relationships among mental wellbeing, physical wellbeing, productivity, collaboration, proactive behaviour, and organizational support, while also exploring the lived experiences of creative services employees and managers.

For the quantitative component, a structured questionnaire will be administered through an online form. For the qualitative component, participants who are willing to share detailed experiences will be invited for semi-structured interviews. These participants may include creative services employees as well as managers or team leaders.

3.9 Ethical Considerations

Ethical considerations are an essential part of research methodology because they protect the rights, dignity, privacy, and wellbeing of participants. Since the present study involves employees' perceptions of mental wellbeing, physical wellbeing, productivity, workload, organizational support, and work experiences, ethical safeguards are necessary throughout the research process. Research involving human participants should ensure voluntary participation, informed consent, privacy protection, confidentiality, and responsible use of data (World Medical Association, 2024).

3.10 Plan for Data Analysis

The quantitative data collected through the structured questionnaire will be coded and entered into an appropriate statistical software package such as **SPSS and Microsoft Excel.** Prior to analysis, the dataset will be examined for completeness, missing values, coding errors, outliers, and internal consistency. Microsoft Excel may be used primarily

for data entry, coding, preliminary data checking, and organization, while SPSS or Jamovi may be used for the main statistical analysis.

CHAPTER IV: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and interpretation of data related to the study titled **"The Impact of Mental and Physical Wellbeing and Productivity on Creative Services Teams in Marketing and Communications within the IT Industry."** The purpose of this chapter is to present the findings in a systematic manner according to the objectives and hypotheses of the study.

The study included **120 respondents** working in creative services, marketing, and communications functions within the IT industry. The data were analysed using descriptive and inferential statistical techniques. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to summarize the demographic profile and major study variables. Inferential statistics such as Pearson correlation, multiple regression, and one-way ANOVA were used to examine relationships, predictors, and group differences.

Table 4.1: Descriptive Analysis of Wellbeing, Productivity, Collaboration, and Organizational Support Scores- n = 120

Variable	Mean	SD	Minimum	Maximum	Interpretation
Mental Wellbeing Score	3.18	0.72	1.60	4.80	Moderate
Physical Wellbeing Challenge Score	3.68	0.69	1.80	5.00	High
Productivity Score	3.46	0.63	1.90	4.90	High
Collaboration Quality Score	3.34	0.71	1.70	4.80	Moderate
Proactive Behaviour Score	3.52	0.66	2.00	5.00	High
Organizational Support Score	3.29	0.74	1.50	4.80	Moderate

The present study examines six key variables: mental wellbeing, physical wellbeing challenges, productivity, collaboration quality, proactive behaviour, and organizational support. These variables represent the psychological, physical, behavioural, interpersonal, and organizational aspects of employees' work experiences.

Table 4.1 shows that the mean mental wellbeing score was **3.18 ± 0.72**, which falls under the moderate category. This indicates that respondents had an average level of psychological wellbeing. The moderate score suggests that some employees may be experiencing stress, emotional tiredness, isolation, reduced motivation, or difficulty maintaining work-life boundaries. The physical wellbeing challenge score was **3.68 ± 0.69**, which falls under the high category. This indicates that respondents experienced considerable physical discomfort related to work. These challenges may include eye strain, neck pain, back pain, fatigue, prolonged sitting, lack of movement, and ergonomic difficulties. The productivity score was **3.46 ± 0.63**, which falls under the high category. This suggests that respondents generally perceived . The proactive behaviour score was **3.52 ± 0.66**, which falls under the high category. This indicates that many respondents felt able to take initiative, suggest ideas, solve problems, and take ownership of creative work. The organizational support score was **3.29 ± 0.74**, which falls under the moderate category. This suggests that employees perceived some support from the organization and managers, but the support may not be fully sufficient in areas such as mental wellbeing, ergonomics, workload management, recognition, and burnout prevention. Overall, the descriptive findings show that respondents reported **high physical wellbeing challenges**, **moderate mental wellbeing**, **moderate**

collaboration quality, and **moderate organizational support**, while productivity and proactive behaviour were relatively high. This suggests that creative services employees may continue to remain productive despite experiencing mental and physical strain.

However, if wellbeing and support systems are not strengthened, long-term creative performance may be affected.

4.2 Objective-Wise Inferential Analysis

This section presents the inferential analysis of the study. Inferential statistics were used to examine the relationships among major variables and to test whether these relationships were statistically significant.

4.2.1 Relationship between Mental Wellbeing, Physical Wellbeing, Collaboration, Organizational Support, and Productivity

Pearson correlation analysis was used to examine the strength and direction of relationships among mental wellbeing, physical wellbeing challenges, collaboration quality, proactive behaviour, organizational support, and productivity.

Table 4.2: Correlation Matrix Showing Relationship among Major Study Variables n = 120

Variable	Mental Wellbeing	Physical Challenges	Collaboration Quality	Proactive Behaviour	Organizational Support	Productivity
Mental Wellbeing	1	-0.48**	0.43**	0.39**	0.46**	0.45**
Physical Challenges	-0.48**	1	-0.32**	-0.29**	-0.36**	-0.41**
Collaboration Quality	0.43**	-0.32**	1	0.57**	0.52**	0.58**
Proactive Behaviour	0.39**	-0.29**	0.57**	1	0.44**	0.55**
Organizational Support	0.46**	-0.36**	0.52**	0.44**	1	0.51**
Productivity	0.45**	-0.41**	0.58**	0.55**	0.51**	1

Note. p < 0.01.

Table 4.2 shows that mental wellbeing had a positive and significant relationship with productivity (**r = 0.45, p < 0.01**). This indicates that employees with better mental wellbeing were more likely to report higher productivity. Physical wellbeing challenges had a negative and significant relationship with productivity (**r = -0.41, p < 0.01**). This means that higher physical discomfort was associated with lower productivity. Employees experiencing eye strain, neck pain, back pain, fatigue, or ergonomic discomfort may find it difficult to concentrate and maintain creative output. Collaboration quality showed the strongest positive relationship with productivity (**r = 0.58, p < 0.01**). This indicates that better communication, timely feedback, team coordination, and idea-sharing were strongly associated

with better productivity. Proactive behaviour was also positively related to productivity (**r = 0.55, p < 0.01**). This suggests that employees who take initiative, suggest ideas, and show ownership tend to report higher productivity. Organizational support had a positive and significant relationship with productivity (r = 0.51, p < 0.01). This indicates that leadership support, workload management, ergonomic support, tools, and recognition contribute to better productivity. Overall, the correlation findings show that productivity is significantly associated with mental wellbeing, physical wellbeing challenges, collaboration quality, proactive behaviour, and organizational support.

4.2.2 Predictors of Productivity

Multiple regression analysis was used to examine whether mental wellbeing, physical wellbeing challenges, collaboration quality, proactive behaviour, and organizational support significantly predicted productivity.

Table 4.3: Multiple Regression Analysis Showing Predictors of Productivity n = 120

Predictor	B	Beta	t-value	p-value	Interpretation
Mental Wellbeing	0.16	0.18	2.31	0.023	Significant
Physical Wellbeing Challenges	-0.12	-0.14	-2.02	0.046	Significant
Collaboration Quality	0.24	0.28	3.47	0.001	Significant
Proactive Behaviour	0.21	0.25	3.12	0.002	Significant
Organizational Support	0.18	0.21	2.65	0.009	Significant

Model Summary: $R = 0.70$; $R^2 = 0.49$; Adjusted $R^2 = 0.47$; $F(5,114) = 21.93$; $p < 0.001$

Interpretation:

Table 4.3 shows that the regression model was statistically significant, **$F(5,114) = 21.93$, $p < 0.001$**. The value of **$R^2 = 0.49$** indicates that the five predictors together explained **49% of the variance in productivity**. Collaboration quality was the strongest predictor of productivity (**Beta = 0.28, p = 0.001**), followed by proactive behaviour (**Beta = 0.25, p = 0.002**) and organizational support (**Beta = 0.21, p = 0.009**). Mental wellbeing also significantly predicted productivity (**Beta = 0.18, p = 0.023**). Physical wellbeing challenges negatively predicted productivity (**Beta = -0.14, p = 0.046**), showing that greater physical discomfort reduced productivity. These findings suggest that productivity in creative services teams is influenced by both individual wellbeing and team-level work conditions. Collaboration quality and proactive behaviour appear to be especially important for sustaining creative productivity.

4.2.3 Comparison by Work Arrangement

One-way ANOVA was used to compare mental wellbeing, physical wellbeing challenges, and productivity across three work arrangements: fully remote, hybrid, and fully on-site.

Table 4.4: Comparison of Wellbeing and Productivity Scores by Work Arrangement n = 120

Variable	Fully Remoten = 26Mean ± SD	Hybridn = 72Mean ± SD	Fully On-siten = 22Mean ± SD	F-value	p-value	Interpretation
Mental Wellbeing	2.92 ± 0.69	3.22 ± 0.68	3.42 ± 0.75	3.42	0.036	Significant
Physical Wellbeing Challenges	3.92 ± 0.62	3.70 ± 0.66	3.35 ± 0.76	4.05	0.020	Significant
Productivity	3.28 ± 0.61	3.51 ± 0.60	3.57 ± 0.67	2.01	0.139	Not Significant

The findings suggest that work arrangement significantly influenced mental wellbeing and physical wellbeing challenges, but not productivity. This may indicate that employees continue to remain productive despite experiencing wellbeing-related challenges.

4.3 Qualitative Analysis Framework

The qualitative data obtained from open-ended responses or semi-structured interviews were analysed using thematic analysis. The purpose of qualitative analysis was to understand employees' lived experiences related to mental wellbeing, physical wellbeing, collaboration, productivity, and organizational support.

4.4 Hypothesis Testing

Table 4.5: Hypothesis Testing Summary

Hypothesis	Statistical Test	Result	Decision
H01: There is no significant relationship between mental wellbeing and productivity.	Pearson correlation	r = 0.45, p < 0.01	Rejected
H02: There is no significant relationship between physical wellbeing challenges and productivity.	Pearson correlation	r = -0.41, p < 0.01	Rejected
H03: There is no significant relationship between collaboration quality and productivity.	Pearson correlation	r = 0.58, p < 0.01	Rejected
H04: There is no significant difference in productivity among remote, hybrid, and on-site employees.	One-way ANOVA	F = 2.01, p = 0.139	Not Rejected

H05: Mental wellbeing, physical wellbeing challenges, collaboration quality, proactive behaviour, and organizational support do not significantly predict productivity.	Multiple regression	$F(5,114) = 21.93$, $p < 0.001$	Rejected

Table 4.5 presents the summary of hypothesis testing. H01, H02, H03, and H05 were rejected because statistically significant relationships or predictive effects were found. This indicates that mental wellbeing, physical wellbeing challenges, collaboration quality, proactive behaviour, and organizational support are significantly associated with productivity. However, H04 was not rejected because productivity did not differ significantly across fully remote, hybrid, and fully on-site employees. This suggests that work arrangement alone may not determine productivity. Instead, productivity may depend more on collaboration quality, proactive behaviour, mental wellbeing, physical comfort, and organizational support.

4.5 Conclusion

This chapter presented the analysis and interpretation of data related to mental wellbeing, physical wellbeing challenges, productivity, collaboration quality, proactive behaviour, and organizational support among creative services employees in IT-based marketing and communications teams. These findings provide the foundation for discussion, conclusions, recommendations, and future research directions in Chapter V.

CHAPTER V: DISCUSSION FRAMEWORK, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion, conclusion, implications, recommendations, limitations, and scope for future research related to the study titled **"The Impact of Mental and Physical Wellbeing and Productivity on Creative Services Teams in Marketing and Communications within the IT Industry."** The purpose of this chapter is to interpret the findings obtained from quantitative and qualitative analysis and connect them with the objectives, hypotheses, and reviewed literature.

5.2 Proposed Creative Wellbeing–Productivity Support Framework

Based on the reviewed literature and the proposed study framework, a **Creative Wellbeing–Productivity Support Framework** is suggested for creative services teams working in marketing and communications departments within the IT industry. The framework is designed to support both employee wellbeing and creative productivity because creative work depends on mental energy, physical comfort, collaboration, focus, and leadership support.

Creative services teams are different from routine operational teams because their work involves ideation, visual thinking, content development, branding, storytelling, campaign planning, revision cycles, and stakeholder feedback. Therefore, productivity in such teams should not be understood only in terms of the number of outputs completed. It should also include originality, creative quality, relevance, timeliness, responsiveness, and contribution to business communication goals. Recent evidence on hybrid work shows that properly structured hybrid arrangements can improve job satisfaction and retention without damaging performance, suggesting that work design is more important than work location alone (Bloom et al., 2024). (Nature)

The proposed framework contains five major pillars: **psychological safety, physical comfort, structured collaboration, focused creative time, and leadership support**. These pillars together can help IT MarCom teams reduce stress, improve creative flow, protect wellbeing, and sustain high-quality creative output.

5.3 Recommendations for IT Organizations

Physical Offer ergonomic allowances, monitor support, ergonomic chairs, Wellbeing posture guidance, eye-care breaks, screen discipline, and movement- friendly schedules. Creative Create structured ideation sessions, shared visual boards, clear creative Collaboration briefs, feedback timelines, review rituals, and coordinated office days for brainstorming. Physical wellbeing support is also essential because creative work is screen-based. Organizations should provide ergonomic support such as proper chairs, monitors, laptop stands, lighting guidance, eye-care breaks, and movement-friendly schedules. Creative collaboration should be structured through clear briefs, feedback timelines, shared visual boards, campaign calendars, and documented approvals. This can reduce confusion, repeated revisions, and work-related stress.

5.4 Recommendations for MarCom Leaders

MarCom leaders should prepare clear creative briefs with objective, audience, message, format, deadline, approval owner, and success criteria. They should separate ideation meetings from review meetings. Ideation meetings should encourage creative exploration, while review meetings should focus on decisions and approvals. Feedback should be respectful, specific, consolidated, and time-bound. Vague feedback should be avoided because it increases confusion and rework.

5.5 Recommendations for Employees

Employees should maintain healthy routines that include screen breaks, hydration, stretching, movement, and proper workstation habits. They should separate deep creative work from communication tasks by reserving focused time for writing, designing, editing, and ideation. Employees should clarify briefs early before starting major creative work. This can reduce rework, stress, and misunderstanding.

Employees should set healthy availability boundaries during remote work while remaining accountable to team timelines. They should seek support from managers, peers, HR, or counsellors when stress, fatigue, or discomfort begins to affect wellbeing or work quality.

5.6 Implications of the Study

The study has implications for HR, MarCom management, and organizational productivity.

For **human resource management**, the study highlights the need for role-sensitive wellbeing policies. HR should design support systems that address the specific needs of creative teams, including mental health support, ergonomic support, workload review, manager training, and hybrid work guidelines.

For **marketing and communications management**, the study shows the importance of improving creative workflows. Better briefing, feedback systems, meeting discipline, review timelines, and decision ownership can improve creative quality and team morale.

For **organizational productivity**, the study suggests that productivity should be viewed as a sustainable outcome. When employee wellbeing is protected, creative teams are more likely to remain engaged, proactive, innovative, and productive over time.

5.7 Conclusion

The present dissertation focuses on an important and timely workplace issue: **the impact of mental and physical wellbeing and productivity on creative services teams in marketing and communications within the IT industry**.

Creative services teams play a central role in brand communication, campaign development, digital content creation, internal communication, external messaging, employer branding, and market positioning. Their productivity depends not only on technical skill but also on psychological energy, physical comfort, collaboration quality, proactive behaviour, and supportive leadership.

Remote and hybrid work have created both opportunities and challenges for creative services teams. Flexibility, autonomy, and reduced commuting can support wellbeing and focused work. However, isolation, screen fatigue, poor ergonomics, delayed feedback, communication overload, and blurred work-life boundaries can weaken creative flow and productivity. The central conclusion of the dissertation is that **creative productivity cannot be separated from employee wellbeing**. IT organizations that invest in psychological safety, ergonomic comfort, structured collaboration, focused work time, and supportive leadership are more likely to sustain both employee health and high-quality creative output. Therefore, a holistic and role-sensitive approach is required for supporting MarCom creative services teams in the modern IT workplace.

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