



Fueling Creative Minds Through Applied Qualitative  
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MCAST

# Addressing the Wellbeing of Administrative Employees in Church Schools in Malta

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## Aim of the Study

- To study about administrators, their work practices and their wellbeing.
- Recognition of work and their work-life balance.
- Common challenges in the administrative employees' daily work.

## Research Questions

- How is management investing in their administrators to promote wellbeing?
- Is training, support and monitoring provided?
- What measures can be taken for administrative employees to instill work processes that are efficient, and which contribute to their wellbeing?

## Research Objectives

- To understand how employees can contribute to promote change in their working environment to provide a better wellbeing.
- To recommend what actions can be taken by employees to instill work processes that are efficient, and which contribute to their wellbeing.
- To examine how administrative employees are being recognized and appreciated in Church Schools.

# Research Methodology

## ➤ Research Philosophy

Interpretivism - Identifying factors of the administrative employees, their wellbeing and needs which can be helpful for other employees.

## ➤ Qualitative Research Approach

Inductive Approach and Mono Method  
First-hand data and a collection of employees' thoughts, feelings, delicate issues and beliefs.

## ➤ Data Collection

Six semi-structured interviews were conducted face-to-face.

- Interviews with chosen participants.
- Observation and record of interviews.
- Study of employee patterns indicated by employees.



# Sampling Strategy

## Time Horizon

Cross-Sectional – all data was collected within the same timeframe.

## Purposive Sampling

Semi-Structured Interviews to chosen administrative employees in different levels in Church Schools to establish reliability and validity of the research.

Investigating the working environment of the administrative employees, their needs, their wellbeing and work practices.

## Data Analysis

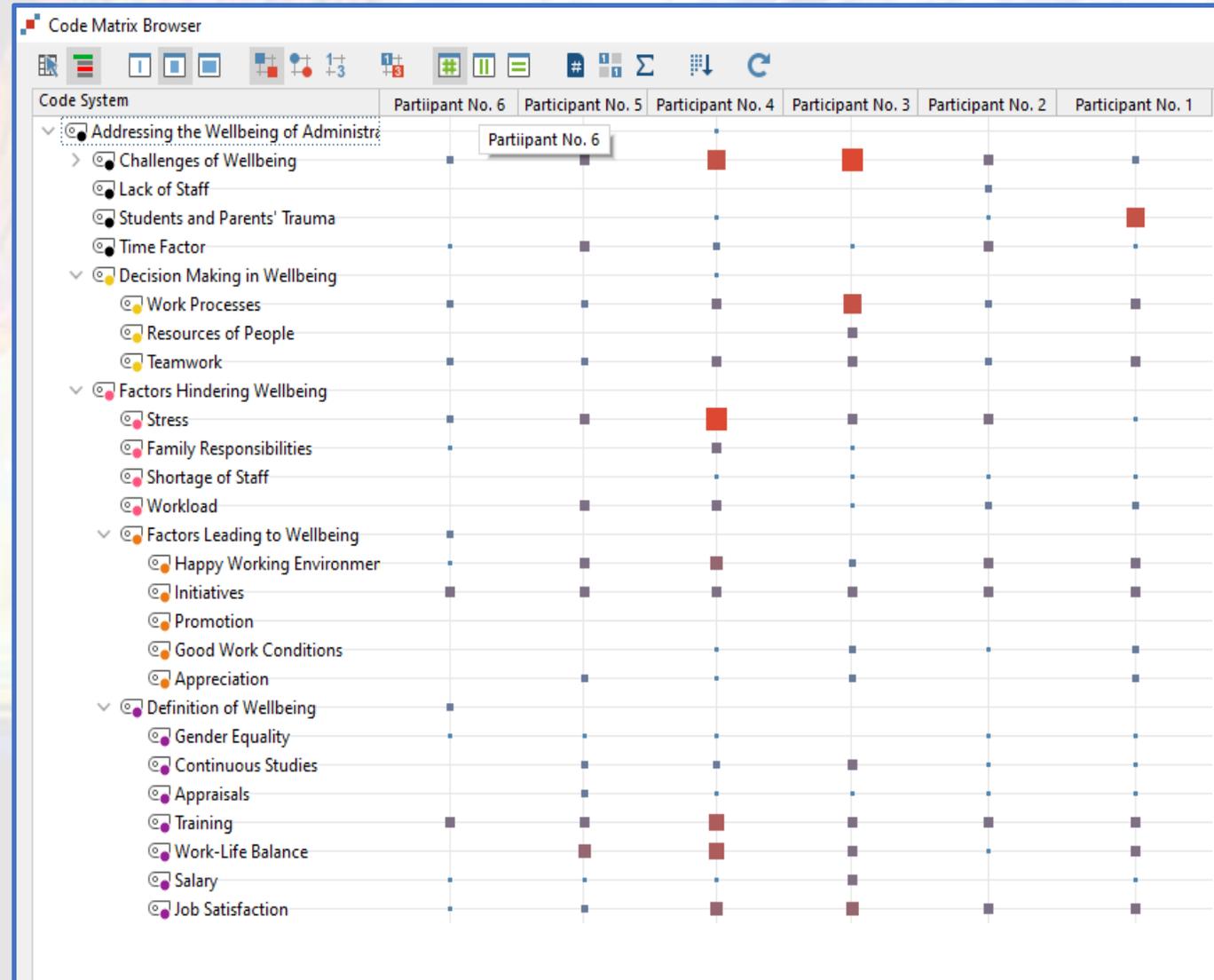
Thematic Analysis and MAXQDA Software was used for codes and memos.

# Analysis

## Significant Themes:

- ❖ Defining administrative employees' wellbeing.
- ❖ Understanding the needs of the employees.
- ❖ Factors that influence their daily work routine.
- ❖ Challenges, initiatives and support.
- ❖ Stress at work.
- ❖ Work practices and continuous training.
- ❖ Appraisals and gender equality.
- ❖ Investing in your employees.

## Code Matrix Browser



# Common Challenges of Administrative Employees

Lack of  
Communication

Expect things  
done in the  
same way as  
before

Lack  
of Time

No  
Relievers

Daily  
Expectations

*'I would be updating attendances and van lists needed for dismissal and at the same time I would have to follow up on sick children, make phone calls to parents and other SMT duties. I feel stressed when I would require a brief intervention, but all would be at meetings.'* A quote stated by a participant.

# Stress and Work-Life Balance

01

Head of School

Continuous deadlines and emails.  
Student problems, traumas and parent involvement.  
Parent involvement in school issues and decisions.  
No work-life balance, increase in anxiety and burnout.

02

Assistant Head

Bad judgment from the Head of School.  
No feedback especially if new on the job.  
Various activities at the same time.  
No work-life balance and burnout.

03

Secretaries

Workload and complaints from parents.  
Lack or unclear communication.  
No training or appraisals are done.  
No job opportunities or increase in salary.

# Work Processes, Decision Taking and Training

## Work Processes



Communication with parents left free to change.

Encouraged to start new projects.

Sense of belonging.

Work processes are changed when in need in all sectors.

## Decision Taking



SMT is open to all suggestions and improving processes.

Consultation is done between the three levels.

Decisions are taken when needed.

## Training



Secretaries do not have any training

More specified training is needed for SMT's.

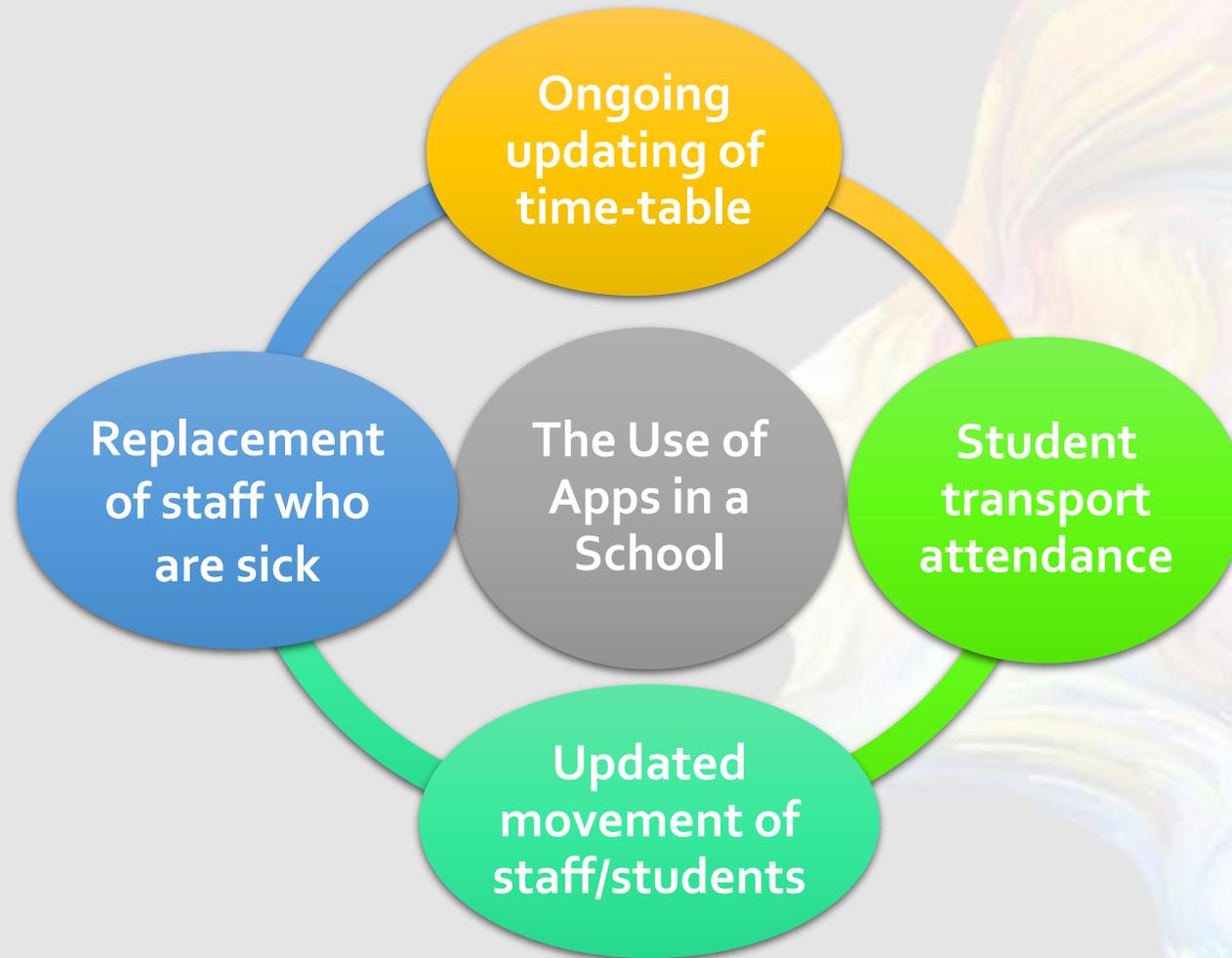
Wellbeing sessions to support teams.

Emotional intelligence and safeguarding.

# Major Findings



# Recommendations for Further Research



To employ a Human Resource Manager to increase efficiency and reduce stress.

Sharing of ideas and successful projects between church schools.

Improved work-life balance on in all levels.

More opportunities for administrative staff and career progression and advancement.

More helpful programmes and the development of new apps to facilitate new practices.

The need to employ more staff because of capacity building of students and staff.

More professional support services within the school.

***People will forget what you said,  
people will forget what you did,  
but people will never forget  
how you made them feel”.***

***- Maya Angelou -***