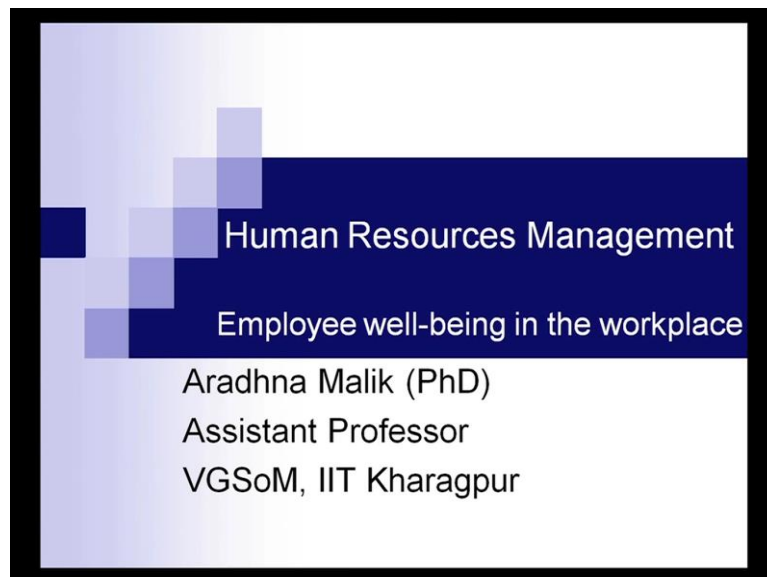


**Principles of Human Resource Management**  
**Prof. Aradhna Malik**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology - Kharagpur**

**Module No. #06**  
**Lecture No. #18**  
**Employee Well-being in the Workplace**

Welcome back, to the course on, Human Resource Management. I am Aradhna Malik. I will be helping you, with this course. We were discussing, Employee Health, in the previous lecture.

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Now, we move on to, employee well-being. You will ask me, what the difference is. When we talk about health, we talk about, overall health. You know, we talk about, your levels of comfort and discomfort. When we talk about, well-being, we are talking about, the whole gamut of your health, plus, what keeps your health, the way it is. What keeps you healthy? What keeps you, okay, your, the overall climate in the organization? So, let us move on, with it. Okay.

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Some sources, that we, that i have referred to. The first one is, of course, Cascio. Then, i have a few papers. I have, a few books here. Alright.

(Refer Slide Time: 01:17)

## Workplace Health (Dickson-Swift, 2014)

- From the perspective of employers: “Workplace health [includes] providing the conditions for personal development & allowing individuals to become the best they can be through opportunities provided to them within the workplace.”
- From the perspective of employees: Workplace health is much more a function of ‘emotional health, well-being and happiness’ than physical health which can be taken care of outside office. “Good emotional health comes from working in a respectful place, whereas poor emotional health can be caused by or made worse by an unhealthy working environment.”

Workplace health. We were talking about, health, from the individual's perspective. Now, we will talk about, health, from the perspective of the organization. What does it mean, to be healthy, in the workplace? I told you about, stress. Physical stress. How do you deal with it? When we talk about, workplace health, from the perspective of employers.

Workplace health includes, providing the conditions, for personal development, and allowing individuals, to become the best, they can be, through opportunities, provided to them, within the workplace.

So, employer say that, if we give you everything you need, to do your job, properly. If we give you the proper provisions, if we keep your working environment safe, we are ensuring, workplace health. When we talk about, workplace health, from the perspective of the employees. We are talking about, a function of emotional health well-being and happiness, and in the workplace. So, employees say that, we can take care of our physical health.

We do not need our workplace, to look after our, physical health. I can go to the gym. I can eat healthy food. I need my, in my workplace, to be a pleasant place to work in. I need my working areas, my working conditions, to be such that, i feel comfortable, in my work. That, i feel like working more, than the organization expects me to. That, i feel valued. So, from the employee's perspective, it is much more, a function of psychological and emotional health, and social health, than it is of physical health. Okay.

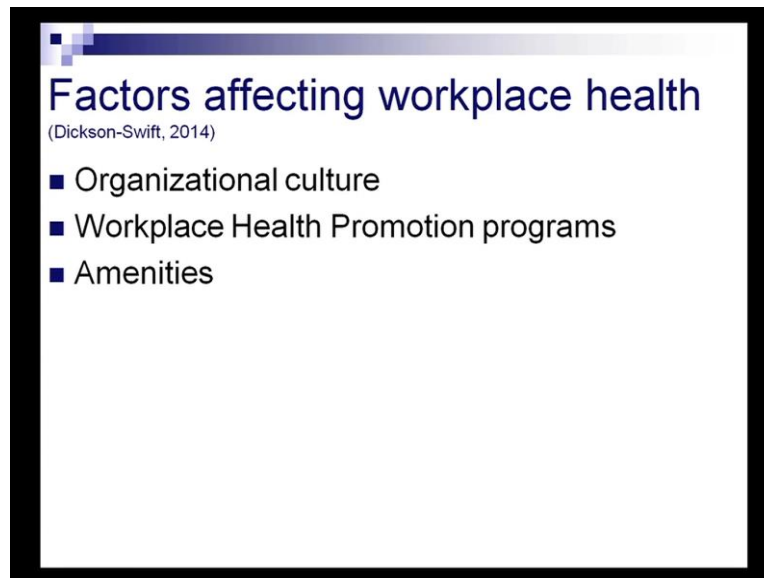
Good emotional health comes from, working in a respectful place. Very, very, very important. When we talk about, good emotional health, i want to be in a place, where, whatever i do, is valued. I want to be in a place, where, i am treated fairly. Where, my colleagues and i, are being treated fairly. We talked about, ethics, in a previous lecture. I do not want to get more than, i deserve. I also, do not want to get less than, i deserve. And, i want my opinion, to be valued.

You know, this is, i mean, i want my superiors and subordinates, to value my contribution, to respect me as a human being, in the place, where i work. If i feel that, i am being treated unfairly. If i feel that, my colleagues are not respecting me. If i feel that, my colleagues are demeaning me. I do not want to be, elevated. I do not want to be, put on a pedestal. And, i do not want to be told, that i am great.

But, i also do not want to be told, constantly that, i do not know anything. I do not want, to the blame of everything, that goes wrong in the organization, to come on me. And, i do not want to be, the scapegoat, for anyone. So, when we talk about health, when we talk about

workplace health, from the employee's perspective. We are essentially talking about, feeling respected, feeling valued, feeling emotionally comfortable, in the workplace.

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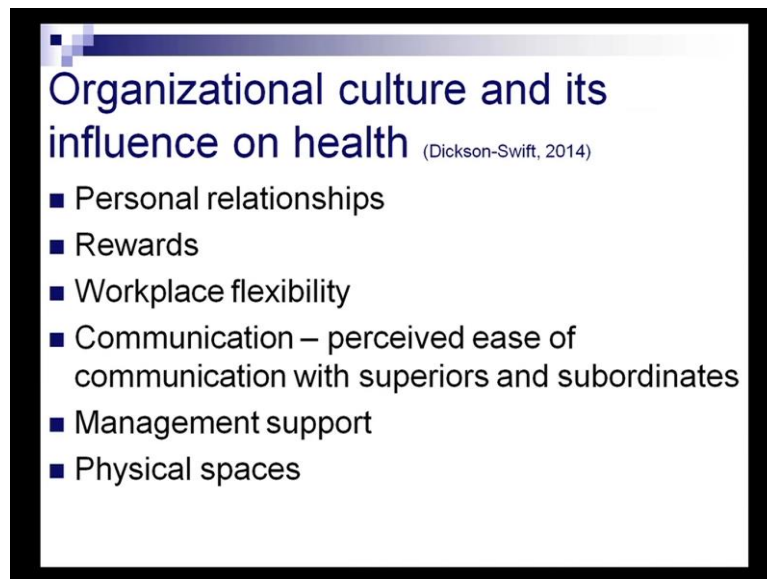
Factors, that affect workplace health. The first one is organizational culture. We will discuss it, in a minute. We also have, workplace health promotion programs. They are called, WHP Programs. We have amenities. So, there was a research conducted by, Dixon-Swift & Associates. And, i am sorry. I have not put it all, here. I should have done that. Anyway, when you get the slides, you will see the words at all. Dixon-Swift & Associates, did this. And, they found out that, three main factors, affects the health of the workers, in the workplace.

The first one is culture. What kind of culture, you have, and how? And, i will show you, how that affects, employee health in the workplace. The other is, the promotion. Health promotion programs, that are conducted by the organization, for its employees. And, physical amenities. What you have. What you deal with. You know, your employee lounge, your gym, your places for a walk, your smoking area.

I do not promote smoking. Please, smoking is very bad for health. But, there are organizations, that even provide, smoking lounges for people, who are used to smoking. I do not agree, with this whole concept. But, there are organizations, that do it. So, i am informing you, about it. But again, i keep telling my students, do not go and burn their lungs. And, i will

advise you, the same thing. Please, do not burn your lungs. Please, look after yourselves and your families. Quit anyway. Okay.

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Organizational culture, and its influence on health. Organizational culture, affects our emotional health. Organizational culture refers to, the social setup, with an organization. The interpersonal relationships, within an organization. The way of working, in an organization. The stories, that propagate, the way of working, the hours, you know. So, all of that constitutes, organizational culture of the systems, everything.

So, various elements or various facets, of organizational culture are, first is personal relationships. Very, very, very important. I will take the liberty of sharing, a personal example. I live in a state, which is very far away, from my home states. So, initially, i struggled with the language, the way of working, the food, here. And, in this place, you know, we live in a campus, that has the, that is spread over, 2200 acres. And, there are people here.

And, you know, we have students, and staff, and faculty, everybody, living in the same campus. And, like anyone else, i also had some personal crises, health crises, family crises. And, the people, who i thought were aliens, or the people, who i thought were very different. I was different, from most of the people, here. The very same people, came to my aid, every single time, i was in the middle of a crisis. Even, the people, who i did not get along with.

And, people, who you know, who we, i had differences of opinion with, were the first ones, to jump in anytime, i needed help. And, that is what, personal relationships are, all about. We are one big family. Some organizations promoted, some do not. By default, we are all stuck in this 2200-acre campus, together. We go to the market. We see the same faces. We go to the gym. We see the same people. We, you know. So, the boundaries between professional and personal lives, are very blurred here.

And, i cannot tell you, how much of our support, this kind of a setup, has been for me. Especially, because, i come from a very small town. And, in larger cities, it is hard to find, this kind of camaraderie. But, you know, this is what, personal relationships are all about. We are told to be, very objective, and very professional, and not make personal friendship, at work. I completely, disagree. If, i did not have this social support, i would not have been sitting here, and talking to you, i am telling you.

So, it is absolutely essential, that your organization helps, these personal friendships, bloom and grow. And, you know, i mean, i have so many sisters, and so many brothers, and so many aunts, and so many uncles, on this campus. And, so many nieces and nephews, on this campus. You know, we are like just, one big happy family. We fight. We argue. But, when somebody needs something, we just get together, and we do not let this person, crash.

And, personal relationships, are a big part of an organization's culture. In some organizations, it is more pronounced. In others, it is not. So, that is one part. And, this helps, your emotional health. So, many of us are living, far away from our families. You know, in the middle of nowhere. Health facilities here, are limited. I am not trying to discourage you, from coming to Kharagpur. Of course, you know, we have better things, are happening here. Improvement is happening.

But still, but despite all this, we are all sitting in this campus, because of this big family culture, that we have, here. That is amazing. It is wonderful. So, and that influences, your emotional health. You may feel stressed. You may feel bored. You may feel, so many things. But then, as you grow older, you see these support systems, coming to your aid. Then, you say, vow. And, the stress, just melts away. Okay. And, your health improves. And, commitment goes up, for the organization. You become, more productive.

And, the organization, benefits. And, you benefit. And, everybody is happy. The other is rewards. What kind of system of rewards, do you have in your organization? Rewards can be, very, very objective, very tangible. You can also have, intangible rewards. But, when we talk about rewards, specifically, we are talking about rewards, that can be measured. So, what kind of reward systems, does the organization have. Some organizations have systems like, employee of the month.

And, you know, they will felicitate you. They will do. They will reward you. They will acknowledge the additional mile, that you go, for the organization, in various ways. Some give the stew, in the form of bonuses. Some give the stew, in the form of vacations, and other benefits. Some give the stew, in the form of very positive recommendations, in the form of training, that you want. So, that forms, a part of the organization's culture.

And, as long as the rewards, that you are getting, are in line with, or, appeal to your sense of justice, for your contribution, to the organization, everybody is happy. So, that needs to be visible. Then, workplace flexibility, is another one. The amount of control, you have over your job. Like i told you, if you are a very rule driven, instruction driven, person, then flexibility could confuse you.

But, if you are an independent thinker. If you are, and you know, both have merits. We need people, who are very instruction driven, for very high risk jobs. Because, unless things are done, with the enormous amount of precision, and unless things are done by the book, you just cannot do, what you are required to do. In creative professions, you know, i would say, education, higher education, is also a very creative profession.

It can be, a very creative profession. It is, so helpful, to have flexible hours, if you are an independent thinker. So, that depending on the need, of the employee's workplace. The option, to be flexible with the work place, either in terms of resources, you have, or, time or contribution. Or, you know, if you were, of course, you need to do, a certain base amount of work. But, over and above that, if there is some flexibility, that always helps.

Communication. Perceived ease of communication with superiors and subordinates. Another, very big thing. We, how easy or difficult, is it for me, to speak to my superiors and subordinates. Very, very helpful. If i feel comfortable, speaking to my superiors and

subordinates. If my subordinates feel comfortable, coming and talking to me. And, if my superiors feel comfortable with me, going and speaking to them. And, if i feel comfortable, speaking to my superiors.

You know, i feel safe. I feel that, this is my personal comfort zone. And, an emotionally healthy, and my contribution, to the organization, tends to go up. Management support. How much support, do i get, from my superiors, to do, what i want. Then, we take up a new job. When we are doing, something new, the tendency to make genuine mistakes, is very high. Now, depending on the organization, you may be penalized. Of course, depending on the cost, your mistakes have for the organization.

But, if you are given that freedom, to learn from your mistakes, you know, if the organization, does not penalize you, too heavily for your mistakes. Then, you tend to grow. And then, your commitment to the organization, tends to go up, quite a bit. So, how much does the organization support you, in your attempts to grow, in your attempts to do, what you are required to do. How much, do they trust your integrity, is what, management support means.

How much, do they support you, in terms of, your training needs, in terms of, your alignment of your personal goals, with the organizational goals, etcetera. Physical spaces. Oh! My god. Big, big, big, big determinant of, how comfortable, i feel in my workplace. Of course, different offices have, different workplaces. Different ways of, how they seat their employees. But, the office needs to be, a happy place, to work in.

You know, it is not mill, where are, as far as possible, one should feel comfortable, sitting and working at, one's workplace, as far as, i mean, to the extent possible. Of course, you know, if you are a welder, or, you are working in a factory, in the shop floor. There is no way, that you can avoid, sharp, you know, the splinters of, shards of metal flying around, and heat, and dust, and heavy equipment, and heavy machinery. And so, but even, in that, if you feel safe, if you have been given, the right gear, you feel comfortable.

And, that adds to your emotional health. If you have to do, some work independently, it is always nice to have, some sort of barrier, against the rest of the world, in terms of a cubicle, that is about, little higher than your own height. So, that if you need to focus on your work,

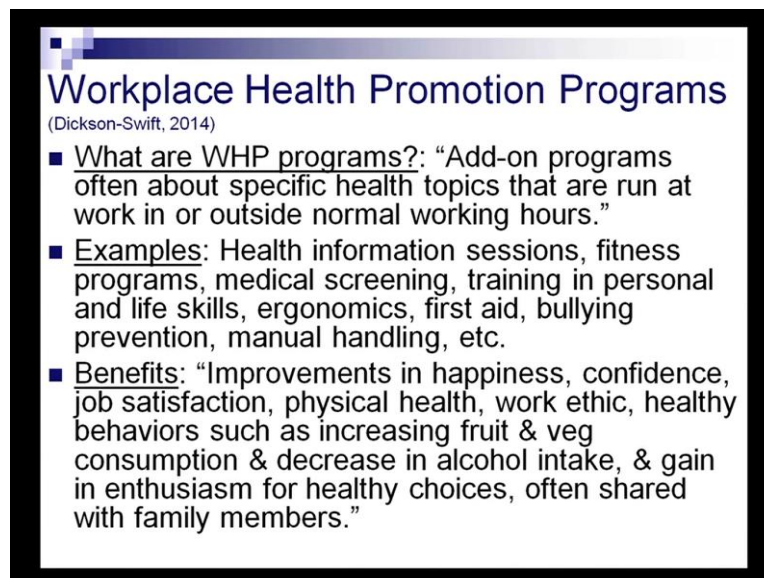


you can be somewhat cut off, from the rest of the world, and have as few distractions as possible, and focus on your work. So, that is really, really helpful.

What is your physical space, like your furniture, ergonomics? All of this contributes to, your feeling of comfort and wellness, within the organization. These are very important. They may seem very mundane, but these things make, so much of a difference, to us. If, i go to the office. And, i get tired. And, there is some way, that i can raise my feet up, and then, still continue to work, for the rest of the day.

I will love my office. If my office gives me, some very tiny stool, to put my feet up on. I am telling you, it is as simple as that. If the chair, that i sit on, is comfortable, my productivity will go up, significantly. You know, if my offices, has few distractions, or, if i am given the option, to remove these distractions, somehow, my productivity will go up, considerably. So, that really makes a difference. Okay.

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**Workplace Health Promotion Programs**  
(Dickson-Swift, 2014)

- **What are WHP programs?:** “Add-on programs often about specific health topics that are run at work in or outside normal working hours.”
- **Examples:** Health information sessions, fitness programs, medical screening, training in personal and life skills, ergonomics, first aid, bullying prevention, manual handling, etc.
- **Benefits:** “Improvements in happiness, confidence, job satisfaction, physical health, work ethic, healthy behaviors such as increasing fruit & veg consumption & decrease in alcohol intake, & gain in enthusiasm for healthy choices, often shared with family members.”

Workplace health promotion programs. What are WHP programs. They are add-on programs, often about specific health topics, that are run at work, in or outside, normal working hours. So, some examples of such programs are, you could have health information sessions. (Refer Slide Time: 17:04) You could have fitness programs. You could have medical screening, training, etcetera. And, these are additional programs, that are run in the organization, to help you become aware of, and maintain your physical health.

And, they could even talk about, manual handling. If you are handling heavy equipment, they could teach you, how to avoid injuries, to your back. They could teach you, life skills. They could teach you, how to, you know, have not be stressed. You could play, part of the previous video, and say that, if you are feeling stressed, go stretch out your arms, and take deep breaths. And, you know, squeeze your hands, like this.

So, it could be something, as simple as that. Teach you, relaxation techniques. All of this, could be taught to you, through the wellness programs. Benefits of wellness programs. They improve happiness, confidence, job satisfaction, physical health, work ethic, healthy behaviors such as, increasing fruit and vegetable consumption. They could even motivate you, to decrease your alcohol intake, or motivate you, to stop smoking. I am a big fan of healthy living.

They could also help you, pass on the enthusiasm, you gain, or you, that is generated, in these programs, to the family members, of the workers. So, that sort of, has a domino effect. It just radiates out. Something, that is very positive. You have go to work. You have a wellness program. You learn something, that makes you feel happy, that makes you feel comfortable. You go back. You talk to your family members. And, the word spreads.

And then, all of you, sort of, start working, start taking, very tiny baby steps, towards being healthy, and being comfortable. And, that in turn, improves the productivity of, the other people in your family, who are in the workforce. So, all of this is again, believe it or not, it is connected to human resources. Human resources personnel are the people, who are organizing, these workplace health promotion programs.

So, if you are an HR person, please look into the possibility, of introducing these programs, into your organization. I am telling you, your organization will thank you, for it. They are, so helpful. And, this is based on actual research, by Dixon-Swift & Associates. There is actually a paper on it. This is just, one of the many, many papers, that have been written on it. So, this is not, up in the air, kind of talk. Okay.

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## Characteristics of preferred WHP Programs (Dickson-Swift, 2014)

- Free
- Confidential
- Easy to participate in
- Enjoyable
- Make employees feel valued
- Offer opportunities for socializing
- Increase health & Well-being knowledge
- Increase motivation
- Develop personal skills
- Are available in work time

Characteristics of preferred WHP programs. People like programs, that are free of cost. They do not have to pay, anything. People like programs, that maintain, the confidentiality of the workers. In a lot of these programs, one tends to expose, one's vulnerable sides. One tends to expose, the not so pleasant aspects, of one's personality. And, it is very helpful. It is actually expected, that the organization will not reveal, these issues to anyone else.

So, you know, one tends to show that, one could improve. Maybe, in some program, somebody would say, why do not like, fruits and vegetables. I tend to eat, a lot of heavy stuff, when i am stressed. And, or, i tend to smoke, or, i tend to consume alcohol. And then, they undergo counselling, or therapy, or some suggestion, from some senior person, from the health expert. And, if word spreads about that, then, it is not very nice.

So, maintaining confidentiality, of course, to the extent possible, depending on the program. If, it is a common program, maintaining confidentiality, becomes difficult. If, it is a one-on-one wellness program, you have a wellness clinic, where people can go, them maintaining confidentiality, possible. So, depending to the extent possible. Maintenance of confidentiality, adds to the, acceptability of these programs.

They need to be easy, to participate in. We talk about, you know, if this program is, you cannot expect people, about the age of 30, between 30, 40, 50 years of age, to go jumping on trampolines. It is fun, i am telling you. I have done it. It is amazing. But then, some people

may feel shy. Some people, may not be able to do it. Or, you cannot expect a 50-year-old person, to engage in a trust fall, for example.

You know, so, that kind of thing. They need to be, appropriate. They need to be, easy to participate in, also. I mean, a 50-year-old person, may not be physically able to rapple, on the side of the building. So, that kind of a thing, even though, it is very helpful, you cannot expect a 50-year-old person, who is not used to long walks, to suddenly start walking, 5 kms a day. Just not possible. Slowly, you know, once they are warmed up. And, their bodies allow it. They can do it.

But, you cannot expect them, to engage in brisk walking, that early. So, they should be, easy to participate in. They should be, doable. They need to be, enjoyable. People need to have fun, in these wellness programs. You cannot, just say, okay, please write down, how many cigarettes, you smoke in a day. And then, start cutting down, one at a time. Please write down, how many, you know, pakoras, you have every day. Or, you have, how many, i mean, maintaining a diary is boring work.

Instead, you say, okay, what kinds of fruits, do you like. And, person says, i love citrus fruits. Okay, fine, what can we do, with what you like. The minute, you say that, people say, okay, here is something, that i want to do. Why because, you are starting from, what i like to do. So, make employees, feel valued. Please, in these programs, for heaven's sake, do not start assessing people. You know, please do not start assessing them, or, do not start judging them, and say, oh! You are too fat, you cannot do this.

I am fat, i know. But, if you call me, fat, to my face. I will not like it. And, I will feel, that you are trying to hurt my feelings. And, i will not want to come to a program, that points out the obvious. Yes, it is obvious. So, what, but i do not need, every second person telling me, that especially in a program, that i have gone voluntarily. So, you know, these things, needs to be taken into account.

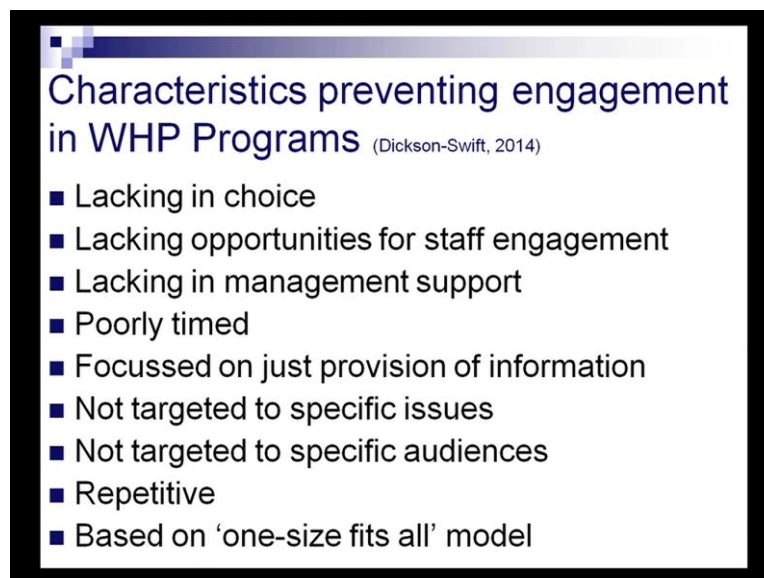
Offer opportunities for socializing. It is very difficult, to engage in a wellness program, where you expect employees, to do things, individually. If they have a friend, they can motivate, each other. If they can make, more friends, even better. Increase, health and well-being,

knowledge. They need to get something, out of the program. It has to be, a value addition. I cannot, just participate, you know, go for a picnic, and not get anything, out of it.

And, i will enjoy it, once. But, i would not want to do it, again, and again. And, go out, with the same people, have the same beach ball. And, you know, run around, go in a bussing, dance, come back. No. You call it, a wellness program, you have to have, some significant takeaways. Increase the motivation. Some program, that helps people, enhance their motivation, for doing things. And, they should be able to develop, help people, develop their personal skills.

People do not like, to engage in such programs, over the weekend. The weekend, for most working people, is meant for their families. The weekend is meant for people, for your personal work, for recharging your batteries. Wellness programs, anything organized by the office, is seen as work. And, people, expected to be arranged, during the work time. And, again, i am telling you, based on the research, by Dixon-Swift & Associates, they found that, these are the references of, concerned people.

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Characteristics preventing engagement in WHP programs. What do, people not like. They do not like programs, that do not have, too much choice. They want, some choice. They want to be able to, you know, take a few things, and not go, for a few things. So, they want a larger basket of offerings. Lacking opportunities for staff engagement. They do not want programs,

that do not allow them, to participate and decide, the flow of things. Lacking in management support.

The management should actively promote, these programs. Their supervisor, should be able to say, okay, go, and do this, you know. So, otherwise, they feel very uncomfortable. They do not like programs, that are poorly timed. Again, the timing is, very, very important. They do not like programs, that are focused on, just provision of information. Nobody wants to sit through, boring lecture, after lecture, after lecture. I do not know, how you people, do it. You are seeing through, lecture after lecture, of principles of human resource management.

I do not know, how you are doing it. Hat's off, to you too. But, this is not a wellness program. So, you have to listen to it. And, you have to sit, for an exam. But, if just imagine, if this was being done, with you in, you know, in a health and wellness kind of situation. People do not like that. They do not like, provision of information. Not targeted to specific issues. They do not like programs, that are vague. And, that are, all over the place. They do not like programs, that are not targeted, to specific audiences.

They want the programs, that are specially designed, for them. They do not like programs, that are repetitive. That reinforce, the same thing, again, and again, and again. Once or twice, is fine. Or, maybe thrice, is fine. But, after that, it becomes boring. They do not like based programs, that are based on one size, fits all model. You know, you take the same program. You show it to, the top management. You take the same program, you show it to, the younger lot, that is joining. I mean, it is very uncomfortable. So, they like tailor made programs. Okay.

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## Amenities and workplace health & well-being (Dickson-Swift, 2014)

- “Amenities [...] include physical aspects of the organization’s property such as a large staff room with outdoor seating, child care center, homework room for employees’ children, comfortable chairs and opening windows”; possibly a nice lunch room or employer provided refreshments; possibly even a gym or game room.

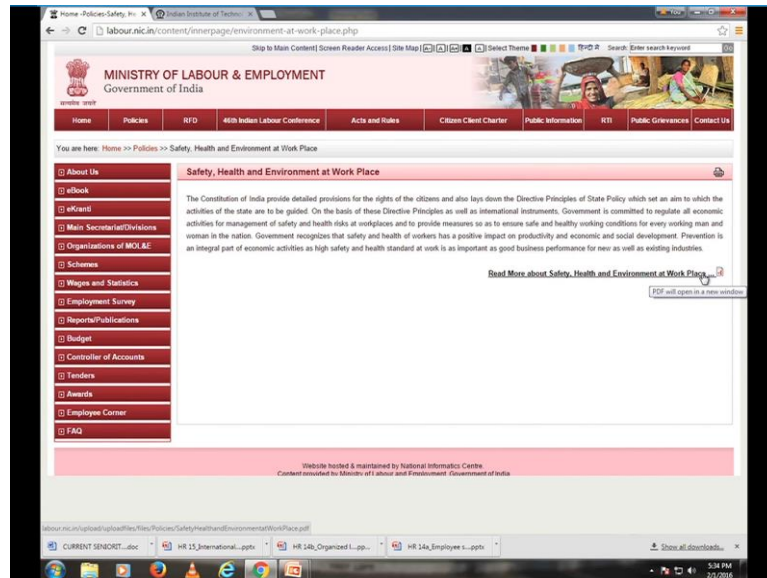
Amenities and workplace health & well-being. I told you, amenities are, they include physical aspects of the organization's properties, such as a large staffroom. You could have a club. You could have a lounge. You could have a lunch room, or, employer-provided refreshments. Just a tea room, where you have basic materials, for tea. Possibly, even a gym, or, a game room, where people can go and relax, for a little while, you know, during their lunch hour.

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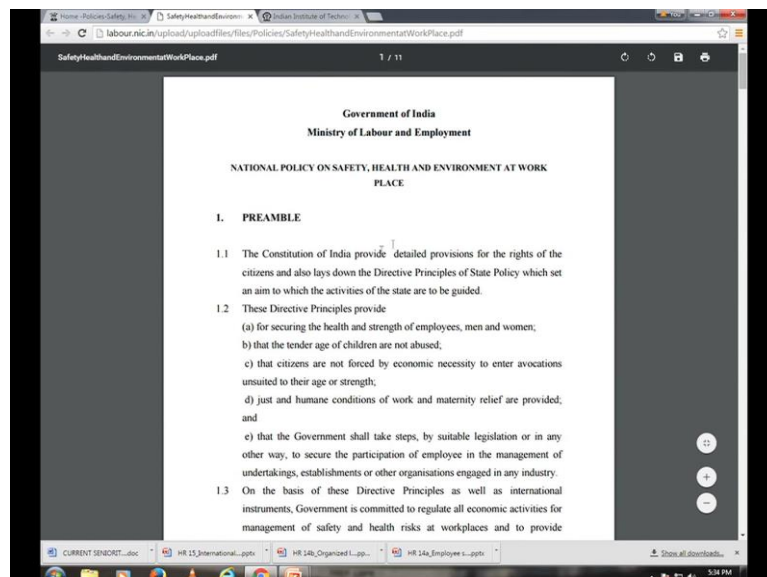
## Safety, Health & Environment at the Workplace (Govt. of India, 2009)

- Ministry of Labour and Employment, Government of India:  
<http://labour.nic.in/content/innerpage/environment-at-work-place.php>
- National Policy on Safety, Health & Environment at the Workplace (Government of India, 2009):  
<http://labour.nic.in/upload/uploadfiles/files/Policies/SafetyHealthandEnvironmentatWorkPlace.pdf>
- Updated paper on NPSHE by Sardana: Institute for Studies in Industrial Development, New Delhi:  
<http://isidev.nic.in/pdf/DN1204.pdf>

So again, let me show you, the couple of things, here. The laws governing, safety, health, and environment, in the workplace. Couple of things, i will show you, these websites. One. And, these are all, you know, in India. So, i will just show these, to you. This is going to be good. (Refer Slide Time: 28:10)



So, this is, The Ministry of Labor and Employment, Government of India. So, you can go to this website. And, can read more about, safety, health, and environment, at the workplace. (Refer Slide Time: 28:22)





So, this is the national policy, on safety, health, and environment, at the workplace. And, you can read, this policy. The other thing, that i want to show you, of course, you know, that is the main website. And, then this policy, we have shown you. There is a very nice paper, by Sardana. You know, that is shared, on the website of the, Institute for Studies in Industrial Development. So, let me show this, to you. Right here.

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So, it is a very nice paper. And, this is an update, on the national policy. And, Sardana has talked about, what the policy does, and what it enforces. And, you can go through this paper. It is a very lucidly written paper. And, you will be able to understand it. But, i suggest that, you go through, the website of the, Ministry of Labor and Employment. And, you can get much more information about, how the government proposes, to ensure workplace safety, and in workplaces, in India.

And, we will continue with, organized activity in the workplace, in the next class. So, thank you very much, for listening to me.