Designing Work Organization
Prof. (Dr.) Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture-56
Workplace Design for Well-being

In this particular session on the Workplace Design for Well-being, we will be talking about workplace well-being, four factors that influence the workplace well-being, workplace health model, then workplace design for well-being, emerging opportunity to effectively use design to promote employee well-being, then more inclusive and enduring the outcomes for the employees, benefits of the addressing workplace well-being, then the role of the workplace design is evolving to a people centric approach, employee health issues and disengagement have only costly effects on the bottom line. So, workplace well-being can offer a strong return on investment, the power of well-being and then the pivoting ahead and research papers and the references are there. So workplace well-being is not a new concept. However, once discounted as a fad or the trend, it has the more recently become the rooted in the business strategy for the companies of the various sizes and sectors. Like so many similar trends stemming from post-COVID hybrid working, it has become an increasingly important concept to understand. The reasons are straightforward as the repeated studies have shown that a focus on the employee and the workplace well-being can result in the improved productivity, increased morale, fewer sick days and these better staff retention is there.

No wonder companies have embraced the workplace well-being concept with such a vigor, but what is the workplace well-being and how can office design as a discipline create spaces that promotes and encourage the workplace well-being is there. So, this has been always been the question is there. So, it has been seen from through the research and through practices that is the if you take care of the well-being of the employee, then in that case it will be improving the productivity and the morale of the employees, motivation of the employees at the workplace is there. For these practices, the number of studies have been done and it has been observed that is that work culture, the supporting colleagues, those have been the very, very important factor for the well-being   at   the   workplace   is   there.

This well-being actually in fact, has been also been used with the synonyms with the happiness at the workplace is there. So, in this case, the organizational practices, especially in the case of this, the post COVID hybrid working is there or when we are talking about any personal issues of these employees are also concerned, then we find that is it is becoming a very important factor that is the whoever your employees are

there and those employees they find themselves that is the they are doing the good work because of their mental peace is there or the happiness is there. Now, whenever we are talking about these factors, different factors are there. So, one is the physical factor and in this physical factor, many organizations are having these practices that is about the nutrition, breakfast available at the workplace is there. Actually it is not that is the how much do you eat, but it is the equally important is what do you eat and therefore, in that case,   it   is   at   workplace,   what   are   these   facilities   are   available.

 A simple example, when we talk about the canteen or at workplace or when we talk about the mess at the workplace is there and whatever the food is available and whatever the food the employees choose and therefore, the way of these food they will choose that will making this effect on their body and as a result of which the body will be active or dull and accordingly the brain will work. So therefore, this nutrition is there. Second is that is the now many organizations are having the gym at workplace. People feel that is the why there is a need for the gym at workplace is there and then the it is because of the exercise is there and all of us know when we do the exercise that is the level of the oxygen in the blood level that increases and as a result of which we are having these better feeling is there and the fitness is there and the body is active. So therefore, in that case providing these exercise facilities because maybe the employees are working from morning to evening and they are not getting time for the exercise because of the excessive   working   hours.

 So then in that case, these type of the facilities which are giving them this will be helping them that is the how they are going for this type of physical fitness is there and that is why this nutrition and the physical fitness these are the exercises which has been provided by these many organizations. Similarly, there are these different types of the social activity program are there, trekking is there, the physical activities programs are there and these all activities are program keep their brain alert and the active and therefore, as a result of which they are able to contribute more and focus more on at their workplace.   Then the ergonomics is there that is the machine and human beings relationship is there. You might have seen that is the table, the table is now a movable table. So at the height of the person the table can be fixed and therefore, in that case that workplace   which   is   provided   the   chair   which   has   been   provided.

 Now many times the chairs for long sitting they are causing this type of these body problems are there, nerves are getting compressed and this is there is because of the long sitting this type of the physical problems are there. So when you are designing, designing the table, designing the chair as per the convenient of the your employee as per his or her height is concerned and the comforts are concerned, then definitely in that case the person will be comfortable at the workplace and that will be making these

physical factors were supporting for his well being. Now we know about this Hawthorne experiment that is a light and the productivity experiment in the management where these lights have been reduced, lights have been increased, light has been constantly placed at a particular what and then it has been seen what is the effect on this productivity is concerned. So these environmental factors they also play a very, very important role. If the room is very dark and there is not enough lighting facility then definitely in that case the person will not like to read more and he will not be encouraged to reading because his physical workplace of the surrounding that is not supporting.

Similarly the space that is how much space a person is having and therefore as we see in the factories that there is the minimum space has been provided. So similarly at every workplace this minimum space is to be provided as per the comforts of the employees are concerned depending upon from job to job. And the overall designing of the workplace that also make these the feeling that is why you find that many beautiful paintings are there, are there is a garden is there, are there is from the window you can see a beautiful scenario and that is making you the more comfortable at the workplace you are able to focus whenever you take the break you again when you come back so you are re-energize. So, are there noise, air quality and indeed the temperature that is what whatever the temperature is there and that the comfortable zone which has been created at the workstation that will be making the employee more comfortable and that is making him the more happy at the workplace. And as we have seen there is a person if he is happy or the well being is taken care of his productivity will increase.

Psychological factors are also there and especially when we talk about the job security is concerned and if the person fails that is his job is secured then he is not worried about the future. So, his approach towards the job that will be very positive and then that will be focusing on that is how he can focus on his work and can take the risk also. Because if his stress level is the moderate level and we know the relationship between the productivity and the job stress is there and the relationship is of the inverted U. So, when we are talking about this stress level then this stress and this is a performance and this is a stress low and high. So, for every human being there is a U stress this point is called U stress this is a U stress and there in that case you will find that is the for the other employee   it   might   be   like   this.

So, low and high. So, therefore, in that case as we increase the stress for some employees they are able to bear the stress and then after that there is a declining in the performances there. So, therefore, this stress level that is becoming very, very important and if stress is a productive stress, functional stress then definitely in that case the person will feel motivated, but when the stress goes beyond these his stress bearing capacity then in that case the person will not be able to perform and his performance will decline.

So, here it is very necessary that is his stress is the positive stress, productive stress, functional stress is there. Now why this stress is many times nowadays in the generation we find they are not able to balance the work life balance is there and simple example like   in   the   night   time.

  So, night time they are not taking proper rest and as a result of which especially for the students we find that is in the daytime their productivity is not is stable or the highly increasing motivating. So, therefore, this work life balance one should know that is how to balance his time management and so that he will be able to manage that his personal life and these work life both. Similarly, when we talk about the workload, how much is the workload is there and whenever there will be the excessive workload, the person will not be able to deliver which will be reason into the so many psychological factors. So, he should be able to manage the job demands, what are the job demands are there on basis of those job demands, he should be able to meet those demands by providing the supply with the help of the technology, with the help of the manpower if possible, so support is there. So, here we will find that those psychological factors that will be also influencing   his   well   being   is   there.

  Then the social factors are very, very important is there. As I mentioned the well being, actually in many organization power and politics is there as a result of which the colleagues relationships are not good. If it is not good, then definitely the person will be under stress and he will not be able to perform. But where in those organizations where these colleagues relationships are very strong, then in that case, you will find that is they are having these more productivity and so they are able to manage and if they are able to manage the relationship and that is also my one course is already there on NPTEL that is the managerial skills for the interpersonal relationship. So, therefore, these managerial skills of these interpersonal dynamics, those that particular course will talk about that is a relationship, how to manage the better relationship at the workplace and even in the personal   life   also.

  Are they organization cultures and practices which are making this impact and creating the that is called the workplace communicative communities of practices. So, what is the COP that is called communities of practices. So, what type of the practices are there in the community the practices is very hard working, highly motivating, focus, goal, achieving goals, managing time, managing the physical, environmental and the psychological factors, then definitely if the whole ecosystem, whole ecosystem is that much supporting to the employee, then in that case definitely like the social events are there, organizing the social functions are there, cultural programs are there, lunch, dinners and the trips are there. So, then these all social factors that will also support the employees to enjoy his workplace. Now workplace health model, now I will talk about

this   workplace   health   model.

So, here we find there are the four stages are there and first is the assessment, second is the planning and management, third is the implementation and the fourth is evaluation is there. So, here when we are talking about the what is the workplace health model, then in that case first and foremost that is the demographics are there. Now, when we are talking about the industry 4.0 and the artificial machine learning and all, then definitely in that case we are using more and more technology is there. So, your age and your health of an individual that should be assessed and then the see what type of the work one   can   do.

Similarly, the organizational practices, work environment that will also create the health of the employee. Third one is the community which already I have talked about the communities of practices are there. For example, the transportation facilities, the food and retail parks and the creations are there. Now, in the case if you find that is the workplace health model is weak, then what to do? So, therefore, you have to plan and manage the healthy work environment and that is through the leadership support. Now, whenever the actually in fact the employee, employee is for these social factors and psychological factors, it is very necessary that an appropriate leadership style is required.

And in the leadership we have talked about that is the how the leader influences the behavior of others. And if he is focused, leadership style is flexible and that is called the situational style of leadership is there. If different models are there like the fiedler's model is there, then these Hersey-Blanchard Model So, here you find that is what type of the leadership support is there. Now, here when we are talking about this leadership model, then definitely in that case, that relation in Indian culture, we are having this leader and followers relationship like the Sri krishna and Arjun is there or the dronacharya and eklavya is there or the Chanakya and the Chandragupta is there. And therefore, in that case, these leaders are having such great followers and that they are making   the   name   of   their   leaders.

So therefore, this leadership support is that for keeping the good health is very, very important. Second is the management is there. So workplace health coordinator and committee is there. So here it will be very important that is the organization, they are making the proper these coordination committees and these work supportive work environment. And if supportive work environment is there, so naturally the workplace health improvement plans are there, goals and strategies are the supporting.

Supporting is there, progressing is there, simple example is of the training is there, wherever the person feels that he is lacking the skills, immediately contacts to his leader

and leader provides that support that is the how he can develop those particular skills. Then in the case dedicated resources are there. So we always talk about management about the men, machine, material, money, method and minutes 6 M s are there in the management are there. And then when these resources are available to an individual, then definitely in that case, he will be able to perform in an excellent way which will be keeping him healthy and the physical and mental. The communications are very important.

So there should not be the communication gap and a constant communication and the trust of is to be created for the communication is there. Now when you are having this type of these factors and practices in the organization that will then you have to but how to do this and therefore implementation and that is how we can make this healthy model. So healthy model we can keep by providing them the education, talking to them, counseling them, advising them that is the this is the way they can do this particular job. Then the policies are there, organizational rules are there. So therefore, in that case, it is important that is the we are making these policies are there.

Now, here when we talk about these benefits are there. So implementation is about these insurance incentives and all benefits will be there. So workplace benefits which we provide to the employees and on basis of that, they are able to get that support. Simple example here is mentioned about the insurance. So incentives can be there and nowadays we know that it is a variable pay is there.

So as the performance is there, but when you are talking about this type of these variable pay incentives, whenever you talk about the insurance schemes are there, then definitely in that case, when you implement this type of the strategies, policies, the employees feel better comfortable and that is the they will be having that healthy atmosphere at the workplace. Then the environmental support is there, opportunities, physical, social interactions, which I have mentioned earlier that is the for the well being, these all the physical, psychological, social environmental factors, they are very supportive for the productivity outcome and the healthy mind and healthy body of the employees. But are we doing it correctly or not and therefore, these workplace health model talks about the evaluation, worker productivity is there. So absenteeism presentation is there. So these are the symptoms if the health is not good means psychological health is not good and employee does not take interest in his work, he remains absent.

And if he remains absent, then there is absenteeism will be the evaluation and then you can come to know that is the what are the different factors are there which because of which he is not focused on his work. Then the presentism is there and healthcare cost,

quality of care, performance standards, because as I mentioned like the insurance, insurance is there, but definitely there will be the cost will be involved with this particular insurance. Therefore, healthcare cost that is to be taken care of and find out for each employee what is the cost is there. Then the improved health outcomes are there that is the reduced the diseases and the disability is there and organizational change culture of health is there and this type of the organizational change or the culture of health then that is the for example, recruitment practices, retaining the employees or the efforts are to be met to retain the employees, alignment of the health and the business objectives and these all will be creating this workplace health model is there. So, what is required you have to design, you have to design for the well being is there and today there are the emerging opportunities to use the workplace design to promote a holistic state   of   well   being   for   people   at   work.

  When the organizations provide the work environment, they support user control, natural elements   and daylight, changing postures, they address the physical and psychological health of the   people, enhancing engagement, creativity, innovation, retention, good workplace design fosters the well being which leads to the success for the organization is there. So, there are the emerging opportunities for the effectively used design to the promote employees well being are there and wellness programs have been long and here physical health by minimizing the exposure is to the harmful chemicals and the materials to the standard such as the LEED certificate and ergonomic standards have been developed to reduce the risk of the musculoskeletal injuries to official workers are there. So, however, these disparate programs fail to address a complete sense of the whole person at work in that includes both physical and the mental health is there. These practices ultimately goal is to making the office or the workplace that is becoming the not only for the worker rather than that is the making the holistic approach is there and as a result of which it is not the person is in isolation rather than it is overall personality, families, friends together that is all will be taken care of.   So, it is an emerging opportunity   holistic   state   of   the   well   being   at   the   workplace   is   there.

  Now, the employees are required to be more inclusive and the end during the outcomes for the employees are there the goal of well being for employees that is the sub sims all other outcomes it is not a short term emotion like happiness it is an entering state that can lead to the productive engage balance and the healthy employees are there. So, while you address these well being applications, then you are able to attract and retain employees reduce the cost of absenteeism and reduce the health cost. These improve the moral by creating a socially engaging supportive environment and naturally because of their vigor, absorption and dedication which are the part of the employee engagement and that also improves. So, here we find out the higher productivity, lower turnover, better company culture and   higher employee engagements are there.   These role of

workplace design is all into a people centric approach is there and here by driving employee performance people centric design puts people at the center of the design process   with   outcomes   related   to   the   quality   of   life.

   So, the assumption is that as quality of life improves traditional business issues such as engagement performance are also there. Now there are the chronic disease and the stress related illness are rapidly increasing in the working age population and stress is known cause of the both mental health disorders and the cardiovascular diseases. The World Health Organization produced by 2020 mental health disorders and the cardiovascular disease will be the prime type of the illness and this prediction have been found true that is from now in the 2023 we find it is whatever the predictions have been meant by the 2020 that has been the seen at the workplace. And there are more problems of the maybe the diabetes, health disease and other in actively related disease then the smoking is there. So, employee health issue and disengagement have on personal effect on the bottom line 4 percent in the public sector is there, the annual absenteeism rate in US is 3 percent   and   on   average   of   per   employee   to   the   private   sector   is   there.

   So, stress cost is increasing is and therefore, when we are talking about the ROI. So, employees well being program and that is Harvard Business Review's case study, the Johnson and Johnson's leader estimated that their wellness programs had cumulatively saved the company in dollar 250 million in healthcare costs. I remember one case study and in which the Coca Cola and by providing this these a gene and the healthy food and this nutrition at the workplace and like these practices, they have also reduced the cost which was spent on the medical reimbursement is there. So, well being standard is there the required in certain investment, but it is a small price for the written improved engagement, retention and the connection is there. These incorporating well concepts into the workplace design is must be go beyond this protecting their physical health, but a new holistic approach addresses physical and psychological health well being of the workplace designed to improve the mental health and designed to improve the physical health   is   there.

   When we talk about the improving the mental health I have talked about that is the physical environment ability user control over the workplace that is a policy of the organization environment control and that will be contribute to the number of benefits are there. So, these design to improve the mental health is ability of user control over the workplace. So, specify the flexible task lighting so that the individual can control brightness and the position of the lighting source. Create a variety of individual group and the social interaction spaces that let employees choose the workplace size, type, furnishing and technology that if the it is immediate work needs are there. Now, introducing   the   elements   of   the   nature   into   the   workplace   is   there.

So, ensure the workstations and the collaborations areas view to the outside incorporate plants into the design of the space design using the natural materials and patterns that evoke the future and the create the open plan in address the people's affinity for wide open spaces. These incorporate more natural light into the overall office environment which I have talked about that is the Hawthorne experiment which was based on that is a workstations how they receive. Consider the implementing the circadian lighting systems and accordingly that has to be there. Minimize the noise distractions are there. So, workplace naturally it is required to workplace which would be the noise free and it is increasing the workers productivity.

These noise distraction however pose the challenging that can be addressed through the about design and the policies are there. Minimize these noise distraction and displays noise distraction and number of practices are there. For example, the cafe spaces for breakout meetings versus the phone free desk ideas resembling a library setting is there. Now, here these particular avoid these noise distraction reducing the noise distraction and educate the employees. So, therefore, in that case you will find that is you are able to improve the health of these employees are there.

This is promotes the challenging postures are designed to improve the physical health and where I talk about the ergonomics, main machine relationship and here it talks about the postures and movements within the space over the course of the workday is there and that you have to find out. So, this promoting these changing postures and movements within the space over the course of the workday and that is making the where the people free to move to the day workplace of the choice according to the needs of the task is there. It is always like the ergonomics principles in this also designed financial on spaces to facilitate and postures is there example is a supply height adjustable table to a variety of the work surfaces about the sitting and standing height is there, which I mentioned earlier that is the height of the table you are able to manage according to the height of the employees are there. In the ambient environment which are developing sense of community, communities of the practices COPs. So, social aspects are to be there to so that the people can connect with each other and the social support is required.

This power of well being in the design is this that is it is a corporate wide health policies and wellness programs. Employees need to opt into actively participate and enjoy the benefits. Unfortunately, the research shows an average of only 25 percent participation in well wellness program across the US. When the well being principles are factored into the design people are surrounded by it while they work within the space, making it impossible not to participate in receiving the benefits of the better psychological and physical health is there. This power of well being designed to create

that happiness, happiness at the workplace and that is to higher organizational performance   is   there.

So, what is ultimately we can say in this way, building the well being into the world becomes an effort and that can yield the immediate benefits the productivity while paying the ongoing dividends by driving the meaningful work is there. This is the research paper that is a conceptualizing the social well being in the actively based offices are there and the purpose of this article is to add the conceptualized of the social well being at work by identifying in the components in a contemporary office. And so, educate measures to be developed into in the monitor and the well being and to the access the impact of the interventions at the workplace is there. And the finding of this research paper will help you to making the understand that is what are the different practices where you can make these communities of practices and support to the employees so that the employees can have the physical well being and the mental well being is there. This is the book that is ergonomic workplace design for health, wellness and the productivity and   this   is   the   author   is   the   Alan   Hedge   is   there.

And in this book, given me today's mobile technology most work is still undertaken in a physical workplace. This today's workplace need to be the healthy environment that minimize the risk of the illness or the injuries to the occupants to complete in the marketplace. And this necessitates the application of the good ergonomics design principles to the certain creation of the effective workplace and this is the focus on this particular book. These are the references which you can refer for your further studies into the detail and you can find out in surrounding industries what are the different practices   of   the   well   being   are   there.

So, your employees they remain happy. Thank you. Thank you very much.