



Welcome to discussion on advances in Employee Well-Being and safety

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Impact of Psychological Well-Being on the engagement level of employees & the changing dilemma in accident prevention



Role of Human Capital

- Employee safety depends considerably on the attitude of risk taking and employee behavior
- Their self motivation, presence of mind, dedication to duty, high morale and above all engagement level play a key role in predicting, identifying and controlling hazards and bringing down the risks by taking suitable measures



Role of Human Capital

- Attitude and high level engagement of employees are crucial factors to identify hazards, risk assessment & control.
- Any slack on the part of employees can cause under estimation of hazards. There is inherent need to keep them physically and mentally strong, happy, knowledgeable and motivated to offer best quality service.
- Their voluntary instinct to do it right first time engaging head & heart is required which in turn indicates their engagement level to be strengthened taking care of their Psychological Well-Being (PWB).



What is Psychological Well-Being and how it affects employee behavior

- Psychological well-being (PWB) is a vital factor guiding employee behavior and business outcome which in turn is closely related to engagement and safe behavior
- The core dimensions of PWB include self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life and personal growth.
- Major indicators of PWB are job satisfaction, life satisfaction, career satisfaction and life stress. Well-being including PWB concerns beyond money and connected to fitness, nutrition, diet and good health; work life balance; social, cultural and spiritual development, satisfaction and motivation.





Determinants of Psychological Well Being

- Determinants of PWB are categorized at three different levels, which incorporates some important factors like individual factors (agreeableness, conscientiousness, optimism, resilience); organizational factors (job enrichment and organizational culture); social factor (work family conflict).



Individual Factors

- **Agreeableness**
- **Conscientiousness**
- **Optimism**
- **Resilience**



Big Five Personality Factors

- The Big Five factors and their constituent traits are summarized as (**OCEAN**):
- **Openness to experience** – (inventive/curious vs. consistent/cautious). Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience.
- **Conscientiousness** – (efficient/organized vs. easy-going/careless). A tendency to show self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior.
- **Extraversion** – (outgoing/energetic vs. solitary/reserved). Energy, positive emotions, surgency, and the tendency to seek stimulation in the company of others.
- **Agreeableness** – (friendly/compassionate vs. cold/unkind). A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.
- **Neuroticism** – (sensitive/nervous vs. secure/confident). A tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability.



Agreeableness

- The big five *Personality* dimensions are observed to be intensely associated with variety of work attitudes and behavior.
- Amongst them Agreeableness is a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. The trait reflects individual differences in concern for social harmony.



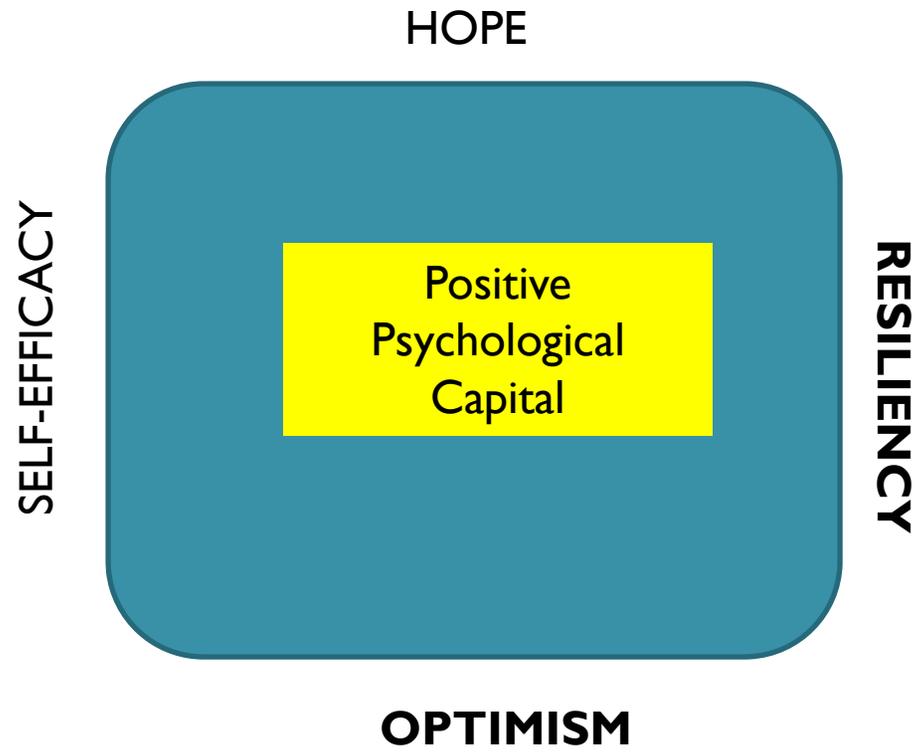
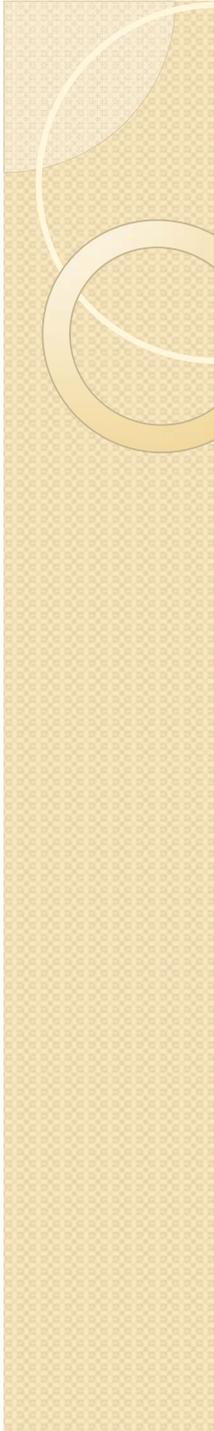
Agreeableness

- Agreeable individuals value getting along with others.
- They are generally considerate, friendly, generous, helpful, willing to compromise their interest with others
- They have optimistic view of human nature
- They believe people are basically honest, decent and trust worthy.



Conscientiousness

- *Conscientious* is the trait of being painstaking and careful or the quality of acting according to the dictates of one's conscience.
- It includes such elements as self-discipline, carefulness, thoroughness, deliberation and need for achievement.
- Those high in conscientiousness are described as scrupulous, efficient and reliable in task performance, while those low in conscientiousness tend to be disorganized, careless, inefficient and unreliable.



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Optimism

- Optimism refers to the conviction that the future holds desirable outcomes irrespective of one's personal ability to control those outcomes.
- It is associated with and leads to securing positive outcomes.
- It is a disposition or tendency to expect the best possible outcome or dwell on the most hopeful aspects of a situation



Resilience

- Resilience is the capacity to bounce back from adversity, uncertainty and failure
- Three characteristics of resilient people (and organizations) as a staunch acceptance of reality, a deep belief, often buttressed by strongly held values that life is meaningful and an uncanny ability to improve.
- Literature review depicts that resilient people can go through setbacks reasonably well. They may even bounce back to higher levels of performance finding new meaning of life and values in their lives in the process



Organizational Factors

- **Job Enrichment**
- **Organizational Culture**



Job Enrichment

- Job enrichment is a way to motivate employees by giving them increased responsibility and variety in their jobs. Job enrichment allows the employees to have more control in planning their work and deciding how the work should be accomplished.
- It is the provision of genuine and meaningful humanization of work and an important organizational factor which affects PWB and genuinely contributes to employee behavior.
- Different types of job enrichment activities and programmes are observed to encourage worker participation and enhance motivation.



Organizational Culture

- Organizational culture construct is defined as a summation of shared values, beliefs, assumptions, and behavioral norms.
- It has varied implications at different levels: at *Core level* – strongly held and often unspoken ideologies, values and assumptions; at *Strategic level* – the expressed values and beliefs that reflects that a group wishes itself to be and others to believe about it; at *Manifest level* – day-to-day behaviors and conditions which often reflect a compromise between the above two levels and the immediate situation.



Social Factors

- Social factors like employee involvement in social programmes, social relationships, social networking and making new friends and taking up new initiatives, caring for family, friends and relatives, quality of social life and work life balance play important role in forming the PWB and consequently employee attitude which are reflected through one's behavior.

Work Family Relationship

- Work interference with family (WIF) and family interference with work (FIW) both affect life satisfaction.
- The work family conflict is associated with decreased family life satisfaction. Thus balancing work demands and family and social life satisfaction requirements are of paramount importance and it strongly affects PWB.



Work Family Relationship

- Family is the prominent part of life in non-work domain, although other aspects like household responsibilities in broader area, personal interests need attention. Work demands are generally positively related to Work-Family Conflict (WFC), whereas family demands are observed to be positively related to Family-Work conflict (FWC) and both WFC and FWC are negatively related to Work Family Relationship(WFR) and employee well being.
- Work interference with family (WIF) and family interference with work (FIW) both affect life satisfaction. Carlson et.al. (2000) have further distinguished three forms of WFC: time based, strain based and behavior based.
- Family demands mainly involve caring for children, life stages of children, household maintenance, responsibilities of family care and concerned stressors and these have profound effect on family life satisfaction (FLS) which is in turn closely related to PWB.



How higher level of PWB can boost employee behavior and engagement level

Concern for employee well-being, specially PWB, benefits both employer and employee. The employee gets good sense of balance between work and home life, meaningful performance which is recognised by the employer, overall good health in holistic sense and a feeling of control over one's life. The employer gets higher levels of sustained engagement and lower turnover, having the whole employee on the job with dedication for overall growth with improved safety standard



Impact of psychological well-being on employee behavior

- **Mental Health**
- **Employee Engagement**
- **Social Involvement**



Mental Health

- The mental health condition depicts one's behavior and is in turn influenced by the state of PWB.
- There can be no health without mental health.
- It is more than the absence of mental disorders. It is *conceptualized* as a state of PWB in which individual employee understands his / her abilities and can cope with the normal stresses of life, can work productively and is able to make valuable contribution to their physical and social well-being.



Employee Engagement

- A clear view of the behaviors demonstrated by the engaged employee emerged as - belief in the organization, desire to work to make things better, understanding of business context and the 'bigger picture', respectful of, and helpful to, colleagues, willingness to 'go the extra mile' & keeping up to date with developments in the field.
- Engaged employees who work with passion and are connected to their company are generally about 28% according to guidelines provided by the reviewer of famous Gallup Organization. Not-engaged employees who have just put in time and the basic work done remain about 54% and actively disengaged employees who are busy at acting out their unhappiness and undermine what the engaged co-workers accomplish remain generally as 17% of the workforce. This means that approx. 71% of the workforce is either under performing or actively undermining their work.



Employee Engagement

- “*Engaged*” employees are builders who want to know their desired expectations from their roles so that they can meet and exceed them. They perform consistently high levels and want to use their talents and strengths at work regularly. They work with passion and drive innovation and help the organization to grow.
- High engagement with low level well-being will lead to unstable engagement and high engagement with high well-being will enable sustained employee performance, whereas low engagement with low well-being will cause chronic disengagement.
- Employer concern for employee well-being should not be driven by economic consideration, rather it should be an integral part of organizational culture, reflected in its training and development policies.



Social Involvement

- Social involvement (SI) is the frequency of an individual's social interactions with person, groups or organizations.
- Social interaction is a dynamic, changing sequence of social actions between individuals or groups who modify their actions and reactions.



Social Involvement

- Social Involvement can be differentiated into accidental social contact, repeated, regular and regulated. SI depends on social behavior of concerned person, which is basically a process of communicating.
- It also depends on person's ability for attachment, relationship building, religious attachment. "Spend more time socializing", 'develop an outgoing social personality' are better sources of enhancing social involvement.
- Involvement with family members, relatives, friends, club programmes, social cultural programmes, attending festivals, Puja / religious institutions, special days of religious importance, NGO programmes on "Keep the Earth Green and Clean", organizational special events are all part of social involvement and treated as outcome of happy and healthy person

Determinants of *PWB* and its effect on business outcome

Determinants



Mediator



Outcomes





Summary findings

- Improvement in engagement level of employees results quality output and risk reduction
- Employees need to be **happy, healthy and prosperous** so that their willingness to serve for the organization and community comes up at their own instinct for sustainable outcome.
- To improve employee engagement level with priority on accident prevention we need to take care to develop their PVVB by all means which in turn will call for the need to improve in the individual fronts like agreeableness, consciousness, optimism, resilience, job satisfaction and life satisfaction

Way forward

- **At Individual Level :**

- Systems to be established to monitor physical health of employees by special checking besides pre-employment and periodical (annual / half-yearly) medical examinations, based on age and medical history, special jobs being taken up in hostile environment, to monitor vital functions including all sense organs to keep them fit for purpose.
- Because of stressful life cycle for engagement normally over ten hours a day, there is need to monitor not only physical health of employees but also mental health and social connectedness. Stress is highly associated with ill-being. Awareness sessions on emotional intelligence need to be taken up.
- Health related awareness is required to be arranged like wellness related training, back and neck mobilization exercises, knee strengthening, hygiene, nutrition, abuse of alcohol and promoting healthy life styles.
- Psychometric testing and checking fitness on job requirements may help well to establish an employee. Individual personality factors to be suitably checked and regarded for suitable placement. Awareness sessions to be arranged so that employees remain agreeable and conscientious.
- Organizations should conduct surveys to know employee engagement level and make action plan on how they may perform better.
- Organization should arrange to check job satisfaction and happiness level of employees and their fitness with the job. Measurement of prosperity of employees to be kept in view for all round development in the long run.
- Special care need to be taken to conduct behavioural training programmes of employees so that they show tendency to be optimistic and resilient and can bear upon strenuous working conditions.

Way forward

- **At Organizational Level :**

- Measurement of perception of employees about organizational culture how organization can help their development to be known for phase-wise action plan.
- Organizations should establish and maintain procedures for identification of hazards and risk assessment on the various activities undertaken by employees. Significant risks to be brought down and suitable action plan to be formulated to provide most safe and healthy work environment, whereby physical and mental health is valued.
- There should not be only internal audit of hardware, but there should also be surveillance on human capital assets. 3rd party audit should be conducted so that expert advice can be taken to improve work motivation to bring down human errors. Organization to be proactive in identifying opportunities to enhance employee well-being.
- Vision should be for world scale benchmarking of activities and facilities to provide employees world class work culture and environment. It should be dynamic and set the framework for continual improvement, by addressing unhealthy stressors.
- Competency standard at each level to be developed reviewing incident reports, gap analysis statements, using existing industry competency standard.
- Employees need to be kept motivated to show self discipline, act dutifully and aim for achievement against outside expectations.
- Different types of *Job enrichment* activities to be practiced in true spirit. This will enhance workers interest to act dutifully to accomplish their goals whereby organization will get competitive edge over others.

Way forward

- **At Social Level:**

- Employees connectedness to different social and religious institutions like temples, mosque, church should be developed. Employees should grow with spiritual sentiments. Different types of cultural events, puja, picnic, entertainment programs to be organized involving employees and their family, friends and relatives to improve their social connectedness. CSR activities should not be constrained with profit margin but to be done with intense interest for the community with long term planning.
- Special awareness session like “Art of living”, Yoga, meditation to be arranged with the help of organizations like Brahmakumaris, Patanjali Yogpith, ISKCON and other leading religious institutions and meditation centers and all workers to be covered at all levels.
- Work life and family life balance need to be checked and kept in view so that employees can devote their energy and enthusiasm whole-heartedly for the job to ensure quality with safety.
- Employee financial security, education, basic needs like housing etc. to be suitably cared so that they feel comfortable and elevated at social level. Prosperity of the employees brings the prosperity of the business.
- Counseling, assistance as and where required, on an ongoing basis to be provided to the families of the employee. Employee remains concerned for development of his / her family members. Suitable arrangement of higher education of family members and / or their medical treatment, etc. can motivate the employees in their whole-hearted engagement on job.
- Employees to be given extended facilities so that they can fulfil part of their family demands and desires on important aspects of life. These will ensure their added concentration on job and less human error due to carelessness, which is most common factor for Un Usual Occurrences in works premises.

Any Questions

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Thanks !!!!!!!!!!!!!!!!!!!!!!!