

# Wellness in workplace

Mojtaba Firouzjaeiangalougah

# Agenda

- Recap and Intro
- Understanding of job satisfaction
- Workplace wellness program
- Fostering supportive culture
- Organizational culture

# Recap

- Well-being at the workplace refers to the comprehensive health status of employees, encompassing physical, mental, and emotional aspects. This concept extends beyond the absence of illness to include the proactive achievement of optimal health and happiness.
- Physical well-being: Physically healthy, free from illness, and able to perform job tasks without undue injury.
- Psychological well-being: the state of having a positive mindset, coping with stress effectively, feeling satisfied with work, and having a sense of purpose and meaning.
- Social well-being: the state of feeling connected to colleagues, having good relationships with supervisors, and feeling supported by the organization.

# The concept of well-being and its domains

Domain	Indicative elements
Physical	Physical health, mental health, working environment, physical safety and accommodation
Values	Ethical standards, diversity, psychological contract and spiritual expression
Personal development	Autonomy, career development, lifelong learning and creativity
Emotional	Positive relationships, emotional intelligence and social responsibility
Work/organisation	Change management, work demands, autonomy and job security

Source: adapted from CIPD, 2007

# Job Satisfaction

- Refers to the extent to which employees feel content with their jobs and work experiences.
- It encompasses various aspects, including the work environment, relationships with colleagues and supervisors, compensation, and opportunities for growth and advancement.
- Job satisfaction is a critical factor in employee well-being, organizational performance, and retention.

# Determinants of job satisfaction

- Personal factor
  - Age
  - Education
  - Gender?
- Organizational factor
  - Supervision
  - The work group (team working?)
  - Occupational level
  - Job content
  - Pay and promotion
  - Security of job

# Factors Influencing Job Satisfaction

- Work Environment: Organizational culture, safety, and the physical work environment (Strategies).
- Relationships at Work: Colleagues and supervisors.
- Compensation and Benefits: Fairness, benefits packages, recognition for work.
- Opportunities for Growth: Professional development, career advancement, and skill enhancement (Strategies).
- Work-Life Balance: Balancing work and personal life (Strategies).

# Importance of Job Satisfaction

- Employee Well-being
- Organizational Performance
- Retention and Turnover
- Customer Satisfaction
- Reputation and Employer Branding

# Assessing Job Satisfaction

- Surveys and Questionnaires:
- Interviews and Focus Groups: Qualitative methods.
- Performance Metrics: Indirect indicators such as absenteeism rates, turnover rates, and productivity levels.
- Psychometric Tools: Job Descriptive Index (JDI) or Minnesota Satisfaction Questionnaire (MSQ).
- Benchmarking:

# Strategies for Enhancing Job Satisfaction

- Create a Positive Work Environment: Foster a supportive and inclusive culture.
- Provide Opportunities for Growth: Training, development programs, and career advancement opportunities.
- Recognize and Reward Performance: Implement recognition programs (Supportive culture)
- Promote Work-Life Balance:
- Foster Meaningful Relationships: Facilitate team-building activities, mentorship programs, and opportunities for collaboration

# Workplace Wellness Programs

- Offer resources and activities to improve physical, mental, and emotional health.
- Feel valued and perceived organizational support
- Physically and mentally Well (higher job satisfaction, improved performance, reduced absenteeism, and higher levels of engagement).

## Components of a Comprehensive Wellness Program

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- Such as health assessments, fitness activities, stress management resources, and smoking cessation support.
- These components are designed to address different aspects of employee well-being and cater to diverse health needs.
- By offering a holistic approach to health promotion, organizations can maximize the impact of their wellness programs and support employees in achieving their health goals.

## Assessing the Impact of Wellness Programs

- It is required for assessing effectiveness and informing strategic decision-making.
- Metrics: healthcare costs, health outcomes, employee engagement, and job satisfaction.
- Impact of wellness programs on subjective constructs? such as job satisfaction, need robust evaluation methods.
- Demonstrating ROI to stakeholders!

## Challenges and Opportunities in Wellness Program Evaluation

- Measuring subjective constructs, and ensuring data validity and reliability.
- However, overcoming these challenges presents opportunities for organizations to gain valuable insights into program effectiveness and optimize program design and implementation.

## Strategies for Enhancing Employee Engagement with Wellness Programs

- Awareness and accessibility of wellness resources, providing incentives for participation, and fostering a supportive organizational culture.
- Soliciting feedback into program design and implementation (engagement and program effectiveness).

## Strategy 1: Increasing Awareness and Accessibility

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- Accessibility of wellness resources.
- Utilize multiple communication channels, including email, newsletters, intranet announcements, and posters in common areas.
- Easily accessible to all employees, regardless of location or work schedule, by offering virtual options and flexible scheduling for onsite activities.

## Strategy 2: Providing Incentives for Participation

- Motivate employees to engage with wellness programs and activities.
- Gift cards, wellness-related merchandise, or additional paid time off for meeting participation (international companies).
- Consider implementing team-based challenges or competitions with prizes to foster friendly competition among employees.

## Strategy 3: Fostering a Supportive Organizational Culture

- Is essential for promoting employee engagement with wellness programs.
- Encourage leadership buy-in and participation in wellness initiatives to demonstrate organizational commitment to employee well-being.
- Create a culture of accountability and support, where managers and colleagues encourage and celebrate each other's efforts to prioritize health and well-being.
- Case studies

## Fostering a supportive culture! How?

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- Leadership Buy-In and Participation,
- Open Communication Channels,
- Recognition and Appreciation,
- Flexibility and Accommodation,
- Promoting Work-Life Balance.

# Leadership Buy-In and Participation

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- Leadership role
- Encourage leaders to actively participate in wellness activities and initiatives, serving as *role models* for employees.
- When leaders prioritize their own well-being, it sends a powerful message about the importance of wellness within the organization.

# Open Communication Channels

- Establish open communication channels where employees feel comfortable sharing feedback, ideas, and concerns related to wellness.
- Encourage managers to hold regular check-ins with their team members to discuss wellness goals, challenges, and progress.
- Creating a culture of transparency and openness fosters trust and engagement among employees.
- Don't put people in the box! ([Video](#)).

## Recognition and Appreciation

- Recognize and appreciate employees who actively participate in wellness activities.
- Celebrate achievements, such as completing a fitness challenge or making significant improvements in health outcomes.
- Publicly acknowledge the efforts of individuals and teams, reinforcing the value of wellness within the organization.

# Flexibility and Accommodation

- Offer flexibility to support employees in prioritizing their well-being alongside work responsibilities.
- Provide flexible scheduling options for wellness activities, that work best for them.
- Accommodate individual preferences and needs, such as offering remote wellness resources for employees working remotely or with varying schedules.

## Promoting Work-Life Balance

- Promote work-life balance by encouraging employees to prioritize self-care and personal time outside of work.
- Set clear boundaries around work hours and expectations, discouraging overwork and burnout.
- Provide resources and support for managing stress, maintaining healthy boundaries, and integrating wellness into daily routines.

# Organizational Culture

- Definition:
- Shared values, beliefs, norms, and practices that shape behavior and attitudes within a company.
- Importance:
- Influences employee behavior, decision-making, and performance, as well as shaping the overall identity and reputation of the organization.

# Elements of Organizational Culture

- Core values: Discuss the fundamental principles and beliefs that guide behavior and decision-making within the organization.
- Norms: The unwritten rules and expectations for behavior that are established through repeated actions and interactions.
- Rituals and ceremonies: The formal and informal rituals, traditions, and celebrations that reinforce cultural values and identity.

# Types of Organizational Culture

- **Clan culture:** Emphasize teamwork, collaboration, and employee development, with a focus on nurturing a supportive and family-like environment.
- **Adhocracy culture:** Innovation, risk-taking, and entrepreneurship, where employees are encouraged to experiment and pursue new ideas.
- **Market culture:** It's about competitiveness, results-oriented focus, and achievement of goals, with an emphasis on delivering value to customers and driving performance.
- **Hierarchy culture:** It's about stability, control, and formalized procedures, where authority is centralized, and decision-making follows established protocols.

# Impact of Organizational Culture

- Employee engagement: Positive organizational culture fosters employee commitment, motivation, and satisfaction, leading to higher levels of engagement and productivity.
- Performance and innovation: Through shaping attitudes towards risk-taking, creativity, and adaptability.
- Customer satisfaction: Influences customer interactions, service delivery, and brand perception, ultimately impacting customer satisfaction and loyalty.

# Hofstede's Cultural Dimensions

- **Power Distance:** The degree to which a society or organization accepts and expects unequal distribution of power.
- **Individualism vs. Collectivism:** The emphasis on individual autonomy and achievement versus group cohesion and loyalty.
- **Uncertainty Avoidance:** The tolerance for ambiguity, uncertainty, and risk within a culture or organization.
- **Masculinity vs. Femininity:** The degree to which a culture values assertiveness, competitiveness, and success versus nurturing, collaboration, and quality of life.
- **Long-Term Orientation:** The focus on long-term goals, planning, and perseverance versus short-term results and traditions.
- **Indulgence vs. Restraint:** The degree to which a culture allows gratification of basic human desires and enjoyment of life versus controlling impulses and regulating behavior.
- **Case studies.**

## Case studies (Case 1: Power Distance)

- In a hierarchical organization, Sarah, a mid-level employee, feels hesitant to voice her opinions fearing reprimand from her supervisor, Mr. Thompson, who rarely seeks input from team members.
- Answers to Questions:
  1. The hierarchical structure impacts communication by limiting upward feedback and decision-making authority to higher levels.
  2. Sarah could employ strategies such as scheduling one-on-one meetings with Mr. Thompson to discuss her ideas privately or utilizing anonymous suggestion boxes.
  3. Fostering a culture of openness and empowerment can improve engagement and satisfaction by encouraging transparent communication channels and promoting participative decision-making.

## Case studies (Case 2: Individualism vs. Collectivism)

- David, a software engineer, prefers working independently in a collaborative environment, leading to feelings of frustration and isolation.
- **Answers to Questions:**
  1. The organization's emphasis on collaboration impacts job satisfaction by creating tension for employees like David who prefer autonomy.
  2. David could collaborate with team members on specific tasks while having designated individual projects to maintain autonomy.
  3. Organizations can balance collaboration with autonomy by offering flexible work arrangements and recognizing individual contributions.

## Case studies (Case 3: Uncertainty Avoidance)

- Emily, a marketing manager, faces resistance to her innovative marketing strategy due to the organization's aversion to uncertainty and risk.
- **Answers to Questions:**
  1. A culture of uncertainty avoidance inhibits risk-taking and innovation, impacting job satisfaction by limiting opportunities for growth.
  2. Emily could employ strategies such as presenting a detailed risk assessment and piloting the new strategy on a small scale to demonstrate feasibility.
  3. Organizations can balance stability with innovation by fostering a culture of experimentation and providing support for calculated risk-taking.

## Case studies (Case 4: Masculinity vs. Femininity)

- Megan, a sales representative, experiences burnout due to pressure to prioritize work over personal well-being in a competitive sales environment.
- Answers to Questions:
  1. A culture of masculinity impacts job satisfaction by promoting a relentless pursuit of success at the expense of well-being.
  2. Megan could implement strategies such as setting boundaries for work hours and seeking support from colleagues and supervisors.
  3. Organizations can promote a balanced approach to success by prioritizing employee well-being and recognizing achievements beyond purely quantitative metrics.

## Case studies (Case 5: Long-Term Orientation)

- Mark, an engineer, faces resistance to his innovative ideas due to the organization's focus on long-term stability and risk aversion.
- Answers to Questions:
  - The emphasis on long-term orientation impacts job satisfaction by limiting opportunities for innovation and change.
  - Mark could gain buy-in for his ideas by aligning them with the organization's long-term goals and emphasizing potential long-term benefits.
  - Organizations can balance tradition with innovation by fostering a culture that values continuous improvement and adapts to changing environments.

## Case studies (Case 6: Indulgence vs. Restraint)

- Alex, a graphic designer, struggles with maintaining focus and meeting deadlines in a culture that promotes indulgence and creativity.
- **Answers to Questions:**
  1. A culture of indulgence impacts job satisfaction by fostering distractions and hindering productivity.
  2. Alex could implement strategies such as time-blocking techniques and utilizing productivity tools to manage distractions.
  3. Organizations can balance freedom with discipline by promoting self-regulation and providing resources for time management and productivity improvement.

- Thank you 😊