CHAPTER – I
INTRODUCTION

1.1 Environment: Managing human resource effectively requires knowledge of competitive business environment, legal knowledge and awareness of social issues. Internet technology has given rise to another industrial revolution. Companies will require big pool of talents. Retaining top talent will require intelligent human resource Strategy. Business corporations have become global. Product cycle to employee turnover has attained tremendous speed. Many corporations have become virtual ones. HRM has to cope with all these changes. Organizations are managed by people. Challenges, opportunities and problems all stem from people. People are not alike. It requires utmost attention to maximize their utility and effectiveness so that enterprises and society at large can be benefited.

1.2 Globalization: Globalization will make people move from one country to another. Productivity has enhanced rapidly. This is a creative economy. Most important intellectual property today is the ‘people’. E-Commerce is taking fast speed. Employer has to take care of Work-Life Balance of their employees and improving productivity with all these factors. It is foremost objective of corporate sectors to gain the age of competitions in order to succeed. Competitive age might be defined as some form of advantageous lead in the market place leading to enhance market share and profitability.

The effective management and development of these human resources is the key to achieving competitive advantage. Organization has to put all the resources such as capital resources, human resources together in order to succeed and face challenges. Since an organization’s most valuable and most volatile resource is its people, the HR function of the organization must be properly groomed for the growth of the organization. The satisfaction of human resource for the highest and the best performance can be achieved through providing welfare measures and training the employees in technical, conceptual and interpersonal skills.
Ultimately industrial units are only going to grow if the people are allowed to use their initiatives, creativity, to participate in the business, rather than performing their work technically and acting like unthinking robots. It is not enough to have an intimate technical knowledge of the product and process but also the cognitive skill for maximum utilization of these technicalities.

The human resource should be motivated to give their cent percent for the growth of the organization. Without motivated and capable employees, no technical organization can prosper. It has long been recognized that the employees can be motivated to perform well by satisfying them. Satisfaction can be achieved through fulfilling their basic needs, providing welfare measures giving them recognition and respect.

Figure 1.1
If you see above pyramid of Maslow’s theory of need, all needs are important such as

1. Physiological needs
2. Safety needs
3. Love and belonging
4. Esteem and
5. Self-actualization.
At higher level, Self-actualization need is more important. They are listed below:

- Morality
- Creativity
- Spontaneity
- Problem solving
- Acceptance of facts

Self-actualization need can be better met if proper training in respect of emotional development of employees is given. Self-actualization needs are the needs for realizing one’s own potentialities for continued self-development for being creative in the broadest sense of the world. These often come when all other needs are reasonably met. Here the individual analyses himself in understanding one’s own abilities and potential in self-discovery and using one’s abilities and potential for creative achievement.

Certain tools like core competence, knowledge management, leadership and creativity play a major role in attaining self-actualization. In simple term performance is the function of ability backed by motivation. It is on account of number of reasons.

1.2.1 This is applicable to workers and the corporate strategists as well.

1.2.2 Apart from other physical and financial resources, business requires human resource also. Behavioral aspects of HR are important.

1.2.3 Another important reason for motivation is the increasing complexities in technology. Example in this regard is the highly technology based space program of our country.

1.2.4 Organizations are giving importance to physical and financial resources from long term perspective; it is only recently the same importance is being given to human resources i.e. people. It is because of this reasons management development programs are increasing in these days. Many tools like Assessment Centre Appraisal, HR Accounting Systems etc.,
1.2.5 Difficulties in motivation: Motivating the employees is becoming difficult day by day. One of the reasons is that firms have suddenly changed the jobs their employees are performing.

Some organizations have employed the technique of hire and fire, pay for performance and almost gave up motivational efforts. Further all these changes may conflict with each other.

Apart from Maslow’s theory of hierarchy, there are other theories also. Manager need to know these theories to motivate their employees for better work performance.

1.2.6 Hertzberg carried out his now famous survey of 200 accountants and engineers. He used the critical incident method of obtaining data for analysis. The respondents essentially were asked two questions. It was revealed that factors which made respondents feel good were totally different from those which made them feel bad.

![Hygiene Factors vs Motivator Factors](image)

Figure 1.2

1.2.7 Managers can learn to motivate employees by adopting this theory. Human relation movements say that social concerns will motivate workers.

1.2.8 Top level management needs to know all the theories of motivation and should be in a position to apply it in particular circumstances.
1.3 **Retention of employees**: It is very important factor in HRM. In case of common employee, money can motivate them but in case of higher level managers, there are other factors which work for motivating them such as self-actualization, empowerment, decision making, power, quality of work life, flexible benefits, etc.

1.3.1 Motivational environment: Apart from above various theories of motivation what is required for retention of employees is the motivational environment in the organization.

- Motivational environment consists of
  1) Bench marking best in class HR practises
  2) Developing quality of work life
  3) HR communication.
  4) Counselling
  5) Employee empowerment.
  6) Employee participation.

1.3.2 Bench marking: it is defined as a process of identifying, understanding and adapting outstanding practises from within the organization or from other to help improve the business. This concept is based upon the theme that “sees what others do and try to improve upon that”. Best practises mean to follow in totality and not in part.

1.3.3 Quality of work life: It aims at integrating the socio – psychological needs of the people in the organization. However, some of the common phenomena have been listed here.

1) Flexibility – it implies flexibility of work schedule i.e. working hours. It may also include staggered working hours.

2) Job enrichment - it attempts to make job more interesting and challenging.

3) Opportunity for growth – employee would like to grow through his work. Suitable opportunity should be provided to him for his growth in the organization.

4) Participation – participation in decision making relating to his work.

5) Communication – both downward as well as upward communication should be effective.
Quality of work life gives a sense of job involvement, sense of competence and confidence about the job. It improves job satisfaction and productivity of the organization.

1.3.4 HR communication: Human resource department is the link between higher level of management and the various strata’s in the organization. It communicates various facts to the prospective employees during selection process. It gives idea regarding the HR philosophies of the company. It also conveys HR policies, practises and procedure to all the employees. It also gives feedback of performance of the employees. It receives suggestions from employees. HR communication provides detailed information about employees and management. It removes misunderstanding which also helps in retention of employees.

1.3.5 HR Counselling: counselling is a sort of discussion with the employee to enable him to do the job in a better way. It has emotional contents. It is in the form of advice, discussion, re-assurance, communication, release emotional tension, clarified thinking and re-orientation.

In spite of the above measures taken by HR department to solve the problems of employees and encouragement provided to them by various means, company cannot solve each and every problem of all the employees nor can it satisfy them. Some of the employees do leave for their own reason. This is what we mean by employee turnover. Employee turnover includes both joining and leaving the employees.

On the one hand companies are facing the problem of over staffing which they would like to prone. On the other hand, they are facing the problem of employee turnover and busy in the developing the strategies.

1.4 Employee Turnover: Employee turnover is costly from the view point of employee and the organization. Employee cannot learn and benefit unless he / she stays in the organization for a long period of time. Neither organization can benefit from the employee unless it is able to retain him or her for a longer period of time.
1.4.1 Apart from the individual welfare of the employees, companies in these days go for well-being of all the employees as a group. In time, however, the term has acquired a broader meaning, involving to physical, emotional, mental and social aspects.

1.4.2 Some of the ways suggested by Wellness Council of America has been listed here.

Nutrition and weight management:

1) Encourage Employees to take a breakfast: Every dietician suggests that breakfast is very important in daily food. Healthy habits are now getting worse day by day. People don’t take wholesome food. Cafeteria of the company should keep healthy items. It would increase the efficiency of the employees.

2) Encourage a healthy diet: Improper diet would increase the weight of the employee and may give rise to certain diseases. It would distract their attention from work to their health. Thus healthy diet in daily food is essential.

3) Post BMI Charts: To know the obesity status posting of BMI charts on the notice boards of the company helps employees to make them aware about it and will be able to initiate control measures for the same.

4) Provide good drinking water: Instead of soda pop machines, employer should provide clean and pure drinking water. Water is very important to human body so employer should encourage their employees to drink water.

5) Identify good and healthy hotels or cafeterias near to work place: Many a time people go for searching testy food. They may be unaware of the healthy foods. Companies should certify certain hotels which are providing good foods.

6) Effective dieting: To reduce the weight by dieting without precautions is dangerous to individual health. Certain companies offer packages such as ‘reduce 10 kg weight in 10 dollars’ you should not be victims to such advertisement. Unhealthy dieting will surely reduce the human energy. Therefore, proper precautions and guidance need to be taken for dieting.
7) Avoid high fat lunch: There is a craze for high fat lunch in America and other countries also. They spent high amount of money on fat lunch. It is dangerous for health. Companies should circulate literatures and advise for low fat lunch. Even they can appoint counsellors or dieticians for advising proper diet food intake.

8) Provide multi vitamin food: Human body requires many vitamins and minerals. Employer should provide multi vitamin food. It should ensure that canteen supervisor or the contractor provides multi vitamin food in the cafeteria. It will keep employees healthy and efficient.

9) Provide cholesterol screening: High cholesterol is not good for the health. Therefore, it is necessary that company should organize medical camp to know the cholesterol level of employees. Each and every employee having low or high cholesterol level beyond the range should be advised to take proper diet, food and exercise.

10) Proper calcium intake: As per the age of the employee proper calcium intake is required for good health. It ranges between 1000 & 1300 mg. per day. Simultaneously proper control of weight is also necessary. Company should provide safety manual in this regard.

11) Mostly 3/4th of the employees generally go for purchase of candy bars, snacks, chips and pastries. It is important to educate employees on nutrition including fat and right calories pasted on the front of such vending machines. That will encourage them to go for healthy food throughout the day.

12) Right type of fruits and vegetables intake: Majority death occurs on account of imbalance diet. It is recommended by FDA that 2 to 4 servings of fruits and 3 to 5 servings of vegetables must be there on daily diet.

13) Control on stress: For a common man, 50% of his time gets interrupted by uncalled for interruptions. It is essential that careful time management must be made. 80% to 90% interruptions are uncalled for and having little value. Educate the employees for effective time management. It should cover successful routine, prioritising of work and saying no when needed to get rid of stress.
14) Physical activity should be promoted: Instead of using elevators ask employees to use staircases while climbing. Exercise can be more effective if the office is located in a sky scraper.

15) Be family friendly: Management should offer flexi time option to employees or part time or job sharing option may also be worked out. It would allow employees to give more time to their family. This will help in retaining good employees.

16) Helping depressed workers: There are some depressed employees in every organization. They can be treated and can be cured. Company can provide the information as to the places where such treatment is available. Counselling can also be provided to such employees on need basis.

17) Make a time for leisure: A quiet room may be provided in the company premises for relaxation.

18) Many employees become the victims of a crime during vacations. Company should help the employees to plan their vacations. Special training program may be arranged in this regard.

19) Number of divorce cases is on rise. This is basically because there is no meaningful communication happening with the spouse. Survey indicates that there is less than two minutes’ communication with spouse in America.

20) Improve your employee’s memories: Today speed of life is very fast. No. of events are occurring throughout the day. Thus it is difficult to remember all these activities. Give some interesting tips to employees to improve their memories.

21) Host Conflict Resolution Meet: Conflicts are happening at workplace which creates unhealthy relations and further raises stress level among employees. It will be useful if company organizes conflict resolution meet for the employees. This will help to reduce conflicts at the work place.

22) Day Care Services: Now a day it gets difficult to cope with the working environment in daily working life. It is better to start a day care facility at workplace. If it is not possible then at least provide the information of good day care centres available near to the workplace.
23) Educational Opportunities for your employees: Education increases career opportunities of the employees. Education may be related to the company / industry concerned or may be in general, who could improve the communication skills, general awareness regarding health, environment etc. It may be useful in day to day life of a person.

24) If you desire to make campus ‘smoke free’, you have to educate the employees in that direction. This requires enough time. Company has to monitor this from time to time.

25) Training through meetings: everyday lot of meetings are taking place in an organization. If you could partner two executives with departmental head, they will automatically learn the issues in the meeting. That will improve their communication skill, presentation skill and may enhance their confidence. You can discuss the problems, invite suggestions from them. If agenda is circulated beforehand, they will collect relevant data and suggest measures to solve the problem. They can offer their inputs.

26) Communication with employees: If you make a personal telephone call to your employees to chat will help employee to relieve their stress and improve their health.

Family / Safety:

27) Provide information regarding the safety of swimming pool and swimming lessons / information.

28) Fire safety: Fires and burns account for 70% to 90% of deaths in residential fires. Smoke detectors installation can prove useful in prevention of these deaths.

29) Provide proper Personal Protective Equipment (PPE’s): Large amount of work injuries are caused because of non-availability or non-use of safety equipment. Employees must be trained to use the safety equipment and its use must be made compulsory for their own safety.

30) Driving Skills: Motor vehicle injuries are the major cause of deaths in children and young adults. Company should give information regarding best training schools in the nearby areas.
Those who possess less driving skills should be asked to attend the driving classes. This will increase their confidence in driving and help to reduce number of deaths due to lack of necessary skills in driving. It will also help to reduce the insurance premium.

31) Increase fire awareness: Cooking is the major cause of home fire and injuries resulting from it.

32) Home safety: Majority cases are happening of household burglary and selling of cars.

33) Seat belts, driving under influence of alcohol: Seat belt is a life saving device which must be worn while driving cars. It is also dangerous to drive vehicle under influence of alcohol. Employees should be made aware to wear seat belts and not to drive vehicle under influence of alcohol.

34) Proper attention must be made towards noise levels exceeding 90 decibels at the organizations work place. Proper safety device to measure and control the noise level, should be installed in the company. Fire and safety courses should be conducted and employees are encouraged to attend for their own safety.

35) Class on parenting: Today majority of the children live with employed mother. Raising kid is a tough business. Company should hold parenting class at least once in a quarter. It is very useful to young parents. It even helps to increase employee productivity.

36) Make warning signs of cancer well known to employees: Deaths due to cancer are rising day by day.

37) Company should prepare a checklist on topics such as roadside emergency, keeping first aid keep it handy in your car, safe driving tips and so on.

Financial Wellness:

38) It is important for the employees to educate them how to invest properly who would improve their wealth and well-being. It would help the young employees to become financially wealthy and old employees may go for alternative strategies for investment for retirement.
39) Provide budgeting information: To keep the spending within budget limits, employees must be taught to prepare the budget. Provide safety tips regarding use of ATM cards. Educate employees the importance of saving money especially if they are laid off. Train them how to buy automobile and educate how to live debt free life.

Programming:

40) Recommend mammography as cases of breast cancer are increasing and discuss prostate screening: Prostate cancer accounts for large number of deaths in men. Most of the employees routinely use computers to do their work provide proper keyboards and chairs in reducing pain and discomfort

41) Promote dental hygiene: Many adults have dental problems. By promoting good dental hygiene employees feel comfortable for dental visits and are healthy. Institute companywide flu vaccine as many of the employees suffer from influenza and try sending out weekly wellness bulletin which will surprise you with better results.

42) Foster friendly environment: It is experienced that loneliness and isolation increases likelihood of diseases and premature deaths. Foster a friendly environment so that employees will not suffer from stress and depression which will lead a healthy life.

1.5 Healthy workplace and well-being:

This nation has developed over the years. It came from various disciplines (e.g. medicine, occupational health, psychology). It also came from various literatures such as epidemiology, health promotions, positive psychology etc. Earlier it was mainly related to physical safety of employees, focussing on the physical environment and on employees’ physical safety at the work.

Now it includes health promotion programmes also. Due to the emergence of organizational initiatives it cantered around employee’s lifestyle and behaviour (e.g. smoking cessation programs, weight loss programmes). Recently it also includes broad psychological aspects of well-being at work (Burton 2009, Kelloway and Day 2005a, 2005b, Kelloway, Teed and Prosser, 2008).
1.5.1 Physical Environment: It was referred to occupational health and safety domains. It was aimed at eliminating hazards like poor air quality, noise, and poor ergonomic designs. It was also aimed at machine safety, electrical safety etc. Lighting, temperature, noise and air quality all have the potential to create employee stress, lading to negative stress effects.

1.5.2 Health Promotion: Copper and Patterson (2008) argued that it is generally accepted that occupational health has three primary goals, in terms of preventing occupational disease, attending to workplace medical emergencies, and assessing employees’ fitness to work.

However, they also argued that what previously has not been accepted as main stream, occupational health is the branch of medicine which deals with health promotion and well-being (Cooper and Patterson, 2008, P. 65). They argued that conceptualization of a healthy workplace needs to include health promotion.

Data clearly indicates that the cost of unhealthy employee lifestyle to employers is very alarming. For example, it is estimated that every smoker in Canada costs their employer approximately $3400 every year as a result of decreased productivity, absenteeism and increased insurance claims (Hallamore 2006).

In their meta-analysis of 25 studies on smoking, Kelloway, Barling and Weber (2002) found that compared to non-smokers, smokers missed an average of 207 more days of work each year, representing a 48.25% increase rate of absenteeism for smokers and the difference seem to be stable across countries.

Similarly, in their Mata-analysis of 29 studies, Weng Ali and Leonardi-Bee (2003) found that smokers missed an average of 2.74 more days of work each year than did non-smokers.

Obesity has been the recent target of organizations not only to improve employee health but also to reduce employee cost.

Research suggests that health promotion programmes may be able to reduce employee health risks and thus reduce cost of unhealthy employees, proving to provide a good return on investment (Bertera 1990, Mills Kessler, Cooper and Sullivan 2007).
1.5.3 Psychological Environment: Attending to physical work environment, ensuring safe work practices and incorporating health promotion programmes all are important to the health and safety of employees.

Moreover, researchers and organizations are incorporating other well-known psychological demands and resources into the conceptualization of a PHW.

Sauter Murphy and Hurrel (1990) outlined NIOSH’S National strategy for prevention of work related psychological disorders. They argued that “the work environment is generally viewed as a threat or risk factor” to the physical health and safety of workers and “can have adverse consequences for mental health”. They identified six psychological factors to employee health they are:

1) High workload and pace
2) Rotating work schedules and night work
3) High role stressors
4) Job insecurity and career concerns
5) Poor interpersonal relationships and
6) Job content that provide little stimulation and meaning

Hurrel (2005) argued that most psychological initiatives tend to focus on the first two categories of reducing workloads and improving work schedules and process.

Concept of psychological healthy workplace, Kellway and Day defined PHW as workplace that not only aim to reduce negative demands and stressors but also promote organizational resources to improve well-being.

1.5.4 Work Life Balance: Employed individuals struggle to achieve a balance between their work life and their home life. Examples of work life balance initiatives include flexi time, telecommuting or assistance with child care or elder care.

Some researchers emphasize that in addition to adopting formal work life balance initiatives, the informal role of the organization in aiding the work life balance of its employees is also important. Supportive role of managers is necessary.
1.5.5 Growth and Development: Industries have become more knowledge based, which make it important for employees to continuously learn and update their skills (Burke and Ng 2006). Providing opportunities for employees to expand their knowledge, skills, abilities and experiences has also been suggested as a contributor to the well-being of employees (APA 2009, Grawitch 2007, Pfeffer 1998).

1.5.6 Employee Safety: It aims at initiatives enhancing and protecting well-being of employees through the physical environment (APA 2009) and represents the original concept of “healthy workplaces”. Safety can be made through the voluntary efforts of the organization or the government may make certain things mandatory.

1.5.7 Employee Health: It is concerned with preventing and treating employee health risks and problems as well as encouraging employee positive health through promoting employee health cycles and behaviour choices e.g. Nutrition classes, access to fitness facilities, wellness programmes (Griffiths and Munir 2003).

1.5.8 Culture of Support, Respect and Fitness: It all depends upon practices followed by the organization. Initiatives aimed at supporting respecting treating the employees with fairness. In general, it is important for the organization to provide employees with support, resources and respect that are needed to function productively and effectively (Harios and Axelrod 2008). More research on how particular aspects of support, respect and fairness can enhance the healthiness of a workplace would likely prove to be useful.

1.5.9 Healthy Workforce: The key workforce health trends continue to emerge in most developed economies: as aging workforce, a “pension crisis” leading to longer working lives and the growing burden of chronic disease, all of which contribute towards an increased risk of chronic illness across the workforce. Impact of these drivers: reduced productivity early labour market withdrawal increased health care costs, reduced tax revenue, increasing welfare spending, increase burden on families and carers and increased level of social exclusion and poverty.
Investment in “good work” to foster employee health, well-being and resilience is critical not only to support individual health and well-being but to relieve the burden of ill health on economies.

Focussing on seven aspects i.e. reduced sickness absence, reduced accidents at work, increased employee retention, increased employee engagement, increased labour productivity, improved employer ‘Brand’ and increased employee resilience are the result of investment into health and well-being.

At this moment psychology can play an enormously important role. We can articulate a vision of the good life that is empirically sound and at the same time, understandable and attractive. This would explain what actions lead to well-being, to positive individuals to flourishing communities and to just society.

Work Life Balance: This has improved the health and well-being of workers, their families and organizations. During the times of change, innovation and economic and financial crisis, concept of empowerment in organizational settings is receiving an increasing amount of research attention. The competitive global environment requires employees to utilize their capabilities and their full potential.

In difficult times, many organizations require their employees to be highly motivated, proactive, and responsible and innovative and motivated. Instead of just “doing one’s job” employees are expected “to go extra mile”. i.e., organizations need engaged employee. Empowerment is a kind of driver of work engagement and motivating employees.

Empowerment concept: It is generally thought of an individual learning process - especially during organizational changes – in which an employee reconstructs his or her ways of thinking and acting (Suominen, Savikko, Kivinixmi, Deron and Leilo Kilpi, 2008). As a result, employees feel confident that they can successfully execute certain action during the organizational changes. It is related to the feelings employees always have the opportunity to use their capabilities and the power and responsibilities they have in their jobs (Suomoimen, 2008).
Empowerment can be defined in terms of encouraging and allowing individuals to take personal responsibilities for improving the way they do their jobs and thus contribute to the organizational goal (Chutterbuck, 1994).

1.5.13 Psychological empowerment: It is a process in which individuals feel confident that they can act and successfully execute certain kind of actions (Suomoimen, 2008). It consists of verbal, behavioural (i.e. ability to manage in the job to work with colleagues in groups, identify problems that need to be solve and learn new skills and to handle more challenging job) and outcome empowerment (i.e. the ability to help colleagues and superiors to improve a change the way work is done and to increase the effectiveness of the organization (Irvine, Leatt, Evens and Baker 1999 and Suomoimen, 2008).

Empowerment is the intrinsic motivation to perform task. It has four components. i) competence: it is the individual’s belief in his capability to be effective ii) impact.

1.5.14 Consequences: work empowerment tends to generate positive organizational outcomes, such as organizational committeemnts (Hung, Inn, Liu, and Gong 2006, Laschinger, Fingan and Schmian 2001), employee loyalty (Nichoff, Moorman, Blakely and Fulter 2001), organizational trust, justice and respect (Laschinger, 2001), organizational learning capability (Bhatnagar, 2007), work and organizational performance, productivity and the success at the individual and team levels (Chen 2007) and organizational citizenship behaviour (Walumb 2010).

1.5.15 Empowerment and engagement at work: employee empowerment is an individual employee’s cognitive, emotional and behavioural state directed toward desired organizational outcomes. Engagement is a positive, fulfilling work related state of mind i.e. characterized by Vigour, dedication and absorption (Schamfeli, Salanova, Roma and Baker 2007). However, we think that work engagement is independent from, although positively related to, other constructs such as satisfaction, commitment, involvement and empowerment.
Maslach and Leiter’s (1997) model suggests that higher level of empowerment would be connected to greater fit within the five areas of work life (i.e. work load, control, rewards, fairness and values) which in turn would lead to greater work engagement. Additionally, rewards, fairness and value congruence had a direct effect on work engagement.

1.5.16 Employee development and growth: the development of human capital is critical for both employee and organizational success. Both the factors are critical to ensure that individual engaged in learning resulting in growth and well-being and create a healthy workplace.

1.5.17 Employee recognition: employee recognition program may have positive or negative outcome. It will depend upon whether we are looking upon individual level, team level, organizational level and the community level. Empirical studies show that employee recognition can enhance motivation and productivity, however small number of studies shows that it may results in un-intended negative consequences.

1.5.18 Culture, communication and making work place healthier: cultural change is most often being viewed as time intensive process with multiple steps and level of assimilation. Leaders should not expect to change a culture with few communication messages.

As highlighted in the Deloy and Southern 1999 model, an organizations ecology - its interpersonal relationship and person – environmental relationship – must be considered, studied and continually monitored to addressed and affect change over time.

Prudent leaders should recognize that organization’s verbal sense of giving messages can be reinforced or undermined by what its managers might be communicating non-verbally.

Consistent messages can help employees understand the priority and relevance of the change and thereby facilitated personal behaviour change.
Prudent leaders attempting to implement changes towards healthier organizational culture would do well to keep these tenets of communication and integrated intervention planning in mind as they embark on the journey of developing new policies, programs, procedures and communications to cultivate a health oriented organizational culture.

Leadership and climate in a psychologically healthy work place: research has confirmed the role of transformational leaders in ensuring successful change processes. Bommer 2005 found that over time, transformational leadership led to followers being less cynical about change. The relationship was particularly strong in terms with high level of cohesion, supporting the nation that leaders can most easily exert transformational leadership behaviours that encourage followers to work forward for the betterment of the entire group, if they are a team that are closed and feel part of a group (Wu 2007)

Combining rational and behavioural perspectives, Carter 2012 found that transformable leaders ensured high level performance and organizational citizenship behaviours during organizational change due to their ability to create high quality relation with their followers.

Unions and changes in work life, new challenges and new opportunities: as the contents of work takes on different forms, employees working with less clear objectives and tasks formulated as they are being carried out (e.g. In service jobs), along with the possibilities afforded by technology to work anywhere and anytime, there is employees over-committing themselves and in terms experiencing stress and ill health. In fact, alongside the changes from the industrial work, to knowledge work, there has been a shift in the types of health complaints which are called as occupational health risks; employee poses a risk to psychological health. There is a new role to unions as unions have the best interest of the employees at heart; unions are in a unique position to act as well-being advocates in the work place.
CSR and psychologically healthy work places: a vibrant body of research has explored the relationship between CSR initiatives and key indicators of physically healthy workplaces. There is some acknowledgement that organizations socially responsible and irresponsible actions can contribute to, or in absence of detract from, psychologically healthy work places, both directly and indirectly (Rupp, Ganapathi, Anglera and Williams, 2006) and data from several studies clearly and refine this effect.

Around the world organizations are being held accountable for their actions. In response, more organizations are becoming socially and environmentally responsible. As formal CSR practices and policies are adopted, researchers are now investigating their individual level consequences. Initial finding from this research are encouraging and have identified some of the beneficial effects of CSR on key indicators of psychologically healthy work places and employee psychological health.

Nevertheless, more research on this topic is needed to understand a) how employee involvement in CSR can contribute to psychologically healthy workplaces b) Mechanisms through which CSR has the positive effects and c) the conditions under which CSR initiatives have stronger / weaker effects on psychologically healthy work places. As these questions are answered, a more nuanced understanding of the benefits of CSR will be gained, and organizations will learn how, when and how socially and environmentally responsible actions can positively affect their employees. Result will be more sustainable world and more psychologically healthy work places.

Designing Healthy Workplaces: Although many components of healthy work have been repeatedly supported in the literature, some new components may also be emerging and healthy workplace strategy must be designed to fit an organization’s unique history, culture, market conditions and employee characteristics (Love 2004).
High performance work systems are a key to organizational well-being, but they are not universal. Organizations must be willing to spend time and money in developing practices that meet the needs of the individual in question. Companies must also realize that workforce transforms, so do the specifics of a high performance work system. Employee involvement and recognition, growth and development, work life balance and employee health and safety can only be achieved if high performance work system components are customised to satisfy the needs of the constituents involved. Only when companies understand this, high performance work systems lead to workplace.

1.6 Creating a helping organization

Apart from many measures suggested here for the purpose of creating well-being at work places, one of the ways suggested for promoting employee performance, ensuring growth of employees and also well-being of the employees and simultaneously ensuring the growth and prosperity of the organization is creating a helping organization.

Whether today’s organizations are able to promote employee performance and business growth along with employee well-being or they are taking a toll of employee’s well-being in the pursuit of business growth and performance. It is quite possible that employee well-being may be impaired in the pursuit of business growth. It might have been done unintentionally.

Corporations fail to take the notice of these facts and its severe impact on the well-being of employees and ii) the expectation of speed and size of production have left behind the humanness. Organizations feel that they are doing a lot to support the employees; however, employees feel that they get little support from the organization.

One of the General Manager of a big corporate in India rightly said if you work for 16 hours a day for employees, they would work for 8 hours a day effectively for the organization.

Organizations need to understand their employees better in the changing context. Here is the need for ‘creating a helping organization’.
1.6.1 What is helping Relationship? It is evident that Indian employees would like to find more functional use of their talent and inner resources.

1.6.2 Where from this help can come from? It can come from the immediate manager. But given the significant pressures that manager carry, they can at best be one of the many helping relationships the employees can reach out to, but not the only one.

In his landmark work titled “Essentials of skilled helping, managing problems, developing opportunities” Gerad Egan Classified helpers into three categories – formal helping professionals like counsellors, psychiatrists and psychologists.

Other professionals like organizational consultants, dentists, doctors, lawyers, nurses, teachers and managers who often deal with people in times of crisis and distress and all others who try to help themselves and others, including relatives, friends, acquaintances and even strangers, come to grips with problems in living.

In India people have mostly relied on informal sources of help such as families, friends, mentors, teachers, religious gurus and their social committees seeking help from formal sources like counsellors, therapists’ psychiatrists and psychologists have been very limited for years.

It has become increasingly important for organizations to help in and make available not one but multiple layers of help, so that employees can seek out and use the one that most appropriately fulfils their varied needs.

Such help in needed to mitigate the problems of employees in regard to many things like lifestyle diseases, stress inducted depression, the strand of evidence about suicides. It is also required in case of distress in marriages and relationships, when workforce is unwilling to commit.

There are also cases where there is breakdown of Employer-Employee Relationship. There is a situation where employees are thinking regarding longevity in careers and questioning meaning in their present jobs.
There are organizations which are looking for cost advantage by replacing higher paid employees with junior employees.

The lack of emphasis on specialization and lack of premium for functional excellence in many businesses has come to mean that everyone to excel in managing or find themselves left behind. Many with a technical or specialist orientation are finding themselves at serious cross road. All such employees are greatly in need of help. That needs employee assistance programme and company sponsored counselling support.

1.6.3 The Macro-System Culture: It represents the culture in which employees live. Culture content includes the national cultures and sub cultures in which employees live. Cultural content includes national culture and sub cultures business cultures, social developments, global conditions like globalization and outsourcing and so on. This also includes identity confusions, value reorientations and so on. While values and cultures finally permeate the micro system, they start at his macro first.

1.6.4 Who needs such support? Such support is mainly required between the age of 25 and 45. They are the employees who make things happen. Within this broad age segment of employees, there are two sub segments of employees that seem to be needing help the most based on available insights, women and domestic migrants.

i) Women Employees: Women form almost 50% of the total population. In India, education of women is on the rise and so the % of employment. Women by nature are having more problems than men. According to world health organization, irrespective of socio-economic levels, the multiple roles that women fulfil in the society put them at greater risk of experimenting mental and behavioural disorders than others in the country. The burden of playing multiple roles like wife, mother, homemaker, caregiver to children adds to the stress and pressure. After the arrival of baby many people suggests that women should give up working. At that stage organization need to help women manage the critical transition through counselling and mentoring support.
ii) Migrants from villages: Another group of employees who migrate from villages to urban areas they have to find house first and then good job. They have to accommodate to the urban style of working. Many lack social skills and unaware of etiquettes resulting in low self-esteem and the inability to make an impact.

They also experience serious cultural differences. Worst thing is that they are not able to share these issues with their parents and they cannot go back to their villages. Living in isolation without anybody’s help, lead them to depression.

Economic progress of our nation depends upon human capital. That is why organizations must help them in multiple ways to come out of depression may be by mentoring them, counselling them and solving their various difficulties. Organizations may give special training to such people in order to bring them up on par with other employees.

1.6.5 Areas in which employees need help: Employees need help in many respects such as relationships, parenting, health and finance. In relation to working they need help in raising their performance, making their career, balancing workplace relationships and handling their grievances. They also require help in the matter of communication and international skills, decision making and critical thinking skills and self-management skills.

1.6.6 A little help in living life: Organizations are constantly changing the rules of the game, the formulae for success, the business models and systems. Employee need help to master these changes and continue to contribute as effectively; whereas in the area of performance that employees turn to help their managers.

Managers who choose to help their employees succeed end up making a difference. Those pre-occupied with mere task accomplishment, end up adding to the employees’ performance problems. In retention, only solving the problems of employees does not help, it requires that manager should manage the career of employees / their subordinates. Career means grappling with issues around the satisfaction they derive from their work.
1.6.7 Helping employees to adjust in the workplace situations: The inability or difficulty in adjusting with new organization, getting along with a new manager, peers and subordinates are some of the issues an employee face. Here the help of the manager is extremely important. Solving the grievances of the new employee is very important for the organization also. Employees who are aggrieved must have the benefit of access to the helping relationship so that they can ventilate and find redressed.

1.6.8 Developing life skills: Counsellors who work with employees across age groups reveal that helping employees with deficiencies in these areas is very significant part of their practice. Presented on stress, low levels of confidence or feeling inadequate, feeling indecisive, finding it difficult to say no & get along with co-workers.

It is interesting to know that colleagues, immediate manager & HR department are the preferred sources for workplace needs. Close friends, family members & mentors are used very often for any problem, to which one can talk without fear. Whereas least preferred sources are religious sources, professional sources & HR department. There is clear evidence that help actually works helping relationship in both therapeutic & developmental contents to make huge difference.

The impact that a manager can make by engaging in a helping relationship is also well established. Employees need of a varying nature; they will benefit in equal measure from friends and their immediate communities as they will from coaches, mentor’s therapists, counsellors and managers. The job of organization is to make these layers of help available and accessible.

1.7 Key Terms:

1.7.1 Workplace Environment:

These are the processes, tools or conditions in a workplace that impact favourably or unfavourably on individual performance. Work environment also includes policies, rules, culture, resources, working relationships, work location and internal and external environmental factors. All of these factors have impact on employee’s motivation, performance level, health and productivity.
It is said that “in positive work environment a marginal performer’s output goes up & in negative environment, good performer’s output goes down” … from Research paper on ‘A study on the impact of work environment on employee performance by Ms. Bindu Anto Ollukkaran & Dr. Rupa Gunaseelan published in Namex International Journal of Management Research volume 2, issue 2, July – Dec 2012.

1.7.2 **Functional Definition of a Manager:**

Manager is a person who manages or is in-charge of something. Manager can control departments in companies, or guide people who work for him. Manager must often make decisions about things. Manager is an individual who is in-charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her…. from Wikipedia

1.7.3 **Excellent Performing Managers:**

Excellent performing managers are assets of the organization. They motivate people, makes people feel good, appreciate from time to time, under promise & over deliver, makes sure each employee knows what’s expected, offer goal oriented feedback, delegates authority and responsibility, keep their doors open always, listens carefully, and treat everyone equally …. from Wikipedia

Those who perform excellent in an organization are normally been called as excellent performing managers.

1.7.4 **Measuring Instruments for Performance of Manager:**

Employers measure performance of their employees including managers through variety of tools and techniques. Some of the tools commonly used are 1) Key Performance Indicators, 2) Performance Appraisals including 360-degree feedback, 3) Mission & Vision Statements. 4) management Dashboards, 5) Balance Scorecard … from Bernard Marr – The Top 5 Performance Tools: published on May 22, 2014 featured in Leadership management.