

## Lecture - 12 : Work Culture

Hello viewers, welcome back to this NPTEL lecture on Sustainable Happiness. In the last class, we are discussing about ah how sustainable happiness at work, how our culture plays a very important role in our employee well being, in our in our happiness, in our sustainable happiness etcetera. Now, to continue with that, so what does it mean happiness at work, what are the important factors? Let us see. Now, if this is the framework, this is the framework, here when we talk about happiness at work, there are some certain factors are related to organization factors, workplace related factors, employer factors. Whereas, the other factor other set of factors are related to our individual employee or if we are the employee it relates to the human employee individual employee whosoever is working there. So, as we can see so, happiness at work now first thing is that suppose individual let us see the individual factors.

So, here the individual employees personality pattern. Like what type of person he is the individual's personality attributes, his his emotional traits, his you know psychosocial traits, his then intellectual caliber, all these types his attitudes, his behavior, his emotions, emotional intelligence, all these factors are the individual personality attribute of that individual. So, that because how do we handle our how do we handle the situation in the workplace that also depends on us. Whether we are adopt quickly adoptable or not, whether we are democratic or not, how that means, how we are facing the facing the conflict, how we are resolving the conflict, how we are you know facing the challenges.

So, it depends on us how we deal with the situation, how we handle the whole thing. So, personality attribute or pattern of the individual employee that is important factor. There after you can say there after one is the social connection. Social connection is that how socially he or she is connected well connected. He has a support system, he has a good social network that is social connection he is having the individual employees is having that is important.

Then autonomy and decision making, how much freedom and autonomy he has been given by the organization, by the employer to take decisions. So, autonomy and decision making power that he is enjoying as an employee. that is important and next is that financial security is the job safety security, financial security that is also important factor. And another is that scope for the innovation and creativity, then at the same time the individual employee is also getting opportunity, scope, time, resources you know for for creating something new for being innovative from you know taking the new challenges or you can say to be more creative. So, nowadays also organizations you know in their ecosystem they are also promoting these you know newcomers freshers if they want to wish to.

start their own start up. So, they are also promoting, they are also sponsoring this youngsters for starting the start ups etcetera, because that is an opportunity for innovation and creativity. So, whether the employee is getting this kind of scope or not. So, these are the factors the individual whether the employee whether he is getting or not. Then another is that acceptance and empathy.

So, thing is that in the work culture like in the workforce in the organizational setup whether the employee has been accepted by the by others or not in the workplace in the work culture primarily it relates to the work culture that is whether the particular employee all the employees they have been accepted as they are with their strengths weaknesses their personality attributes and skills and potentialities how whether they have been accepted if the If the employer, if the organization accepts them as they are, then that is that is also positive sign of you know happiness at work. Then empathy, all the colleagues and the work environment, the leaders, the seniors, they are very empathetic. Empathy is a kind of you know it is a kind of climate that prevails. Everybody is compassionate, everybody is empathetic towards their co-workers, their juniors etcetera. So, empathy is that mutual compassion and empathy that is there in their emotional climate of the workplace.

And next is the challenges and the diversity of the task. If yes, what is the nature of the task? What is the nature of the jobs? Like suppose it is a manufacturing. So, manufacturing in the manufacturing industries you know their tasks, their job profiles, the nature of the task you know. types of categories of jobs are you know very much defined related to ground level factory to different components, different departments, machinery, tools, equipment so many things. So, what type of job actually what type of job nature, what is the nature of job, what are the task involved, whether some organizations they are you know their jobs are very challenging and they have the diversity then that is that is the like for example, conglomerates and the you know big companies are having multiple products, multiple things.

So, they have their diversity is there and that the every task is different. So, nature of job is different and they moreover they are also having the various challenging task they are dealing with. So, if the workplace it involves it has this multiple challenges, diversities in the task and varieties in the things then it is becomes more interesting because there will not be more boredom monotony etcetera. Then at the same time the organizational policy also says that that the organizational policy that the organization the work culture is very flexible, very dynamic and so that employee all the employees, all the workers they have the perfect work life balance. Work life balance actually how they are maintaining professional life, work life and their personal life well balanced.

So, it will not create any any job stress or any kind of imbalance that creates the family family stress or chaos in the family also. So, that that requires especially especially in the women worker, women employee because you know it varies from culture to culture, country to country, but overall Now, in the corporate culture in the corporate culture or even in the in the public sector also work life balance it primarily depends on the policies and principles of you know leave rules, the timing timing duration working hours, holidays, leave rules, flexibility you know suppose if it is a and weekend holidays like whether it is a 5 days week job or the 4 days week job what is the working hours daily and the you know your timing the lunch break lunch break and other kinds of things and holidays all these things it requires and you know flexibility whether then if flexibility is there in you know in switching over your timing switching over from time suppose whether you prefer the morning job or the afternoon job or the evening job. So, what is that is the flexibility. So, all these policies and the flexibilities are included in the job to maintain that work life balance. So, these are important factors primarily important factors of the of a workplace to determine the happiness, but above all use on interpersonal relationship which is there here in social connection and other kinds of you know in environment that is empathetic environment it is there which Actually the you know the vibration of that workplace that is with the positive vibes are there, positive you know compassionate and empathetic attitude and behavior of the people are there.

So, that is that determines primarily the HR. So, that is the you can manage any other kinds of resources, but managing the HR is very very important and challenging, but once you have done it means you are rest assured that means they are going to be committed, they are going to be very much very dedicated. So, and moreover as you can say happiness means it is a it is a kind of bent of mind it is a mindset it is an attitude. So, how to bring that positive attitude among the employees. So, HR can implement this performance based bonus like for you know we have not only they are the employees they have to like the job, but they have to understand it they have to be committed and you know they have to be incentivized they have to be rewarded for this.

So, performance based bonuses can be introduced, carrier advancement opportunities can be can be introduced, incentives in terms of rewards, incentives rewards and rewards awards etcetera can be given. So, incentives this would be aligned with the organizational values. Work life balance as we have already discussed is very important factor, the policies, the practices, the initiatives. Some companies they have already introduced you know very flexible work environment, hybrid you know hybrid mode also remote work options are there and employee wellness programs are there to support it. So, it is about they focus more on the task completion, task completion of the work life or the assigned task whether it has been completed or not or the without any kind of you know supervision or monitoring of the working hours.

So, this kind of that means, objectives the goals how they are setting the goals of the workplace giving the flexibility freedom to the employees and at the same time they are also caring for the employees. or well being of the well being of the employee both at the home front as well as the work front. So, they are also they have also introduced the very wellness programs and there are also guidelines to promote the use of and sometimes they also you know all kinds of incentives like for you know for going LTC for taking the LTC for sabbatical leave for you know your sabbatical leave for the education leave study leave those many many different kinds of leaves and sometimes they also promote this. you know promote for the holidays and vacations to rejuvenate their staff. So, these are all these things can comes under the HR department.

So, designing and implementing the wellness programs in terms of you know many companies many organizations they have the yoga classes, they have the gym khana, they have the you know they have the mindfulness you know meditation. meditation rooms are also there, they are the you know they have the clubs, health clubs, they have the sports clubs, they have the hobby club, they have the even sometimes you know in just in the company's premises also they have you know even the marketplaces, the big bazaars marketplaces are also they have also developed these things organizations. Because you know I mean after just after the office they can also purchase the basic you know the requirements requires the required things for the home and they can leave. So, multipurpose they have not just is organization this workplace in not just for work only, but it has the multiple multiple options multiple multiple platforms. So, the so, it can gives a complete that means, 24 into 7 the suppose what the what the individual employee does it 24 into 7 the that means, caring for taking care of their family as well as the taking taking care of their job.

So, so how they can judiciously spend the time and how the amenities and facilities So, that is also important factor and diversity inclusion that we have already discussed the diverse the more diverse the workforce is more heterogeneous the workforce is more productive and constructive it is which will be because homogeneous people are like minded people they may or may not produce the effective things. And moreover work culture also becomes very positive when the people from different culture, different backgrounds, different countries and continents, different background, educational backgrounds they work together. So, it becomes more constructive, more productive. So, and but however, when you are recruiting hiring the hiring recruiting the people. So, they definitely they take care of this diversity at the same time.

Inclusive hiring practices that means, it is not specifically categorized for these for these type of employees for this department these etcetera, but rather hiring practices should be

inclusive, but the workforce should be diverse the people from different background they should come together. So, that the you can create a very productive creative and healthy workplace. And at HR can also collaborate with other kinds of you know there are different agencies are also those who are giving the training those who are you know giving they are also running some different kinds of wellness programs. So, for training purpose for you know for orientation purpose for wellness program for all kinds of things. So, HR practices the HR department can collaborate with other things for giving the training.

Even related to ensure to job postings, job postings like you know whoever is being given the different kinds of jobs and when they are being posted, it should be inclusive practice, there should not be any discrimination. Prioritize the diversity, but equal give prioritize the diversity people from diverse backgrounds would come in, but when you are distributing it giving the opportunity it should be equal. So, these are some of the strategies for building a well-being well-being and workplace. Now, at the end of the day definitely after the 10 to 8 hours 8 to 10 hours of work then definitely we need to relax. Some companies they have the you know facilities for you know relaxing for well-being you know well-being for their employee well-being.

So, committed CEOs they also they are an aligned executive team they also for an encourage for the individuals for a. You know for a you know they are sometimes they invite some experts to have a talk on mental health or even in HR department they have the set of the one cell that is the employee counseling cell unit is there. Like counseling that means, when the employees the face any kind of problem the setbacks those then go for the counseling, but otherwise irrespective all kinds of things ah they can think broadly they can think of well-being. Well-being is which goes beyond that means, beyond individual ah problems or well-being practices after the suppose they have nowadays every every company they are having this you know ah yoga classes. Then they have the sleep break you know sleep break break for you can ah you can have a nap in between the in between to forenoon and afternoon session.

So, well being so, sometimes either they invite somebody or they organize some yoga things, they have the meditation room, they have the and nowadays the mindfulness exercise, the mindfulness workshops are being done. So, they may they may depute some workers, depute some trainer for the on mindfulness. So, in this way they can openly encourage the well being practices in the way among their teams and they also you can individually encourage the individual employee too. to do this on their own. Now, personalized well-being and personalized every individuals personal well-being is also very much important.

It is a very unique insights about demographic and diverse makeup of your workers.

Suppose like for the when you are embracing diversity means people all across the globe they are coming and working in the workplace. And suppose when that is a geographical change context varies and the you know the cultural practices varies. So, they may have some kind of issues. So, with the diverse workforce they may have some individual issues relating to the context, climate, food habits.

all kinds of that should also be addressed that is personalized well being should also be provided. Support your supporters in terms of ensuring a safe, supportive, healthy work environment there is no should not be any no gossip, no conflict even the conflict because you know conflict may be there conflict is inevitable, but work related conflict, process related conflict these are all healthy conflict which is functional. But the HR trainer, HR practitioner, HR professionals should be very cautious about that there should not be any relationship conflict, there should not be any that means, social conflict, social emotional conflict that is if conflict is relates to the interpersonal relationship that is very dangerous that is dysfunctional. So, the HR professional should be very cautious and careful about and proactive about not to make not to not to make it not to. make it possible not to make it happen before and being proactive to take it take some actions before that.

So, he must be very vigilant, very informal. So, informal very vigilant and very you know strategic in that. So, that by by himself possessing the quality of being compassionate empathy empathize. So, leader themselves then they can they can encourage the people to not just to work together, but to take the self care they can you can they can you know personally they can suggest some some some employees that how to handle the personal issues problems at home etcetera etcetera. So, this becomes a more kind of informal interpersonal relationship that actually strengthens this happiness at workplace.

Now, so facilities facilitated the belongingness and connection that is the work that is sense of belongingness feeling valued all these we have already discussed supportive social relationship these are very very critical about the well being because well being is more sustainable. So, we are not just talking about the happiness at work. Well-being is more sustainable, when we can ensure the well-being of our employees, then they are going to be sustainable, they are going to stay back with the company. So, well-being is much beyond, it has a broader scope for the employees. So, well-being in the workplace, beyond the work happiness.

So, well-being in the workplace means looking around the other factors, co-factors supporting social relationship, belongingness, feeling valued, meaningful, meaningfulness in the work, hybrid work work environment and you know and suppose your work environment collaboration relationship building you know training and training for the relationship building the training for the you know having some fun more how to how to

strengthen the teamwork team dynamics all these things. HR keep on doing it working on it then definitely we can achieve the well-being. So, workplace well-being from happiness to we are going to workplace well-being. So, well-being is more fundamental to healthy and high performance and it is related to health good health, employee health is important, energy team energy, employee energy, organizational commitment, employee energy connection, connection that is employee employer relationship and employees internal that means, group team building, their team connectivity, their group connectivity, creativity, their relationship and again their relationship to the outsiders like the other stakeholders like investors, suppliers, primarily customers, customers. So, and in this way so, because everything in the HR network everything is connected well connected is not we are now we cannot say that we are we are just only committed to our employees or employees not just that we cannot.

draw the boundary, because when we are doing the running the business means all other stakeholders also directly or indirectly connected. And the company's brand or the organizations community institutes company's brand name is strengthened by all these all these networks only when the all the networks commitments relationship gets strengthened day by day then it enhances the brand. So, HR is definitely is very very important Job, very important job and HR professional plays actually transformational role to play in creating a very vibrant, very high performing culture, very happy culture, healthy culture, compassionate empathetic culture. And it has it has become the it is and when it emphasizes more on human well-being, employee well-being then that becomes a foundation of that company.

So, now these are some of the you know. So, in this process when you talk about the work culture, workplace, well-being, employee well-being etcetera, automatically some of the cognitive factors that intellectual factors are there because you mean our skills, our intellectual competencies etcetera important at the same time emotional states are important. So, all these cognitive and emotional states are embedded in the workplace. So, what makes when we that means, when we ask what makes us feel makes us or makes you feel happy at work and whether like for we have to clarify whether it is related to fun making or whether it is related to meaningful work or it is related to incentive system, reward system that the happy employees they get or it is related to you know employees get happiness at what they can do the best because that is the is the platform to excel, excel their performance to learn the best to explore their potentialities you know to navigate the different departments, different disciplines, different sections etcetera to and you know to explore the explore the possibilities and to you know to people how they become happy. So, how they become happy just that means, interacting with the you know interact with the global employees. developing a global network, opportunities, resources many factors are there A to Z that means, but the positive mindset positive above all the positive mindset

positive spirit is that both the employer from the employer side and employee from their side all of their bent of mind should be positive.

All the fact all the employers all the employees and the employers, the partners, the investors they must think in the very positive with a positive mindset that they are more growth oriented, they are more prosperity oriented, they are more peace oriented. So, that can makes the workplace a very sustainable workplace that means, people will love to work with them for a longer period of time. So, positive emotion at workplace it becomes very very important, it is very important because everywhere the positivity, positive vibes, positive spirits actually actually works function. So, companies that build optimum ratio of the cognitive and the emotional culture for the employees. So, that the best workers the performance and they can succeed in the in getting generating the best workers performance as well as the lowest turnover.

So, it is not that only emotional climate, but the intellectual climate is also very important. That means, task how creatively how you know how creatively you are engaged, how much potential you have to complete a challenging task. So, cognitive intellectually how they are engaged and the emotionally how they are involved. So, intellectual engagement is under the completion of the task nature of the task that is more related to task and the challenging task. Nowadays you know new I mean innovation and technology, technology innovations and you know all kinds of innovations are in the in the in the atmosphere.

So, how creative you are to innovate something new which nobody has ever tried for. So, it is a competition, it is a competition. So, in this way intellectual challenges also makes the employee. happy because it know the here it is it creates the innovation, it creates creativity. At the same time social emotional climate is there important because it brings that safety security job security psychological safety it brings security safety and self esteem.

So, that is a both the emotional cognitive and the optimum ratio between cognitive that is intellectual and the emotional culture to be balanced. So, that the workers best performance can be achieved. Lowest turnover because the more happier, more satisfied the employee will be that they would the least people will leave out the jobs. So, now research shows that more positive emotions that people experience are more successful. The people who are more positive they always experience the bent of mind is toward more positivity in the sense that they have the positive mindset, they feel happy, they are more productive, they have the positive you know often they experience positive emotions like joy, happiness, kindness.

empathy, gratefulness all kinds of the more they practice this the more they experience the



positive emotion they become more successful. So, even in case of the failure also they rationalize it with the positive note with a positive conclusion that probably to enhance their skills. So, positive employers also employees make better decision, they are more creative, they are more productive, they are more resilient, they can fight back come back out of the failure, they have a better interpersonal skills, social skills, social understanding, social perception. And even in case of the failure also they try to analyze a whole thing and to come out with a deep insight about what causes that failure and how to overcome it, how to be resilient and in future we can how can we rectify it with more you know more ability more skill better skill ability or the you know strategy effective strategy. So, that is the positive that is the result of the positive mindset.

And, companies who they gained a competitive advantage, which is when your all your employees, employers and all the things everybody is in a positive spirit with the positive spirit definitely the company has an edge over others has a competitive advantage over their competitors. So, managers they can help the people you know to dissolve all this kind of negative thoughts, all kinds of you know all kinds of conflict, all kind of negative things, all kind of negative remarks, negative feedback etcetera. So, they can deal with managers, but so primarily employers, the boss, the leaders and the HR professionals they have to deal with it. So, and again another is that empowerment, every individual employee should be empowered and that for that matter employees should get the very clear idea about their goals, objectives, they must have it is a clear picture that is why the employee job profile, the workplace, the work culture, the work policies should be very clear, it must involve clarity, support and autonomy. And autonomy in the sense that every individual employee after the after exposing him to giving him the narration about his you know job profile etcetera, he or she must have the autonomy.

Autonomy and freedom to explore to do something on his in his own way. ah on own way and practice or or you can say try out something new. So, he cannot be he cannot work as an you know bonded kind of bonded employee etcetera bonded labor, but rather every individual employee they must have they must get the opportunity to maintain their dignity and their self esteem, their you know self efficacy and all these things. So, clarity support system and autonomy should be given to them. So, now happy employees are all are compulsory for growing the business definitely when the employees are happy different they are going to they are going to going to enhance the business like anything their productivity and you know reputation and business outcome will be outstanding.

So, employees who feel happy in the workplace are 65 percent of more energetic than the employees that is these are the research findings. So, happiness multiplies the success happiness multiplies the if when one in the in the company when one group becomes few people become successful when automatically multiplied it encourages it percolates that

happiness percolates and it makes others also encouraging and that means, encouraging to achieve that. So, happiness multiplies success so, employees who feel pleasure in doing some work. form a great example for others. When one party becomes like in the sports also, when one team becomes successful, become the winner, they automatically other teams also they start practicing it and to be in the trimmer.

So, it multiplies. So, happiness in the workplace is directly correlational to increase productivity and better group performance at work. So, if employees are happy definite they are willing to take any challenge, they are willing to learn more, they are willing to explore, think creatively with brainstorming, they are willing to dedicate more time. So, definitely they try for the better work performance and happiness builds positivity. So, definitely when happiness continues you are experiencing happiness, you are feeling happy, you are enjoying your work definitely it builds a positive, it adds positivity in your personality. So, professional who has a strong positive feelings about his job will definitely be more enthusiastic not enthusiastic for himself, but he also encourages the other co-workers colleagues and focus on building himself as well as helping out nurturing others also.

So, here again this happiness or well-being at the workplace brings one thing that it is not just the transforming your own self individual self as an employee, but also transforming self transforming others. So, when they develop build up the positivity within themselves they also percolate they also spreads it out they also helps out others in transforming their lives. So, that is the sustainable positivity. So, happiness reduces definitely stress and it helps in building the strong interpersonal relationship that that socio-emotional learning social networks or emotional bonding etcetera that actually helps in resolving the conflict. Happiness also happiness at work also means a healthy wife healthy wife healthy life means physically healthy mentally healthy happiness at work increases the likability that means, more commitment more likeability in the sense that they would they would love to spend more time more time to with the with the colleagues in the workplace they have a happy state of mind the people are more innovative more inspired and more committed they always think of multiple things you know they actually these happy people happy employees actually they give give the ideas to the employers or to their leaders or managers about the new ventures, about the new possibilities, about the new goals and the new technology everything they actually they come bring the information from the external world.

So, now, this in order to capitalize this positive emotion at a workplace and build the high quality of interpersonal relationship and high quality of interpersonal relationship brings develop psychological safety. Mentally, psychologically every employee is very safe and very satisfied. that makes that that is important for the co workers. So, that each other's

positive emotion in a constructive and validating way they work together and they not only they perform well they also support each other mutually support each other they become gradually more productive more constructive and more productive.

creative and also this process gets validated in the process. That means, becomes a work culture, it becomes when repeatedly employee employer relationship becomes very healthy, very positive, not only it improves the productivity of the company or myself, but also it develops it strengthens the work culture. So, this is a framework that you can see a researchers by given by the Denier et al 2020 is a framework like for example, these are how positive emotion promotes the work culture ok. positive emotions, you know positive adoptive functions like positive emotion that when you are there in the workplace, what do you experience a positive and discrete emotion. So, if you have the positivity you can be very you can feel multiple positive emotion at the same time, you can be joyful, you can be very you can have you can be very hopeful, you can be very you know very self satisfied, you can be very compassionate all the positive emotions takes place in this building and then positive and discrete emotion that you can experience at the same time. And positive valence dimension that is positive valence along with the positive emotion the employee will be more motivated more motivated towards the workers the balance brings that motivation in the work ok.

So, when these two things go together positive emotions along with positive balance then we move towards like the state. Then there let us look for the resources with state like a resources like our intellectual like our cognitions, our intellectual capacities, abilities, skills, our behaviors that gets influenced by the effect that is the emotion. Physiologically, physiology that means, our health conditions all these factors are the resources ok. How mentally intellectually we are very talented skilled and etcetera and behaviors are very We are our reciprocation our interaction very conducive behavior, reciprocation is very good and affect emotions are very strong, positive and our health conditions are things.

So, this moves towards this state like resources. So, we these positive emotions and valence it is tendens these resources our cognitive resources, our behavioral resources, the emotional resources and the health resources. And in this then again that strengthens that enduring one starting from the making it more concrete and resources, but strengthen the after strengthening the resources then again it becomes more enduring this. Then again it will get transformed towards more sustainable resources. Sustainable resources like personal and the personal level you can say our positive beliefs, we develop positive beliefs, we develop the creativity. creative insight, we develop a more commitment and engagement, we also develop coping mechanism to deal with any kind of conflict, any kind of challenge, any kind of disaster.

We become very health conscious and our health becomes very good and positive health and both mentally and physically and socially also we become more engaged in team work collaboration and we are very slowly become very strong in relationship customer satisfaction our when we interact with others with other stakeholders customers it is the customer satisfaction increases leadership also become very happy employee leadership relation becomes very healthy and good. So, then it from this by through this positive emotion and motivation how it enhances our resources cognitive affective and behavioral resources and further how it can. So, it mediate again it is the mediating mechanism it carry forward to it carry forward these resources are being carried forward with positivity towards enduring resources making it more sustainable resources. And, in this positive emotions regulation strategies like in from time to time from time to time we have to check with the positive emotion whether it is constructive or not whether it is outcome is positive or not.

So, positive emotion regulation strategies often we can also that means, to monitor to monitor and regulate our emotions. So, we can practice all these things that is to have a check that means, to mental that means, reality check you can say reality check to. So, then it it becomes more enduring resources, enduring resources that is these are the resources that we have developed in our workplace which are more sustainable and more well being related. Then automatically then the outcome will be the positive outcomes. So, positive emotions to positive outcomes, outcomes then performance is going to be very high.

So, in this from starting if you have the positive emotion how it can transform all these experiences work experience into the positive outcome that is performance outcome as well as the organizational outcome. So, this is the framework that we can keep in mind that how positive emotion and positive motivation can strengthen our intellectual capacities are our individual capacity, intellectual capacities are our cognitive resources or behavioral resources or emotional resources as well as the physical resources physiological, biological. the health related resources. And then how it can move forward towards making it more sustainable and enduring by creating the values, ethics, relationship, teamwork etcetera and that ultimately it is going to be sustainable. So, it leading towards the workplace well-being, employee well-being leading towards the higher performance and positive outcomes is more becomes more sustainable and enduring positive outcomes.

So, this is the basic framework about the happiness in the workplace and how positive emotion plays an important role. So, I am just closing it right now and next class we will continue with other facets of this sustainable happiness at work. Thank you very much.