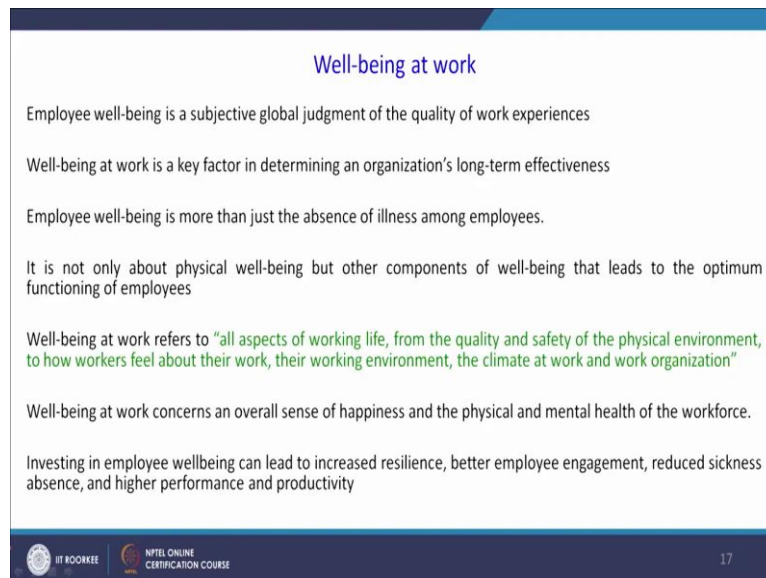


Group Dynamics
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Lecture No 32
Positive Organizational Scholarship_ Part V

Welcome back friends let us continue with our discussion with positive organizational scholarship. Today I will talk about a very important aspect of employees that is well-being at work.

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Well-being at work

- Employee well-being is a subjective global judgment of the quality of work experiences
- Well-being at work is a key factor in determining an organization's long-term effectiveness
- Employee well-being is more than just the absence of illness among employees.
- It is not only about physical well-being but other components of well-being that leads to the optimum functioning of employees
- Well-being at work refers to "all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization"
- Well-being at work concerns an overall sense of happiness and the physical and mental health of the workforce.
- Investing in employee wellbeing can lead to increased resilience, better employee engagement, reduced sickness absence, and higher performance and productivity

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This is a very Salient feature that I am discussing today and has become the focus of OB professionals that how to promote well-being at work which is beyond work environment which is beyond change and development it is beyond something that leads to Optimal functioning of employees. Where there is no focus on mental illness rather it is beyond something which leads to Optimal functioning of employees.

Where there is experience of Happiness whereas there is experience of satisfaction and overall well-being. So, when we are talking about employee well-being it is a subjective Global Judgment of the quality of work experiences. How an individual perceives his job on an overall basis it is a global concern it is not about any particular organization in India or any particular organization at international level.

It is a global issue that currently every organization is focusing on that is well-being at work when we are talking about well-being and work it constitutes a number of factors the main is well being of employees which is a subjective global judgment of the quality of work experiences and it is a key factor in determining and in the organization's long-term effectiveness.

Why because a happy worker is a productive worker whenever when an employee is not happy with his work then the productivity level of performance level cannot go at par. So, considering employees as human beings first of all and the most Salient social creatures on the in this world will actually enable organizations to foster well-being at work. So, employee well-being is more than the absence of illness among employees and it is not only about physical well-being.

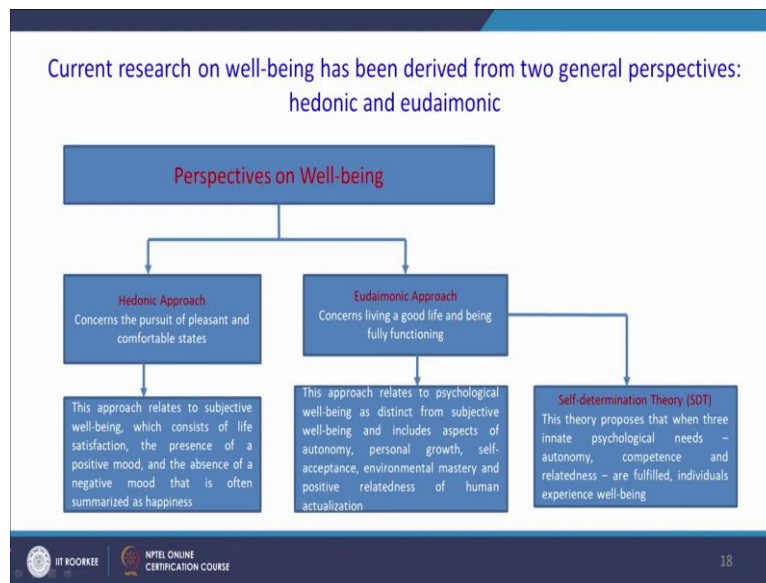
But other components of well-being that leads to the opening for Optimum functioning of employees. So, it refers to all aspects of working life which includes quality and safety of the physical environment to how workers feel about their work their working environment the climate at work and work organization. So, when all these factors are combined together. So, it should not only foster about well-being of the organizations in terms of tangible benefits.

It should also lead to well-being of employees in terms of mental health that what practices are actually and enhancing the mental health it is reducing the mental illness of the employees. So, well-being at work concerns the overall sense of happiness and the physical and mental health of the workforce. There should be reduced psychosomatic symptoms among employees it should foster more psychologically safe environment where support is there at the same time work environment is also supporting.

So, investing in employees well-being can lead to increased resilience better Employee Engagement reduce sickness absence and higher performance and productivity. That means only tangible benefits should not be their focus when we are talking about well-being at work it should focus on absence of illness among employees. So, when we are talking about well-being. So, I have just given a brief idea that what well-being and at work constitutes.

But let us go into details while where we can talk about some root identification iteration of this term that how this term has evolved. So, if I talk about this term as well being it has derived from two general perspectives.

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It is hedonic approach and eudaimonic approach you denmonic approach is the most recent one otherwise hedonic approach which is very general to every person. That means it concerns the pursuit of pleasant and comfortable states. That means this means that every individual wants to experience pleasure and avoid pain this is hedonic approach. We are experiencing cold we are feeling cold we will feel uncomfortable and we will put on the thermals and there is a state of homeostasis. That means we are comfortable right.

Now eudaimonic approach is something which concerns living a good life and being fully functional. Now here being living a good life and fully functional means that to what extent you are not only contributing to this Society but you are contributing to your own growth as well where you have autonomy where you have mastery where you have you are maintaining positive relations with others where you have a purpose for your own and for others and there is self-acceptance.

That means to what extent you feel yourself to be accepted in a group in a society by the other members. So, this is your demonic approach where you are fully functional. That means at psychological level you are experiencing personal growth. So, when we are talking about hedonic approach this approach relates to subjective well-being which constitutes life satisfaction presence of positive and negative mood and which is often summarized as happiness.

When we are talking about hedonic approach we are actually focusing on the happiness where our yardstick of happiness is in terms of assessment of our life to what extent we are successful at personal professional level. Whether we are experiencing positive mood or positive emotions or negative emotions and when we are combining the scores on all these three aspects life satisfaction positive and negative effect then it will constitute happiness.



Because there is common assessment general assessment of an individual's life whereas eudemonic approach relates to psychological well-being where you are doing good to others you are making your life psychologically fully functional and there are different aspects where you can identify your level of satisfaction in terms of personal growth in terms of environmental Mastery where your decision making latitude is very high.

There is growth there is self acceptance there is environmental mastery and positive relation with others. Now this positive relation so, all these factors when come together they will help you to actualize yourself that where you have reached when you are assessing your life. Now this eudemonic approach is being applicable even at work these times and they have identified other another approach for eudemonic approach that is self-determination Theory.

Where relatedness competence and autonomy play in tune that means competence ability to control the environment relatedness to what extent we can relate ourselves to the environment and competence to what extent we have the ability to perform. So, when these three factors are melding then the person feels highly fulfilling and experience well-being. So, when we are talking about General two general perspectives of well-being it is about hedonic or eudemonic approach which also constitutes psychological well-being and self-determination theory.

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- ✓ The hedonic approach focuses on happiness and views well-being in terms of pleasure attainment and pain avoidance (Diener, Oishi, & Lucas, 2003; Ryff & Keyes, 1995). The evaluation of the pleasure/pain continuum in human experience relates to subjective well-being, which consists of life satisfaction, the presence of a positive mood, and the absence of a negative mood that is often summarized as happiness (Eid & Larsen, 2008; Seligman, 2003; Seligman & Csikszentmihalyi, 2000)
- ✓ By contrast, proponents of the eudaimonic approach focused on meaning and self-realization. This approach views well-being in terms of the degree to which a person is fully functioning (Grant et al., 2007; Ryan & Deci, 2001; Seligman, 2003). This approach relates to psychological well-being as distinct from subjective well-being and includes aspects of autonomy, personal growth, self-acceptance, and positive relatedness of human actualization (Ryff & Keyes, 1995; Ryff & Singer, 1998) According to Seligman and Csikszentmihalyi (2000), the fulfillment of these needs is essential for psychological growth, integrity, well-being, and experiences of vitality.

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 19

So, these are a little bit detailed aspects where certain famous researchers have worked on these Concepts. So, if we talk about hedonic approach it focuses on happiness and we use well-being in terms of Pleasure attainment and Pain avoidance. So, the evaluation of the pleasure or pain continuum in human experience relates to subjective well-being that is life satisfaction positive more negative mode which is which leads to happiness.

The other is eudemonic approach which is focused on meaning and self-realization or self-actualization that where you stand at the end of the day. How much you are contributing to the world how much you are contributing to yourself which makes you highly functional because doing good is a very difficult task. So, this concept is being implemented executed at workplace. So, this approach views well-being in terms of the degree to which a person is fully functional.

It includes aspects such as autonomy personal growth self-acceptance and positive relatedness of human actualization. So, according to selling men the Fulfillment of these needs is essential for psychological growth Integrity well-being and experiences of vitality. Here Vitality means the significance the salience that why we are into this job why I am doing a particular works that is salience the Vitality the significance instead why I am doing this job. So, this is the eudemonic approach to well-being.



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This conceptualization of eudaimonia is consistent with the self-determination theory (SDT), which is a macro-theory of motivation. It is the basic needs theory, which proposes that when three innate psychological needs – autonomy, competence, and relatedness are fulfilled, individuals experience well-being

The concept of employee well-being at work promotes advantages to organizations by having a healthy workforce. Therefore, the dynamics of well-being at work are pivotal in understanding the different domains that affect the quality of life at work

Well-being at work concerns an overall sense of happiness and the physical and mental health of the workforce. However, the more restricted concern is job-related well-being, that is, individuals' feelings about themselves in relation to their job

Thus, job-related well-being refers to people's satisfaction with their jobs in terms of facets such as pay, colleagues, supervisors, working conditions, job security, training opportunities, involvement, team working, and the nature of the work undertaken. Therefore, if employees are working in a stress-free and physically safe environment, this can be exciting, rewarding, stimulating, and enjoyable, and proposes that joy-filled workplaces improve financial performance



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20

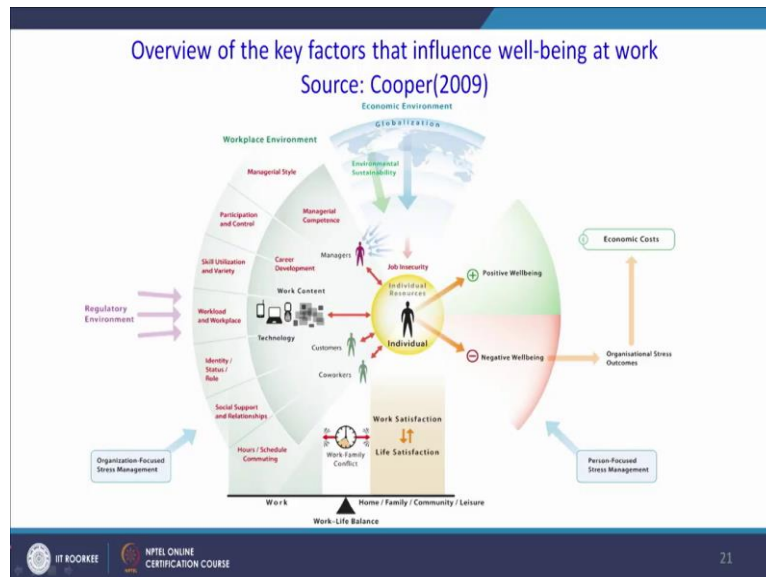
So, this conceptualization of eudaimonia is consistent with the self-determination Theory also which is a macro theory of motivation. So, this focus on the basic new theory that when three innate psychological needs that is autonomy competence and relatedness are fulfilled individuals experience well-being. So, the concept of employee well-being at work promotes advantages to organizations by having a healthy workforce.

Therefore the dynamics of well-being at work are pivotal and understanding the different domains that affect the quality of life at work. So, we can define well-being at work which concerns on overall sense of happiness and the physical and mental health of the workforce. However the more restricted concerns is job related well-being thus that is individuals feelings about themselves in relation to their job.

So, there is a thin line difference that even today when well-being at work is being talked about out at workplaces their more concern is job related well-being. In terms of pay colleagues or supervisors working conditions job security training involvement decision making team working and the nature of work that has been assigned. So, if employees are working in a stress-free and physically safe environment this can be rewarding and exciting and proposes that joy-filled workplaces improve financial performance.

That means financial performance can be enhanced based on job factors but how about the psychological functioning where Optimum functionality is very important.

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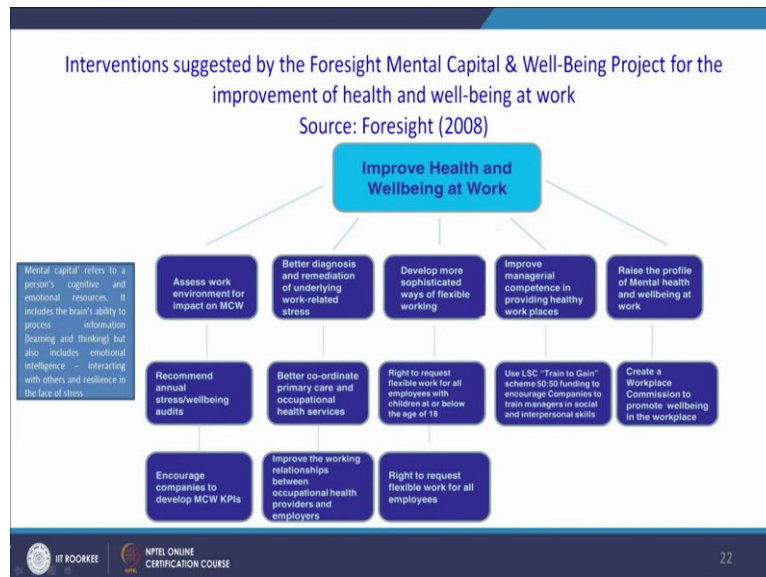


So, well being at work has been focused from different perspective in today's scenario. Cooper has identified an overview of the key factors that influence well-being at work. So, they have talked about economic environment workplace environment home family or work life balance. Now when we are talking about a workplace and environment they have focused on managerial style participation and control skill utilization and variety workload and workplace identity social support and hours or schedule of commuting.

So, these are completely focused on the workplace factors right. Now factors which are contributing will lead to positive well-being factors which are leading to negative results at workplace then it leads to negative well-being. So, that means assessment of an individual employee based on these factors will define work satisfaction life satisfaction and well-being at work that to what degree and to what length these factors are regulating.

At the same time and how workers are responding to these factors and are affecting their psychology. So, this is the Cooper's model of key factors that influence well-being.

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At work at the same time organization practices have fostered some practices and different kind of models that how well-being can be identified at work. So, a model again which was proposed in 2008 where improving health and well-being and work was focused while focusing on the mental capital. So, here mental capital has been referred to a person's cognitive and emotional resources.

That how a brain is able to process information in terms of learning and thinking and includes emotional intelligence interacting with others and resilience in the face of stress. So, these are the psychological factors contributing to mental capital. But on what basis this mental Capital can evolve at workplaces based on certain practices and policies. So, some interventions has been suggested by OB Professionals in terms of assessment of work environment or impact on mental capital of workers.

Then recommending annual stress or well-being audits here audits to what extent any employee or the degree to which employees are experiencing well-being at work or not the degree. Encourage companies to develop MCW that is mental capital of the workers better diagnosis and Remediation of underlying work related stress better coordinate primary care and occupational health services which also includes workplace counseling.

Currently every organization has workplace counseling centers to understand and identify emotional problems stress level issues. So, that they can be curbed by the counselors and employees or workers and resume at normal level improving the working relationship between

occupational health providers and employers develop more sophisticated ways of flexible working right to request flexible work for all employees with children at or below the age of 18.

That means to foster work life by balance right to request flexible work for all employees enhancing the rights of the employees. So, this also constitutes well-being at work improve managerial competence in providing healthy workplaces. That means what competencies what policies and procedures can bring the optimal functionality within employees, training to gain scheme that is 50-50 funding to encourage companies to train managers in Social and interpersonal skills.

Now this also constitutes that sometimes employers give enough space and window to the employees even to move out of the organization and grasp more skill and knowledge by granting them more fellowships and then come back to join their work. So, this enhances not only the skills of the employees. But employees also experience a sense of personal growth self-acceptance environmental mastery and autonomy.



Because they have the Liberty to take certain decisions on their own while securing their jobs raise the profile of mental health and well-being at work that is focusing more on the importance while employees also understand that what is the significance salience of mental health and well-being. So, making them aware is also an important aspect as an intervention to foster well-being at work.

And create a workplace commission to promote well-being in the workplace. So, these intervention strategies and policies foster well-being where the person as an employee experiences happiness at work as I mentioned earlier that and a happy worker is a productive worker.

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Seligman's PERMA Model

- ✓ Considering that most people spend half of their waking hours at work, it is important that work is as fulfilling as possible
- ✓ Engaged and happy employees are invaluable to an organization: they are engaged and motivated, excited to go to work each day, and spread their positive energy throughout the workplace
- ✓ Positive Psychology can be a significant contributor to employees' happiness at work. Positive Psychology focuses on what makes life most worth living. It considers how people can build the best life they can for themselves by including the positive aspects and minimizing the worst. Positive Psychology studies have demonstrated how positive emotions are linked to numerous benefits including improved health, well-being, longevity, and a greater quality of life at work
- ✓ The PERMA model developed by Martin Seligman(2012) identifies five essential elements of psychological well-being: **Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment(PERMA)**. These ideas can be put into practice in the workplace to improve employee happiness and well-being



23

Now when we are talking about well-being at work let us come to one of the most recent developed model well-being modeled by Seligman. It has been executed at workplaces at different levels in the organizations and how role of positive organizational scholarship has immense significance in organizations. So, Martin Seligman has identified a well-being model known as Selignans Perma model it is an acronym which indicates positive emotions engagement a relationship meaning meaningfulness and accomplishment.

So, these are all the psychological aspects of human behaviour which has been compiled in a form of model by Seligman and how this model is contributing to foster well-being at work. So, considering that most people spend half of their waking hours at work it is important that work is as fulfilling as possible that is so, important to understand because when half of the life of an individual is spent as an employee in organizations.

Then it becomes important to understand the significance of well-being at work in an employee life. So, engaged and happy employees are inevitable to an organization they are engaged and motivated excited to go to work each day and spread their positive energy throughout the workplace. That means positive spiral must exist in any organization which is Possible only when well-being becomes a focus of the organization.

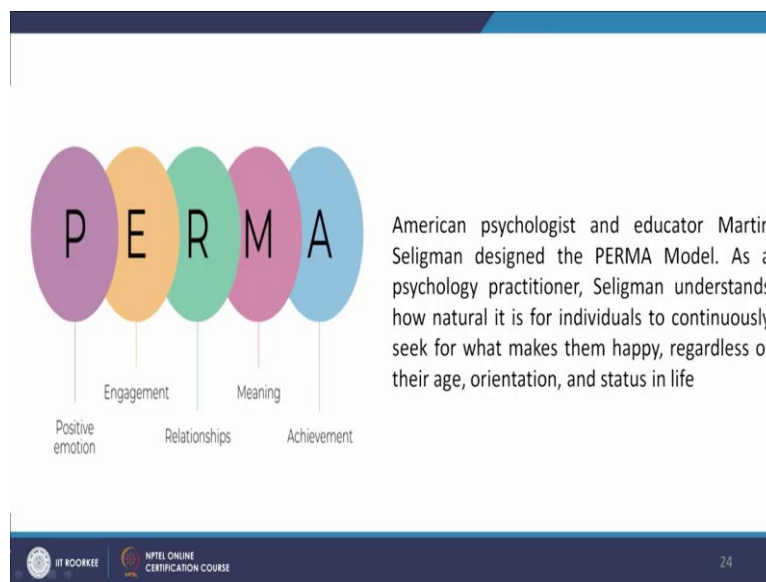
So, positive psychology can be a significant contributor to employees happiness at work positive psychology focuses on what makes life most worth living. It considers how people can build the best life they can for themselves by including the positive aspects and minimizing the worst

posit by including the positive aspects means positive spirals or positive dispositions of behaviour.

And minimizing the negative aspects of behaviour we cannot erode the negative aspects of human behaviour at work. But definitely we can minimize to a certain level. So, positive psychology Studies have demonstrated how positive emotions are linked to numerous benefits including improved Health well-being longevity and a great quality of life at work. So, Perma model developed by Martin Seligman identifies five essential elements of psychological well-being.

It is positive emotion engagement relationship meaning and accomplishment which makes Perma it is an acronym. So, these ideas can be put into workplace in the workplace to improve employee happiness and well-being.

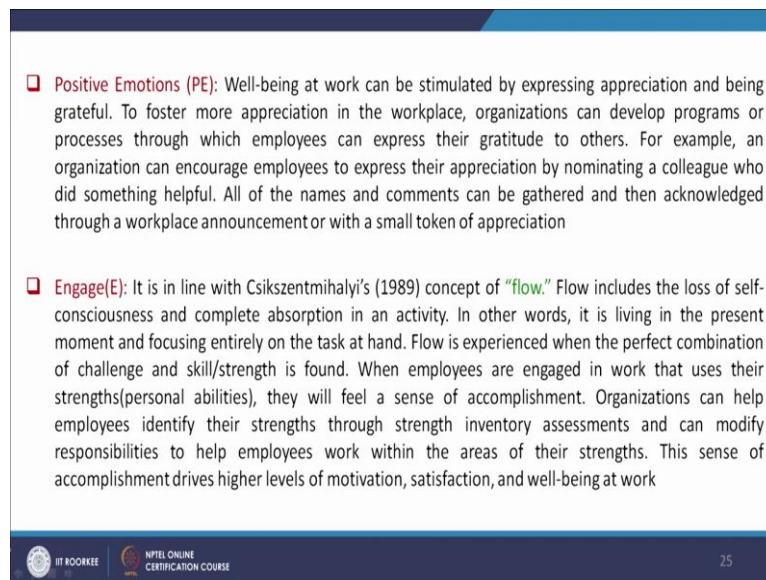
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So, this is the model and how natural it is for individuals to continuously seek for what makes them happy regardless of their age orientation and status a middle manager may be an a manager at entry level is much more happier than a middle level or a middle level manager is much more happier than the higher official. It is an individual's adaptation to the work life how they perceive what meaning they make out based on their emotions based on the level of their engagement based on the relationship they maintain with their co-workers.

Based on the meaning they generate in terms of Joy pleasure they get out of that job and achievement.

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- ❑ **Positive Emotions (PE):** Well-being at work can be stimulated by expressing appreciation and being grateful. To foster more appreciation in the workplace, organizations can develop programs or processes through which employees can express their gratitude to others. For example, an organization can encourage employees to express their appreciation by nominating a colleague who did something helpful. All of the names and comments can be gathered and then acknowledged through a workplace announcement or with a small token of appreciation
- ❑ **Engage(E):** It is in line with Csikszentmihalyi's (1989) concept of "flow." Flow includes the loss of self-consciousness and complete absorption in an activity. In other words, it is living in the present moment and focusing entirely on the task at hand. Flow is experienced when the perfect combination of challenge and skill/strength is found. When employees are engaged in work that uses their strengths (personal abilities), they will feel a sense of accomplishment. Organizations can help employees identify their strengths through strength inventory assessments and can modify responsibilities to help employees work within the areas of their strengths. This sense of accomplishment drives higher levels of motivation, satisfaction, and well-being at work

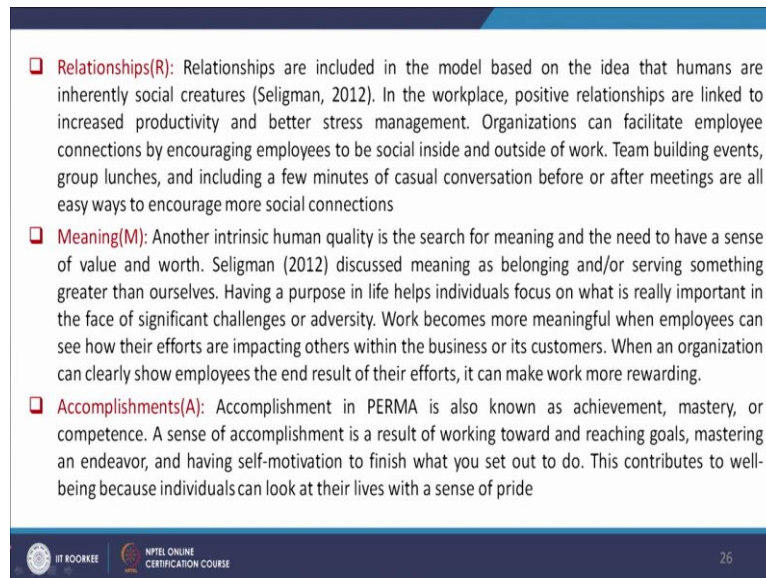
So, when these factors are involved to assess the job then it leads to well-being. So, if we talk about positive emotions then it can be stimulated by expressing appreciation and gratitude to the employees or to the employer. That means it is reciprocating employers should appreciate any performance and at the same time the employees should also be thankful or grateful to the employer who have given them a platform to enhance their performance learn new skills and learn certain behaviours which can help them to grow.

So, these kind of behaviours when are being fostered then it actually leads to generation of positive emotions. When two parties employer and the employee they are reciprocating with positive emotions then actually there is positive upward spiral this is the significance of positive emotions in the Perma model. The other is engagement it leads to a concept of flow which we have already discussed in our previous discussions that includes the loss of self-consciousness and complete absorption in an activity.

So, any employee who is completely imposed in the job who is completely engaged with the job with all the bigger dedication and immersion then the person becomes highly engaged the employee finds lot of difficulty to detach oneself from the world because of deep involvement in the job. And there they identify their own strengths and personal strengths as well with lot of sense of satisfaction and motivation.

So, again even when an employee is identifying himself as an Engaged employee so, there is a first spiral of positive emotions. So, this drives higher levels of motivation satisfaction and well-being at work.

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- ❑ **Relationships(R):** Relationships are included in the model based on the idea that humans are inherently social creatures (Seligman, 2012). In the workplace, positive relationships are linked to increased productivity and better stress management. Organizations can facilitate employee connections by encouraging employees to be social inside and outside of work. Team building events, group lunches, and including a few minutes of casual conversation before or after meetings are all easy ways to encourage more social connections
- ❑ **Meaning(M):** Another intrinsic human quality is the search for meaning and the need to have a sense of value and worth. Seligman (2012) discussed meaning as belonging and/or serving something greater than ourselves. Having a purpose in life helps individuals focus on what is really important in the face of significant challenges or adversity. Work becomes more meaningful when employees can see how their efforts are impacting others within the business or its customers. When an organization can clearly show employees the end result of their efforts, it can make work more rewarding.
- ❑ **Accomplishments(A):** Accomplishment in PERMA is also known as achievement, mastery, or competence. A sense of accomplishment is a result of working toward and reaching goals, mastering an endeavor, and having self-motivation to finish what you set out to do. This contributes to well-being because individuals can look at their lives with a sense of pride

26

Relationship this is another aspect of Perma model which is based on the idea that humans are inherently social creatures we all are social animals and without socialization survival becomes difficult. So, exchanging emotions with each other will help to reduce the stress levels and organizations can encourage employees to be social inside and outside work which encourage more social connections.

So, the more there is interaction positive interactions among employees the more relationships become sturdy. The more relationship become grounded deep rooted where exchanges are positive and there is more realization of emotions of each other. This is the third factor of Perma model. The other is meaning it is another intrinsic human quality in search of meaning and the need to have a sense of value and worth.

To what extent you are under understanding your worth to perform a job and to what extent you understand the significance of performing a job it is both ways and in at both the ends. So, it depends on an individual's perception that how we are important to face a significant it is important to face the significant challenges of an adversity of the job or at workplaces while understanding the significance the salience of the job.

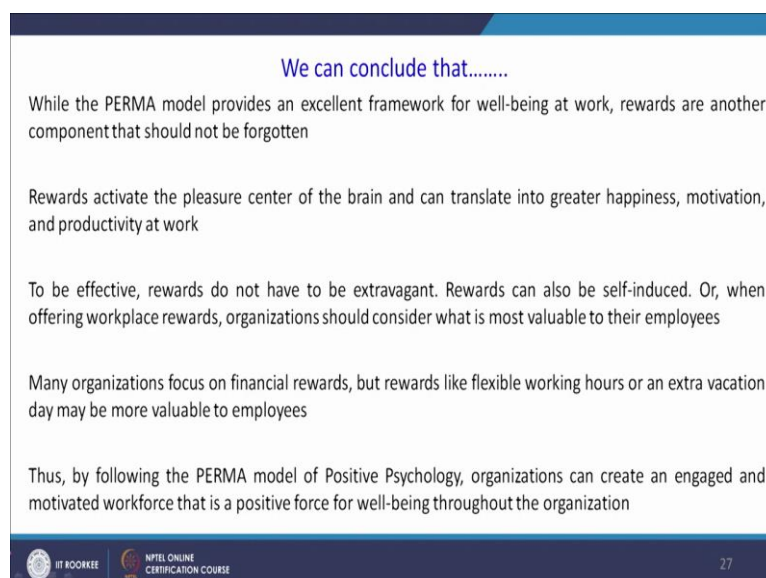
It is important to perform and is important to me to perform a difficult task and what meaning I will get. Any adversity you have crossed you have faced any challenge one has faced to perform the job the outcome which is positive will add meaning to one's own performance. So, when an organization can clearly show employees the end result of their efforts it can make work more rewarding and meaningful.

And the last is accomplishment. Accomplishment in Perma model is also known as achievement, mastery or competence. Mastery is very important to understand specifically in when it comes to autonomic well-being or well-being at work that mastery here is to what extent you have the ability to take decision on your own you are more empowered and that empowered wind will make you or encourage you to take the right action which will lead to accomplishment of the goal.

So, it is a result of working toward and reaching goals mastering an endeavor that means you are have you have developed that skill and decision making to perform a task in a very efficient and effective manner and have self motivation to finish that what you set out to do. So, this contributes to well-being because individual can look at their lives with a sense of Pride. So, this is how according to Seligman well-being and work can be experienced based on these five positive aspects.

That is the Perma model positive emotions engagement relationships meaning and accomplishment.

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We can conclude that.....

While the PERMA model provides an excellent framework for well-being at work, rewards are another component that should not be forgotten

Rewards activate the pleasure center of the brain and can translate into greater happiness, motivation, and productivity at work

To be effective, rewards do not have to be extravagant. Rewards can also be self-induced. Or, when offering workplace rewards, organizations should consider what is most valuable to their employees

Many organizations focus on financial rewards, but rewards like flexible working hours or an extra vacation day may be more valuable to employees

Thus, by following the PERMA model of Positive Psychology, organizations can create an engaged and motivated workforce that is a positive force for well-being throughout the organization

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Thus we can conclude that while the Perma model provides an excellent framework for well-being at work rewards are another component that should not be forgotten. This connotes that when intangible and tangible awards are coming all together it actually leads to well-being at work. Rewards activate the pleasure center of the brain and can translate into greater happiness motivation and productivity at work to be effective rewards do not have to be extravagant rewards can be self-induced.

A simple gesture of appreciation in terms of reward or any positive experience coming out of performing a job can be rewarding to an individual and organizations consider as most valuable to their employees. So, most organizations focus on the financial rewards. But rewards like flexible working hours or an extra vacation day may be more valuable to employees. After performing a difficult task a small gesture of appreciation a small gesture of offering flexible working hours is greatest reward than any monetary reward.

Thus by following the Perma model of positive psychology organizations can create an Engaged and motivated workforce that is positive Workforce for well-being throughout the organization. So, this is how well-being has become. So, important because we all are human beings first of all then only we can be employee. So, when organizations are considering employees as human beings as social creatures of highest level.

Then considering employees as human being then certain behavioural dispositions have to be modified in a way that fosters well-being at larger level. So, this is the importance of well-being at work we are through with this discussion I will continue in the next class, thank you so much.