How a healthy work environment is built: An analysis of employees' assessments in public organizations in Korea

By

IQUBAL, Somaya

THESIS

Submitted to

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Regards

Somaya Iqubal

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1. ABSTRACT

How a healthy work environment is built: An analysis of employees' assessments in public organizations in Korea

By
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Enabling a healthy work environment is progressively becoming relevant to workplaces. Existing literature discusses different inputs that may lead to it but rarely has research tried to holistically address it through a consorted model with multiple buckets of approach. The current study seeks to address this caveat through a mixed-method approach. Extensive literature was used to identify the contribution of individual components that have been traditionally known to encourage a healthy work environment. Primary research was used to validate the need and selection of aspects to consider. The study explores the pattern of existing differences between what is perceived to be a desirable work environment and the current practices. The article closes by proposing a new consorted model called Step-In and Step-Out a model that discusses two-pronged approaches to enable a healthy work environment. The model considers strategies like work purpose alignment, building respect, trust and empathy with internal focus. Simultaneously it also considers physical and mental health, effective communication and inclusion and diversity which either have external manifestations or engage external elements to influence motivation, satisfaction, efficiency and other measures of productivity. Engaging both internal and external loci of engagement, the model contributes to providing a holistic solution to encourage a healthy work environment.

2. INTRODUCTION

2.a. Background

President Moon Jae-in, in his 2018 legislation proposed to shorten maximum working hours per week in Korea. The bill kicked off a new and growing interest to address work-life balance and employee happiness in the country and the job industry. It is a general belief that less working hours would contribute to happier employees and subsequently, better productivity. However, Koreans are known to work some of the most extended hours in the developed world, yet it has been struggling with low labour productivity (Moulite, Maritza, 2018). Many have argued that this can be due to highly competitive professional space which demands people to put in extra hours of work at the cost of physical and mental wellbeing.

Considerable evidence has been built around this approach to validate the contribution of the change in legislation towards better labour productivity, but the quality of work-life has not received the necessary attention and remains out of focus in a multitude of such discussions. In the aftermath of the bill, Korea did manage to improve a little in labour productivity forecast and rankings among participating nations of the Organization for Economic Cooperation and Development forum (OECD, 2019) but as suggested earlier this approach overlooks certain facets of the issue. The Underlying fact is more needs to be done to truly address the work-life balance and allow employees and workers access to a healthier work environment.

With limitations on long working hours, the study of motivation in public organization has become an important issue for organizations trying to address existing lacunas in achieving better productivity and better employee satisfaction. An organizations performance is usually a sum-total of work performances of individual employees with additional contributions from other market-driven factors. Employee motivation and satisfaction is amongst the least volatile factors that could contribute to better performance. Considerable research has been carried out

to ascertain what motivates an employee, with each study and research paper bringing a new approach and new aspect to explore. There is a rapidly growing literature on the positive impact of employee motivation on work productivity and employee satisfaction. However, this literature shows little agreement on any one approach to engage and motivate employees (Dobre, 2013)

2.b. Problem Definition

Most of the discussion on motivation limits itself to explore the direct impact on work productivity and employee satisfaction. While there has been a growing interest in ways to sustain it over extended periods so that the organization can reap benefits from its investments into the human capital. Long-term and enduring improvements require organizations to build and follow core organizational values and beliefs that would help create an organization level culture of high engagement and achievement (Westover, Westover, & Alan, 2010). Whereas previous studies have examined employee motivation and robust organizational values and beliefs as two separate approaches, the following research intends to explore the alignment of individual and organizational goals as a means of achieving employee motivation and satisfaction. The proposed research builds on existing work by proposing a composite model "Step-In and Step-Out" which incorporates both 1.) intrinsic value and work purpose alignment of individuals with organizations core values to synthesize a sense of belongingness and 2.) employee welfare and awareness, which constitutes external well-being. The model mimics Herzberg's motivation theory at a fundamental level with a multi-pronged approach to bolstering employee motivation and also draws from Maslow's hierarchy of needs as it tries to address multiple levels listed in the hierarchy of needs together.

2.c. Research Question

" According to the perspectives of internal stakeholders - leaders and employees, what are the patterns of the differences between the desirable work environment and the current one?"

The current research will primarily try to answer what are the components and aspects defined within the scope of Step-in and step-out approach as described above that are perceived to be paramount by the internal stakeholders including leadership and employees at public organizations. It will try to explore if the said stakeholders perceive an additive approach can bring exponential benefit for the intended audience. The research focuses on leaders as well as the employee who is the intended beneficiary. Leaders are thought to be change catalysts. They command the power and authority to lead, introduce operationally, and advocate for policy changes to build a healthy work environment. While the employee is the primary target and consumer for any direct changes in approach.

While the broader scope of the study has been defined, the specific hypotheses were defined after observing the participants during the course of data collection. The current research in an attempt to postulate relevant hypotheses has followed the grounded theory method and used initial inputs to focus more on questioning rather than measuring. The current research has followed an iterative and consultative process; the initial feedback was used to build on the objectives of the study and derive specific hypotheses. The concepts that were found to be of interest within the scope of the study were subsequently used to theorize possible constructs.

The subsequent sections explore existing evidence supporting or contradicting the traditional approaches encouraging healthy workplace through literature review to build a bundle of options that can be considered for the proposed Step in and Step out approach. A literature review would add context which would be critically reviewed further through primary data collected from stakeholder specific questionnaires to qualitatively assess how leaders build a

healthy working environment in a public organization and gather empirical evidence to evaluate the incremental impact of using more than one approach to augment employee motivation.

3. THEORY AND RESEARCH HYPOTHESIS

3.a. Literature Review

Conservatively a public organization is defined as an entity offering some form of value through product, services or policy management to aid the general public or an intended segment of customers/ public. The money received through public allocation covers the costs of operations as well as supplement and support the stakeholders on the supply side. Historically public organizations have essentially been run on public accountability, value creation is meant for public consumption as well as all risks are offset by taxpayer money only. Economic value addition, to some extent, is a necessity for sustainability and has been a core driver but is usually put secondary to public welfare. More recently, the discourse has shifted, and concepts such as economic value-added and public welfare are being explored in conjunction with the aspirations and interests of other stakeholders (Public Sector Organizations, 2015). Central to this discourse is an employee, the one who contributes to the creation of value for the public to subscribe to, the one who through their interactions influences the immediate environment and provided a role orientation can create an impact over the society at large.

Leaders have long realized the importance of an employee-centric approach to running an organization. Numerous journal and academic papers discuss the need for engaging and keeping an employee motivated. Furthermore, employee motivation is almost universally linked to increased work productivity. These constructs are often interlinked, with motivation

in the most basic sense being a function of a hierarchy of needs proposed by Maslow. Monetary compensation provides for physiological and safety needs, whereas role and engagement address belongingness and supplements esteem. An amalgamation of all these with a healthy work environment may help the employee reach the last level in the limited scope and definition of professional life. It is imperative to note that addressing a few levels of this hierarchy of needs may not always suffice; studies have found evidence that a better salary doesn't always translate into better motivation (Dobre, 2013), (Smerek & Peterson, 2007).

Aspirations placed higher on the hierarchy of needs have been found to impact employee motivation more profoundly. Empowerment and recognition are more likely to enhance motivation to work and contribute better (Manzoor, 2011). Moving further up through the hierarchy of needs, values in a sense, create boundaries to what one can and cannot do; values are a metaphorical enclosed space to help people belong rather than limiting individuals. Studies suggest value congruence in the workplace is positively related to efficacious work attitudes, including employee satisfaction, work commitment, and engagement (Paarlberg & Perry, 2007), (Ostroff, Shin, & Kinicki, 2005). On the contrary, some literature also downplays the role of value congruence in employee motivation and job satisfaction suggesting value congruence doesn't have any significant role in job satisfaction (Amos & Weathington, 2008) (Rosete, 2006). However, a larger proportion of evidence in secondary literature supports the idea that value congruence and job satisfaction are positively correlated (Verquer, Beehr, & Wagner, 2003), (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Work accountability has also been explored in the existing literature to impact constructs like motivation, productivity, commitment, satisfaction, and ultimately contributing to a healthy work environment. Evidence suggests that work accountability helps enhance the esteem of an employee with employees assigning more value to their work role, strengthening commitment towards work, supplementing motivation, and productivity. However, the same literature also

argues it may create pressure to deliver and please, giving rise to conflicting scenarios which hamper motivation and productivity (Roch & McNall, 2007).

Sometimes all it takes to address and encourage a healthy workplace environment is to start talking about it. Literature suggests talking about being stressed often provides a way to express discomfort. It helps re-enforce self-importance that an employee may have lost when they feel undervalued and under-appreciated in the organization. It also discusses admitting to being unable to cope with stress was often disregarded as being normal. The discourse around stress and not being able to share or convey it, fosters a sense of uneasiness, helplessness, and ambiguity. It limits the sense of agency of an employee (Harkness, et al., 2007). The lowest form of investment to work is physical, the next is cognitive, and the highest level is emotional, where the joy and thrill of work drives the individual. However, organizations have traditionally shied away from this and have often tried to regulate it. Certain emotions at a workplace can be socially unacceptable, but there should be a constructive platform to discuss (Ashforth & Humphrey, 1995). Giving employees a platform to talk about the workplace environment can help leverage this to improve motivation, commitment and productivity (Briner, 2010).

Building an innate belief in an employee that they can achieve their goals has also been found to positively impact motivation (Cherian & Jacob, 2013), however, another study also suggests self-efficacy has different effect on motivation given the lens it is explored through. While between individuals self-efficacy was found to be positively contributing towards motivation but when it was explored in context of a within-person lens the same was found to be negatively related to motivation (Vancouver & Kendall, 2006). This emphasizes the fact that the approach taken to integrate these intangible constructs has a lot to do on the perceived outcome and must be carefully modelled. Having discussed the importance of employee motivation, let us now

explore another important construct, 'healthy work environment' in the next section. It is in several ways a step forward while continues to build on the learnings discussed in this section.

A healthy workplace is ideally defined as a collaborative space where workers and managers engage in improving the health, safety and well-being of all employees to sustain and supplement productivity (World Health Organization, 2009). The well-being of employees in a work environment can be impacted by factors such as communication, conflict management and redressal, and alignment of values (Biggio & Cortese, 2013). Several studies have stressed the need for addressing mental and emotional health apart from physical health to promote employee well-being (Dickson-Swift, Fox, Marshall, Welch, & Willis, 2014). Health check-ups are often considered as an employment benefit and form a means of addressing physiological needs. However, an organization offering support to the mental or emotional well-being of an individual is viewed differently. Employees feel cared and connected, which would nurture engagement and satisfaction.

Organizations acknowledge the existence of stress at the workplace; however, it has been often felt the burden of managing pressure and anxiety is often misplaced and put on the employees themselves. Mental resilience is something organizations have progressively assimilated in their processes, but the approach still remains flawed. Employees are given access to meditation training, but this is a remedial step not precautionary as little attempts are made to address the source of employee stress in the first place. Introducing fun initiatives to the workplace can again be a temporary getaway and a welcome break for employees. However, to sustain it, the organization does need to address any existing underlying issues. To understand the possible triggers for stress needs organizations to explore beyond the scope of work. A possible approach can be to explore employee wellbeing through three key perspectives; financial, emotional and physical. Additionally, it would be required to explore

the intersection of work and home life to consciously identify triggers that set off stress and seek solutions to integrate the two more effectively (McEwan , 2018).

Having discussed the board constructs of motivation and a healthy work environment and the possible need for a multipronged approach, I would now go on to discuss components of the Step-In and Step-Out (SISO) model that this study aims to propose. Communication is essential for sustained engagement, which can raise workplace productivity and decrease employee turnover (Hart, 2016). Empathy, exposure to diversity, respect and acceptance of differences along with building a tolerance to little things can effectively address conflict handling and allow employees and leaders to explore better ways of averting and addressing conflicts. Being able to build a work environment welcoming of diversity can culminate into better-performing employees who are more committed and better satisfied (Patrick & Kumar, 2012). Awareness about self, one's role in organization, its impacts on organizations performance and society at large can help an employee align their individual values with those of the organization all these in congruence with each other leads to sustained motivation and healthy workplace environment (Johnson, Chang, & Yang, 2010), which in turn creates employee willingness to contribute and act in the interest of organization as well as raise satisfaction level of the employee. Leaders in a public organization can build on such a platform to drive performance and deliver better services to cater to the public needs. While we place the onus of putting the wheels in motion on a leader in a public organization, it is interesting to note that good leadership may only have a moderate positive influence on employee wellbeing while job satisfaction may be weakly related to good leadership (Kuoppala, Lamminpaa, Liira, & Vainio, 2008).

Another, aspect of this whole discourse that builds a strong case for encouraging organizations to take care of employee wellbeing and work environment is the economic implications that the organization has to bear if these aspects are overlooked. An assessment by the Department

of Occupational Safety and Health under the Ministry of Social Affairs and Health of Finland discusses this at length. Though the assessment covers more of instances of physical and physiological hazards, it can well be extended to mental hazards too that too have taken deep roots in today's society and the general work environment. It argues that there are hidden costs associated with an employee going through negative experiences. It says while certain aspects are taken for granted and are cushioned through organizational leave policy others may be overlooked all together like the cost of absenteeism, loss of return, loss of productivity, working hours of a substitute employee, working hours of line organization, over time, work reorganization cost (Teronen, 2002).

It goes on to suggest that such instances at work and their implications can magnify several folds if the work involves teamwork without encouraging a healthy work environment where employees care for each other and have that degree of professional as well as emotional overlap to provide cushion to the individual as well as the team. Absenteeism can be one possible outcome, whereas more serious instances can result in attrition. The cost to replacing and hiring new staff can mount to as high as 60% of an employee's monetary compensation, whereas the actual cost of replacement is much more as hiring a new employee may result in immediate loss to productivity and one has to invest in capacity building factoring these the total costs can be anything between 90% to 200% of an employee's annual compensation (Bilau, 2015). And the reason for such an outcome may not be work-related but rather work environment related, it could be due to someone experiencing bullying at the workplace; It could be due to someone not being able to fit in; it could be due to someone not finding emotional support when they need it. The cost can include cost towards litigations if it's an instance where the organization failed to safeguard its employee. The National Health Service of England estimates that the specific impacts coming from staff being subjected to bullying and harassment to health, sickness absence costs, turnover cost of employee, loss and diminished productivity, sickness

presenteeism, compensation, litigation and industrial relations costs, accumulate to over 3.1 billion dollars per annum and that is borne mostly by taxpayer. It is a wastage of resource a fraction of it can go a long way in fixing things up. (Kline & Lewis, 2018).

There exists a strong case for addressing the caveats that remain in bettering the workplace to make it employee welfare centric, the output will always be the focal point of any organization, but documented history and research suggest, it is time we reimagine the locus among the employee and drive the output and productivity from there. Empirical and scientific evidence supporting the relevance of individual factors mentioned in this systematic review towards achieving sustained motivation and healthy workplace environment is widely available in scholarly literature. The proposed SISO model structures these factors into a skeletal model which can be built upon further while retaining the absolute essentials provided as a part of the SISO model. The model asks the practitioners to address all the components in congruence with each other, to facilitate the execution these components are clubbed based on their inherent nature into step-in and step-out modules. The model does not limit practitioners in terms of how to implement each of the components. Organizations are encouraged to explore different possible ways to fit their feasibility plans.

4. METHODOLOGY

This section explains the approach to be adopted to capture the perceptions of leaders about how they can build a healthy work environment, it outlines how perceptions and practice at different levels of engagement would be recorded and further assessed to arrive at a consorted and coherent model that can address workplace motivation, commitment, productivity and encouraging positive work environment. The current research would:

1. Build a case for or disapprove the need for an alternative approach to encouraging workplace environment based on comparisons between practice and the perception of leaders about possible approaches that help achieve the said goal

2. Adopt a utilization-oriented approach and focus on providing learnings and suggestions to be incorporated in future program and work designs for public organizations to facilitate a healthy work environment. The research will focus on hypothesizing new research questions based on the findings. It will employee the grounded theory to develop new theories around the phenomenon that are expressed to be necessary and vital.

4.a. Triangulation

4.a(i). Method: Qualitative and Quantitative

The current research employs a mixed-method approach to assess the importance of various possible components and approaches that a public organization can explore to promote workplace motivation, commitment, productivity and positive work environment. A qualitative In-depth Interview schedule and a quantitative Likert scale-based instrument has been developed for capturing the practice and perceptions of the relevant stakeholder. Secondary research on existing literature was undertaken to curate a possible list of approaches that can contribute to enhancing an employee's experience and enriching the work environment. The interview schedule is a guided schedule inviting open-ended responses to a predetermined set of questions built around components and approaches found relevant during the secondary literature review.

4.a(ii). Subjects: Leaders and Employees

The current research took into consideration that there are multiple stakeholders involved that influence the work environment at a public organization, it assesses the scenario through the lens of a person in a leadership position in these public organization. The said stakeholder was chosen as a subject of interest considering their ability to influence the variables ad approaches within the boundaries of the organization's rules.

The qualitative interview forms the primary line of evidence, with most of the aspects of the research being addressed through them. The line of questioning followed the following aspects:

a. Organizational Values, Vision, Mission and Goals

b. Employee's Role in Organization and Society

c. Relationship among employees

d. Physical and Mental Health

e. Employee Engagement Programs

f. Diversity at Work

The second line of evidence was built around an employee. A separate research instrument was developed for the same, focusing on but not limited to the following aspects:

a. Job Satisfaction

b. Commitment

c. Performance

d. Work-life balance

e. Relationship with supervisor and co-workers, etc.

Each of the aspects has a set of 4-8 statements inviting responses if an employee feels the statement applies to them or not on a 5-point Likert scale, starting with strongly agree, agree, neutral, disagree and strongly disagree. The two lines of evidence were used to triangulate, reinforce and question the findings, thus providing more inclusive and robust insights.

4.b. Data Collection

The data collection process engaged the stakeholders in a one-on-one interview, for the guided interview schedule with organizational leaders, probes were utilized to gather thematically exhaustive data. All attempts were made to avoid leading questions; the probes were meant to facilitate and guide the interviews and not suggest possible responses to the respondent. For the employee interview, a closed-ended questionnaire was used, the tool was executed in the form of a self-administered survey on 'google forms' platform.

4.b(i). Sampling

An interview request was extended to various public sector institutions, based on availability and willingness of respondent's interviews were scheduled. Ten interviews were targeted; empirical response saturation was also considered while arriving at the final number of interviews which was 7. For the employee workplace survey, the participation was over a digital medium, and the survey was self-administered, additional public organizations were sent invite apart from those approached for the qualitative survey with leaders. The employee work environment survey was expected to suffer a response bias by design as logistic feasibility limits the execution of the survey. Similar to another such qualitative study, the current research aimed to show the diversity in responses, including those that are less usual. However, the findings are not intended to be numerically representative.

For the employee work environment survey, both mail out and direct distribution approach was used, an exhaustive survey frame could not be prepared, and a snowballing approach was taken.

For physical forms, data was collected and punched into google forms to integrate the two sources in a unified table structure. Any records with 10% or more questions not answered were discarded.

4.b.(ii). Measurements

The current research primarily focused on qualitative inputs; however, post-survey phase the same were recoded into variables with nominal and ordinal measurement scales, a limited number of variables also followed the ratio scale. The employee work environment survey has questions following the ordinal measurement scale, primarily with a few identifiers following the nominal and ratio scale. During the data preparation phase, some ratio scale variables were categorized in ordinal scale like age was reclassified with age-group levels; the same was done for years of association. For some nominal scale variables, the levels of responses were reduced by grouping similar responses to make the information simpler and more understandable.

4.c. Data Analysis

Post data collection, data analysis was undertaken using NVivo 12 available freely for the trail.

4.c.(i). Analysis plan/ technique

The pen and paper interviews were digitized and documented as individual MS-Word file. Each interview was treated as a separate record and was imported as documents into NVivo 12. Both deductive and inductive approaches were considered where concept-driven and theoretical coding was undertaken as well as data-driven and open coding were employed to instances documented in the records.

Statements from the records were categorized using a concept-driven theoretical coding approach. Some of the overarching well-defined concept like organizational values, vision, mission and goals, employee's role in organization and society, relationship among employees, physical and mental health, employee engagement programs, diversity at work, job satisfaction,

work commitment, performance, work-life balance, relationship with supervisor and co-workers, etc. also adapted the theoretical coding approach. Besides these statements were coded based on their nature as practice or perception, more specific codes were derived using the data-driven open coding approach to highlight interesting findings. Axial coding showcasing the relationship between codes and selective coding to represent confirmatory and contradicting data was also undertaken to enhance the insights generated.

Specific queries were built to analyse the data post coding, co-occurrence of complementary and contrasting concepts was assessed. Frequency trees and relationship networks were also explored to contextualize the findings appropriately.

For the employee work environment survey since Likert scale information was sought, standard frequency tables were explored. Unweighted scores were assessed for the broader components. For deriving scores, questions on similar themes were grouped together, if a question carried negative sentiment its polarity was reversed to arrive at an aggregate average. Heterogeneity in the responses was also explored through subgroup analysis segregating for gender.

4.c.(ii). Guiding Principals

The current research is guided by a set of principles in line with the objectives of the Step-in and Step-out approach. The research does not preemptively attempt to define or fix the components of the proposed model; however, it differentiates possible components and approaches as a step in, i.e. exploring internal orientation and step out, i.e. focusing on external factors. The model development has been attempted as an iterative, consultative and participative process, with the model being evolved through literature review and subsequently based on primary data. The conceptualization of the model has been done using the Grounded theory an iterative, consultative and participative process. It makes use of observations in qualitative research to develop a theory surrounding the phenomenon. Core theoretical

concepts are identified through the course of data collection, and tentative linkages are explored between the theoretical core concepts and the data (Trochim, 2006).

The current research aims to propose a skeletal model focusing simultaneously on goal alignment and external wellbeing to address work commitment, performance, happiness and healthy work environment, however operationalizing the same is beyond the scope of the current research. The research design adopts a utilization-focused approach to ensure the evaluation was relevant and useful for the intended users.

4.c.(iii). Evaluation matrix

This section explores the specific themes and buckets being explored through the guided qualitative tools as well as the Likert scale-based employee wellbeing survey. These concepts form the basis of exploring the data, and as suggested in the grounded theory coming up with a new hypothesis to explore. The current research will not only identify themes but also build on sentiments related to those themes if a respondent has positive sentiments towards a particular theme or is it taken in a negative connotation. An additional layer of differentiation was added to the sentiments and concepts in terms of practice and perception; this differentiation formed the basis of assessing the research hypothesis proposed at the start.

The following tree map was generated using auto coding to highlight any latent themes that were being addressed through the course of the assessment and might have been overlooked.

Not every suggestion was considered as some were less meaningful to the context of the study and some were adapted to convey more.

Figure 1: Tree-map - themes covered in the questionnaire

Furthermore, word associations existing in the tool were also explored to find semantic associations. Since this was a semantic association thematic refinement was not undertaken while generating the following illustration, the strands show association with related words and the word list is a cluster representation of similar words. As mentioned earlier, the research instruments were evolved through an iterative process; these illustrations helped guide those changes, these helped in refining and framing probes as well as make the questionnaire more nuanced.

Figure 2: Word association

5. FINDINGS

5.a. Findings

5.a.(i). Employees' Assessment of Work Environment

Since employees are the intended subject of interest and their interests are being explored through the perspectives of an organizational leader, we also wanted to explore what is the outlook of work in the eyes of an employee. The research adopted standard Work Environment Surveys conducted around the world and measured the attitudes and opinions of the employees related to various aspects of their work and work interaction and engagement. 38 statements related to job satisfaction, work commitment, performance, work-life balance, relationship with co-workers and supervisors and some miscellaneous questions focusing on material and intellectual gains were given to the employees and they were requested to state if they strongly

agreed, agreed with the statements or were they neutral or they disagreed or strongly disagreed with the statements about their work interaction, engagement and experience. The distribution of survey respondents on basic attributes were as follows:
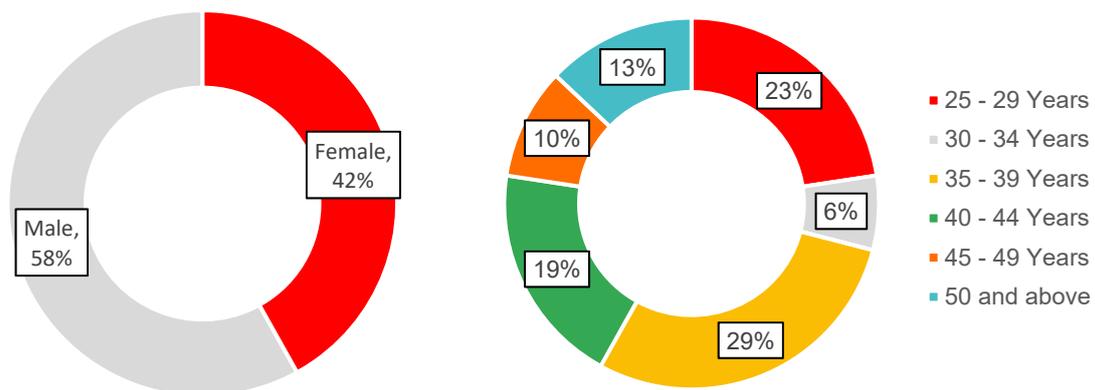
Figure 3: Gender and Age Distribution

The distribution of gender represented in the survey is very representative of the actual representation of women in the workforce in South Korea, Labor force, female (% of the total labour force) in South Korea was reported at 41.88 % in 2017 (South Korea - Labor force, female, 2017). 42% of the workforce that participated in the survey were 40 years or more of age, and 38 years is the average age which is similar to the national trend the mean age of workforce in South Korea has been hovering around 40 years for some time (Average age of employees in South Korea 2009-2018, 2018).
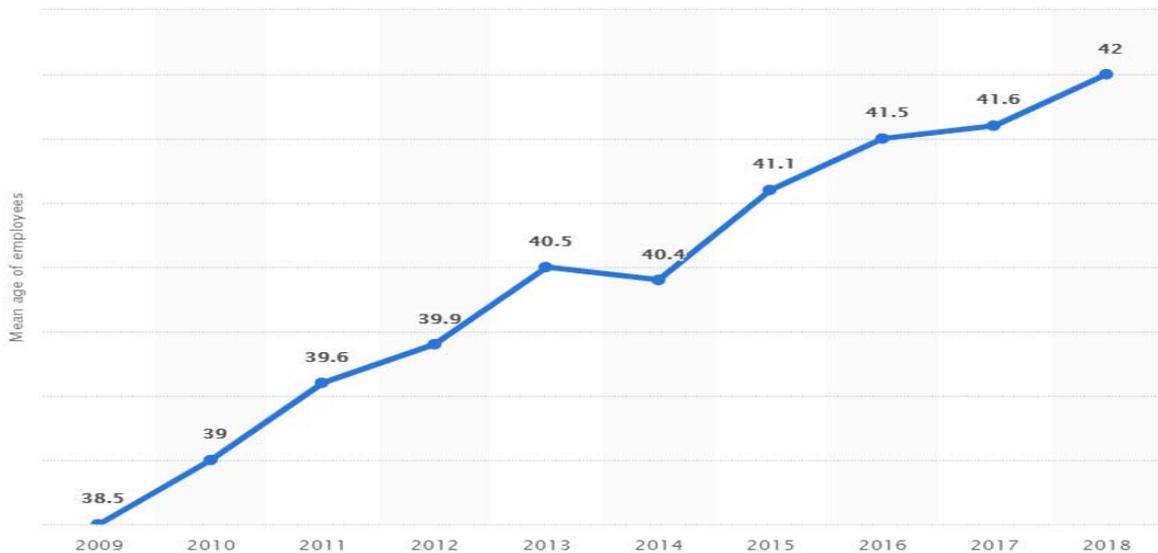
Figure 4:Average (mean) age of employees in South Korea from 2009 to 2018
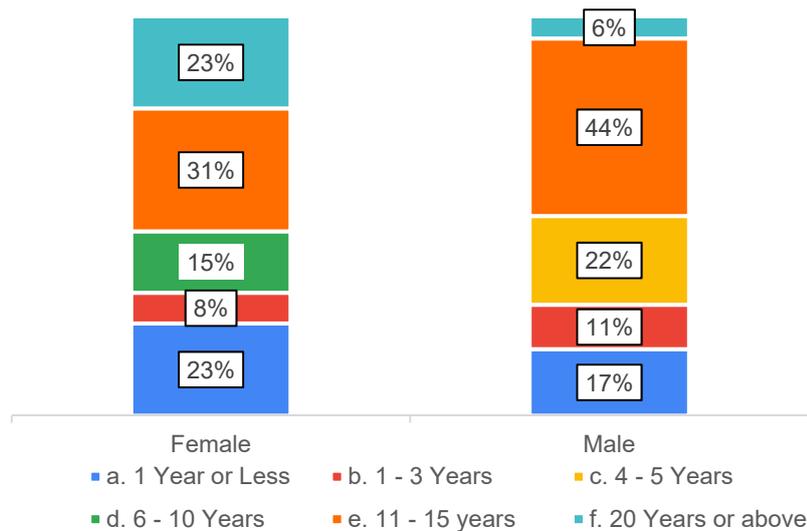
Figure 5: Years of Association – Gender wise Distribution

The above information informs about the years of association with the current organization and not total years of work. It is understandable that the workforce sticks around with the organization with this being a government job which is highly revered in the society but, this information should be consumed with caution as long years of association should not be associated with job satisfaction. The social desirability of a public organization job negates any other concerns as it is thought to be more stable. The longer association makes an even stronger argument and shifts the burden to the organization to make consorted efforts to enable the employees by providing them with a better and healthy work environment.

The participants came from varied departments with some working with cross-cutting departments; core functions were separated and depicted here as a word cloud. Word clouds are great tools to identify reoccurring and predominant themes. As can be gathered from the illustration planning, governance, education seems to be a predominant work function among the employees, public information, cooperation, finance is also represented along with several other functions. 11% of the responses came from people in senior management positions, 39%

Figure 6: Core Functions

were in middle management positions, and 50% of the respondents identified themselves as just employees.

- ▪ Job Satisfaction

Job satisfaction is one of the core ideas of this whole discourse and is a very straightforward concept – it can be defined as the extent to which an employee likes or dislikes their job. According to the survey results, 30% of employees rated their jobs as very satisfying, 45% of the people found their jobs to be satisfying only 13% of the employees felt their work did not offer them satisfaction.

| 30 | 45 | 16 | 8 | 5 |

Figure 7: Job Satisfaction Score Card (All values are expressed in %age)

The scores were derived from 6 sub-questions and focused on different aspects of Job satisfaction. 4/5th of the employees believe that they knew what was expected of them in their job, which gives a very promising outlook. Roughly, three-quarters of them said their job challenged them in a good way, and their work gives them a sense of accomplishment.

Figure 8: Item wise Score - Job Satisfaction

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my job	32	35	19	13	
I am interested in the work that I do.	23	45	19	10	3
I know what is expected of me in my job.	39	42	10	3	6
My job challenges me in a good way.	26	48	16	10	
The work that I do gives me a sense of accomplishment.	29	45	19	6	
I have opportunities for career growth within the Organization	29	52	13	6	

■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

The respondents were also asked straight away if they were satisfied with their jobs, the response was interesting when you see that more employees agreed to individual components of job satisfaction being there in the work that they do, but still a dissonance exists when the composite idea of being satisfied with one's job is posed to them. This suggests that employees subconsciously assess job satisfaction in many more aspects. It rests a case to address job satisfaction; multiple facets of work need to be considered. The dissonance experienced here between discrete ideas and a holistic concept that those ideas feed into was due to intangible metrics. Likewise, concrete efforts will obviously contribute to enhance job satisfaction, but if a multitude of approaches is taken the interaction effect of those approaches could also extend additional benefit. Men tended to agree more across the spectrum. However, both women and men were mostly positive about different aspects of job satisfaction.

Table 1: Gender wise response - Job Satisfaction

		Strongly Agree	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
I have opportunities for career growth within the Organization	Female	31%	46%	23%	0%	0%
	Male	28%	56%	6%	11%	0%
The work that I do gives me a sense of accomplishment.	Female	38%	38%	23%	0%	0%
	Male	22%	50%	17%	11%	0%
My job challenges me in a good way.	Female	31%	46%	15%	8%	0%
	Male	22%	50%	17%	11%	0%
I know what is expected of me in my job.	Female	46%	38%	8%	0%	8%
	Male	33%	44%	11%	6%	6%
I am interested in the work that I do.	Female	31%	31%	31%	0%	8%
	Male	17%	56%	11%	17%	0%
I am satisfied with my job	Female	38%	23%	38%	0%	0%
	Male	28%	44%	6%	22%	0%

- Work Commitment

Organizational commitment signifies the relationship an employee has with their organization. Committed employees would stay with the organization even if the organization goes through a rough patch. They attend work regularly, put in a full day's work and any additional time if required. They protect organizational interests and help the organization achieve its goals and objectives. The discourse for many years has shifted to a proactive approach and try to influence work commitment through work engagement (Work Environment Survey: We Are Finding Pattern in Employee Attitudes, 2011), however, work commitment remains a relevant parameter for organizations. A derived scale was considered for a cumulative score; it comprised of seven positive statements and one negative statement. The scale states over 62% of the employees felt a sense of commitment towards their work, a little under a 2/3rd of people did not particularly feel any inclination or commitment towards their work, of this 23 % were neutral on the subject.

Figure 9: Work Commitment Score Card (All values are expressed in %age)

27	35	23	12	4

Figure 10: Item Wise Score - Work Commitment

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I would be just as happy working for a different…	6	16	42	32	3
Pursuing my career is important to my self-image.	35	32	19	10	3
Working in my current profession is important to me.	32	29	29	3	6
My career is a central interest in my life.	48	26	16	6	3
I understand how my job contributes to the…	16	45	26	13	
I find that my values and the organisation's values…	6	42	29	13	10
I am willing to put in a great deal of extra effort to…	19	52	16	10	3
I try to do the best I can at my Job.	48	35	10	6	

Employees indicated strong reservations that their career is central to their interest and almost half of them said they try to do the best they can in their Job. Employees, in general, felt that their values aligned with the organization and they understood how their jobs contribute to the organization's goals and objective, but fewer people felt very strongly about it. Over 2/3rd of the employees were neutral or undecided when asked if they would be just as happy working for a different organization if the work is similar and 1/5th of them agreed to it. Some of the statements do not distinctly convey either a positive or negative sentiment rather they have to be contextualized, for example, pursuing my career is important to my self-image or working in my current organization is important to me. These ideas, when explored in different contexts, can convey different messages it can mean overvaluing professional engagements over personal commitments, or it may simply indicate that the said person is ambitious and values their work. Women were more pragmatic and accepted that they would be just as happy working for a different organization if the work was the same. Again, women were more forthcoming in admitting that their career was central to their life (92%) whereas 63% of men said their career was central to their life.

Table 2: Gender wise response - Work Commitment

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I would be just as happy working for a different organisation if the work was similar.	Female	8%	54%	31%	8%	0%
	Male	0%	17%	50%	22%	11%
I try to do the best I can at my job.	Female	62%	31%	8%	0%	0%
	Male	39%	39%	11%	11%	0%
I am willing to put in a great deal of extra effort to help this organisation be successful.	Female	31%	38%	15%	15%	0%
	Male	11%	61%	17%	6%	6%
I find that my values and the organisation's values are very similar.	Female	8%	46%	15%	15%	15%
	Male	6%	39%	39%	11%	6%
I understand how my job contributes to the organisation's goals and objectives	Female	31%	31%	23%	15%	0%
	Male	6%	56%	28%	11%	0%
My career is a central interest in my life.	Female	69%	23%	0%	8%	0%
	Male	33%	28%	28%	6%	6%
Working in my current profession is important to me.	Female	54%	23%	15%	0%	8%
	Male	17%	33%	39%	6%	6%
Pursuing my career is important to my self-image.	Female	46%	38%	8%	8%	0%
	Male	28%	28%	28%	11%	6%

- Work Performance

Work performance is usually a function of the ideas discussed above. If an employee is satisfied with their job and feels a sense of commitment towards their work, they will strive to deliver. Performance is an intimate measure for an organization and in different places and for different roles will be equated through different metrics. We have considered a proxy measurement for the same, and it should be treated as a crude measurement rather than holistic. We have

employees at each varying degree of agreement related to work performance with two out of five employees indicated they performed well at their work, 1/5th of them were not opinionated about it and another 2/5th of them indicated they might not have done well in the limited scope of this proxy indicator.

Figure 11: Work Performance Score Card (All values are expressed in %age)

17	25	23	18	17

Figure 12: Item Wise Score - Work Performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have been appreciated for my work in the past 3 months	10	52	29	6	3
I have done extremely good work in the past 3 months	16	52	26	6	
Several times, I have had to ignore physical illness in the interest of work.	35	32	19	10	3
I have felt stressed due to work several times in the past 3 months	26	29	23	16	6
I have not felt motivated towards my work in the past 3 months.	16	13	29	29	13
I have never been late to my work in the past 3 months.	55	16	16	13	
I have missed a few deadlines in the past 3 months.	23	39	19		16

■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

The overall scores were skewed to an extent due to the majority (55%) of respondents adhering to Punctuality very religiously. Compared to this other indicator had their responses were well distributed. Only 2/5th of the employees said they were appreciated for their work in the last three months. This again can be indicative of two things, either the employee was not appreciated for their work or the employee were not able to do something commendable. More women (77%) said they had been appreciated for their work in the past three months as compared to men (50%).

Table 3: Gender wise response - Work performance

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have missed a few deadlines in the past three months.	Female	31%	54%	8%	0%	8%
	Male	17%	28%	28%	6%	22%
I have never been late for my work in the past three months.	Female	77%	8%	8%	0%	8%
	Male	39%	22%	22%	0%	17%
I have not felt motivated towards my work in the past three months.	Female	31%	8%	31%	8%	23%
	Male	6%	17%	28%	44%	6%
I have felt stressed due to work several times in the past three months	Female	23%	31%	23%	23%	0%
	Male	28%	28%	22%	11%	11%
Several times, I have had to ignore physical illness in the interest of work.	Female	23%	38%	31%	8%	0%
	Male	44%	28%	11%	11%	6%
I have done extremely good work in the past three months	Female	15%	62%	15%	8%	0%
	Male	17%	44%	33%	6%	0%
I have been appreciated for my work in the past three months	Female	0%	77%	15%	0%	8%
	Male	17%	33%	39%	11%	0%

- Work-life balance

This particular scorecard presents a worrisome trend with less than 1/3ʳᵈ of employees stating their work provides them a balanced life. This is paramount while addressing employee wellbeing. The workplace should be competitive to encourage growth and productivity, but

Figure 13: Work-Life Balance Score Card (All values are expressed in %age)

9	19	22	31	19

sometimes this crosses the threshold and forms into a compulsion or maybe even an obsession. We often hear employees stating that they stay in the office late cause their supervisors to stay till late, this is a worrisome trend, not only it eats into personal time for self and family it can give rise to several health issues.

More than 50% of the respondents said their work interferes with their social time with friends and family and that they often feel tired due to work. More men (61%) felt their work interfered with their social life, whereas 41% of women admitted to the same. Only 1/4th of the

Figure 14: Item Wise Score - Work-Life Balance
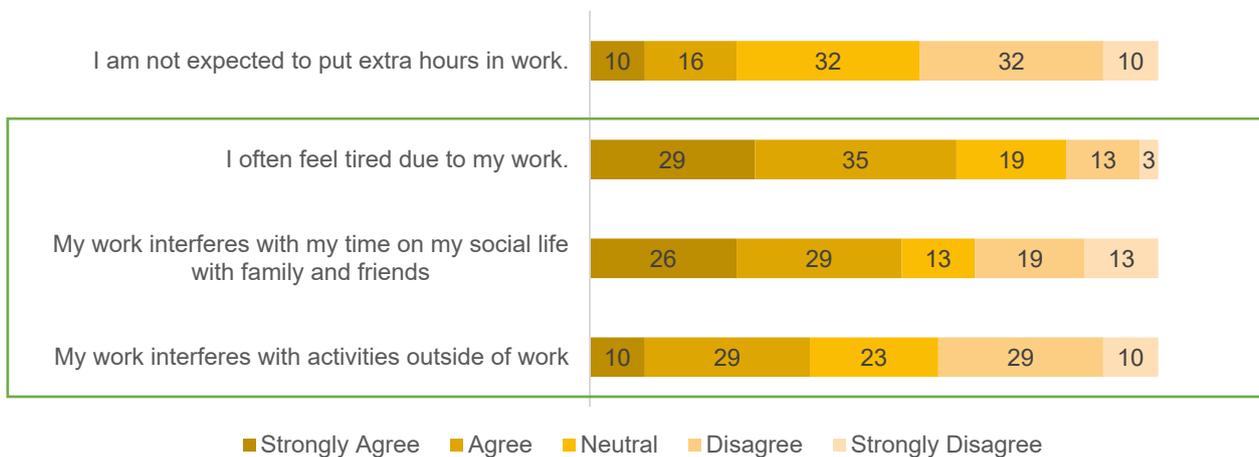
Employees said that they are not expected to put extra hours of work. The people who said they were expected to put extra hours of work were mostly between 25-40 years of age. 62% of the women felt that this was something expected of them which was more than two times the percentage of men to admitted to this.

Table 4: Gender wise response - Work-life balance

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My work interferes with activities outside of work	Female	15%	23%	15%	31%	15%
	Male	6%	33%	28%	28%	6%
My work interferes with my time on my social life with family and friends	Female	31%	15%	23%	8%	23%

|						
	Male	22%	39%	6%	28%	6%
I am not expected to put extra hours in work.	Female	8%	8%	23%	46%	15%
	Male	11%	22%	39%	22%	6%
I often feel tired due to my work.	Female	54%	15%	23%	8%	0%
	Male	11%	50%	17%	17%	6%

▪ Relationship with Supervisor

Relationship with the supervisor is an essential cog to an employee's perception of work; it shapes the way employees think and feel about their jobs and their organization. A supervisor is often the first point of contact for an employee, and the supervisors can significantly influence on the day-to-day experience of their subordinates. 58% of the employees had a positive relationship with their supervisors; Women were more inclined to believe that their supervisor treated them fairly and was respectful to them as compared to men.

Figure 15: Relationship with Supervisor Score Card (All values are expressed in %age)

Figure 16: Item wise Score - Relationship with Supervisor
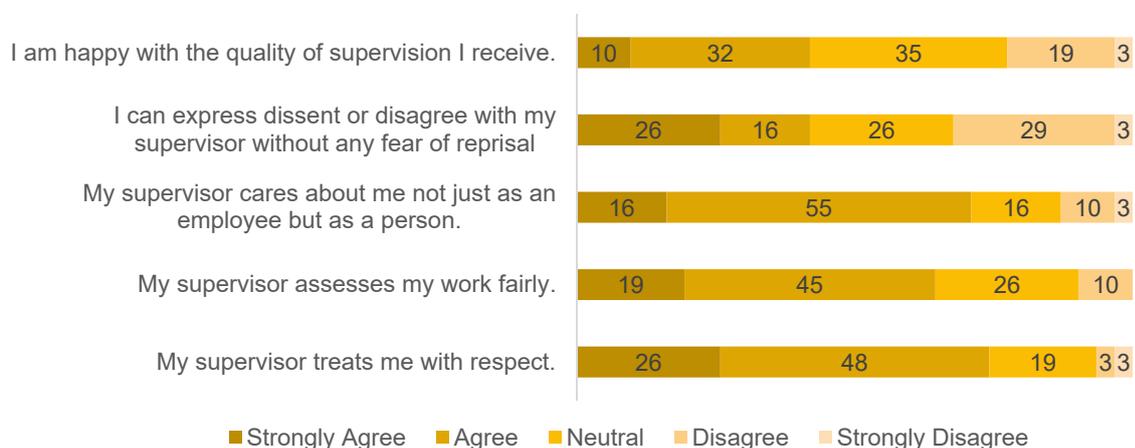
While both men and women felt that their supervisors care for them not just as an employee but as a person, men expressed more reservation (39%) when it came to expressing dissent or disagreeing with a supervisor as compared to women (23%). Over 2/5th of the employees expressed they were happy with the level of supervision they received, and one-fifth of them disagreed with the statement.

Table 5: Gender wise response - Relationship with Supervisor

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My supervisor treats me with respect.	Female	23%	62%	8%	0%	8%
	Male	28%	39%	28%	6%	0%
My supervisor assesses my work fairly.	Female	15%	62%	8%	15%	0%
	Male	22%	33%	39%	6%	0%
My supervisor cares about me, not just as an employee but as a person.	Female	15%	62%	8%	8%	8%
	Male	17%	50%	22%	11%	0%
I can express dissent or disagree with my supervisor without any fear of reprisal	Female	23%	31%	23%	23%	0%
	Male	28%	6%	28%	33%	6%
I am happy with the quality of supervision I receive.	Female	8%	38%	31%	15%	8%
	Male	11%	28%	39%	22%	0%

- Relationship with Co-workers

Social relationships among co-workers are vital to a healthy workplace. Social relationships seem to have an impact on the attitude of an employee towards job satisfaction, professional interactions, communication, etc. Compared to social relationships, work relationships were found to have little impact on workplace attitudes. Social relationship with Co-workers gives rise to a sense of being a part of a community (Work Environment Survey: We Are Finding Pattern in Employee Attitudes, 2011). The informal nature of the association provides an

anchor to employees at the workplace and makes the workplace a vital part of employees' lives. Almost 3/5th of the employees said they had a good social relationship with their co-workers. 23% of them also expressed that they did not enjoy a good social relationship with their co-workers. At the workplace, people are expected to work in teams and employees getting along with each other is crucial for a team to work smoothly. In the absence of it can have consequences, and its existence can make the workplace more enabling for the employees.

Figure 17: Relationship with Co-Workers Score Card (All values are expressed in %age)

| 29 | 30 | 18 | 18 | 5 |

Most of the employees who participated in the survey admitted they mostly socialize with people at the same level in the hierarchy. Given the bureaucratic setup, it is expected, but secondary literature suggests more fluid social interactions across hierarchies culminates into better and enabling work environment and contributes to productivity (Kubheka, Kholopane , & Mbohw, 2013). The literature focuses on the flattening of organization structure. However, it takes into account the increased communication when interactions are more lucid, which in turn increases productivity. Respect among co-workers was universally expressed by both genders, 1/5th of the men would socialize with people beyond their own hierarchy women were less fluid or had less opportunity to do so with only 8% of them admitting to doing so.
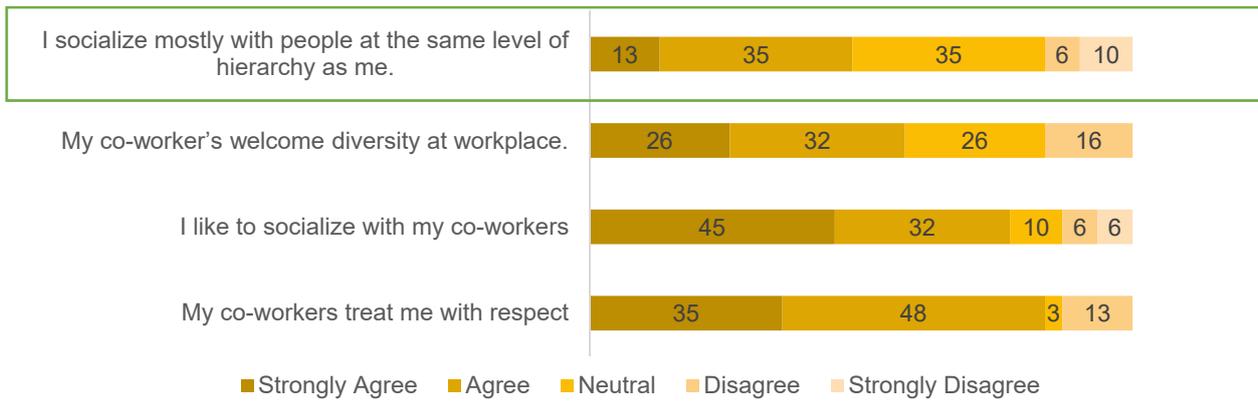
Figure 18: Item Wise Score - Relationship with Co-Workers

Table 6: Gender wise response - Relationship with Co-workers

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My co-workers treat me with respect	Female	31%	54%	0%	15%	0%
	Male	39%	44%	6%	11%	0%
I like to socialize with my co-workers	Female	54%	15%	23%	8%	0%
	Male	39%	44%	0%	6%	11%
I socialize mostly with people at the same level of hierarchy as me.	Female	8%	38%	46%	8%	0%
	Male	17%	33%	28%	6%	17%
My co-worker's welcome diversity at the workplace.	Female	38%	31%	15%	15%	0%
	Male	17%	33%	33%	17%	0%

▪ Miscellaneous

45% of men and women were not content with the salary they received. More women tended to disagree that their organization invests in skill building of employees as compared to men. However, almost 45% of them were content with the learning opportunities they received at their organization.

Table 7: Gender wise response - Miscellaneous parameters

	Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my salary	Female	23%	8%	23%	38%	8%
	Male	17%	22%	17%	39%	6%
I am satisfied with the fringe benefits offered to me by my organization (insurance, health care, etc.)	Female	23%	15%	31%	31%	0%
	Male	17%	28%	28%	22%	6%
My organization invests in skill building of employees	Female	23%	15%	15%	46%	0%
	Male	0%	44%	33%	17%	6%
I am satisfied with the learning and development opportunities provided to me at work.	Female	23%	23%	31%	23%	0%
	Male	11%	33%	39%	17%	0%

Table 8: Summary - Employees outlook of experiences related to work

Dimensions of work environment		Employees outlook of experiences related to work
Individual Role	**Role Awareness**	61% of the employees said they were aware how their jobs influenced the organizations goals and objectives. 81% of the employees said that they knew what was expected of them in their current role at work.
	Value Alignment	48% of the employees believed that their values were similar to that of the organization's value system.
Internal Relationship	**Relationship with Supervisor**	48% of the employees said that had a healthy work relationship with their supervisors; 42% of the employees said they were happy with the level of supervision they receive and a majority of them accepted that their supervisor cares for them, treated them with respect and assessed their work fairly
	Relationship with Co-Workers	59% of the employees expressed that they have a healthy work relationship with their co-workers.48% of them said they mostly socialize with people from their own level of work hierarchy. 77% of them said they liked socializing with their co-workers and 83% of them said that they believe their co-workers respect them.

Internal Commitment	**Work Commitment**	62% of the employees admitted they are committed towards their work.35% of the employees said they would be just as happy working at any other organization with similar work and 42% of them were neutral about it; 71% of them said they are willing to put in extra work effort for their work; 83% of the employees said they try to do the best they can at their work.
	Importance and Worth an Employee Assigns to one's Work	67% of employees said their work is important to them and their self-image,61% of them said their work is important to them and 74% of them admitted that their work is central to their life.
	Work Performance and being Acknowledged for one's Work	67% of the employees said that they had to ignore physical illness for the sake of work, 55% of them said they have felt stressed due to work in the past 3 months still only 29% of them said that they had felt demotivated towards their work in the same period. Work contributions are mostly acknowledged with 62% of the employees said that they were appreciated for their work in the past 3 months.
	Satisfaction with Level of Supervision Received	42% of the employees are satisfied with the level of supervision they receive from their seniors.
	Job Satisfaction	65% of employees expressed general satisfaction with their work and job roles, 68% were interested in the nature of work they engage in, 74% of them said their work challenges them in a good way and they feel a sense of accomplishment doing their work
Holistic Balance	**Work Life Balance**	Only 28% people expressed they believe that their work does provide them an opportunity to ensure a balance with their personal life. 26% of the employees agreed when asked if they are expected to put in extra work hours,64% of them expressed that they often felt tired due to their work; 55% of the employees said their social life with friends and family is impacted due to work and 39% of them said their work interferes with activities outside work.
	Opportunity to Grow	81% of the employees said they believed that they have the opportunity for career grow within their organization

5.a.(ii). Leaders' Assessment of Work Environment

The current research intends to explore the interests of employees through the eyes of people in leadership positions in an organization. A leader is assumed to be in a position of power where they can influence organizational policies, or at the least induce changes in the work approach to ensure employee wellbeing and a healthy work environment. To this effect, the current research tried to start a dialogue with such leaders to understand their perception of an ideal workplace. The current research first tries to establish if there is a need to explore more options than what is currently being practised. Participants were queried on their perception and practice related to specific concepts like value alignment, organizational vision mission awareness, role and impact awareness, relationship with co-workers and supervisors, mental and physical wellbeing, employee engagement, capacity building, communication, empathy, acceptance of diversity, etc. that have been explored traditionally to contribute towards employee motivation, job satisfaction, productivity, wellbeing, etc. These elements were curated through literature review and are not exhaustive; this was done in the interest limiting the research areas, optimizing time allocation and ensuring the quality of responses. An additional layer of sentiments was added, i.e. if the participant felt positively or negatively about a concept, be it perception or actual practice. Certain concepts failed to invite answers on both perception and practice aspect in the same interview; these concepts were few and since no weights are being assigned to any piece of evidence inclusion of the same did not skew the final findings. To assess the existing patterns of differences between desirable and current work practices the observations were summarized into a matrix where one can further assess and compare existing patterns.

Table 9: Desirable work environment vs Current work practices

Dimensions of work environment	Leaders	
	Desirable Work Environment	Current work Practices

Individual Role	**Role Awareness**	Participant's universally agreed that defining the role and communicating the same to employees is very important, some of them added limiting one's responsibilities to a binding written document would not be ideal either as roles need to evolve. The participants weighed in that revision of roles should be a mutual process and both employees and organizations interest should be taken into consideration.	Participants acknowledged that in principle job roles are defined and documented but are indicative in nature. Changes in role is often a unilateral decision however it does consider employees skill set; also, role addition or revision is not usually formally documented.
	Role Impact within Organization	Participants acknowledged that employees should be made aware of the impact their individual roles have on the organization as it helps set expectations, enable employees to be better ambassadors of the organization.	Role impact is often not explicitly communicated, some participants said that it is something to be learned and assimilated by the employee as they imbibe the organization culture. Alternatively, this is addressed during team meetings and some organizations are also using online programs to nudge employee awareness about the same.
	Role Impact on Society	Impact of one's role on the society was perceived to be important by the participants. Being a public organization, it helps value orientation and encourages honesty and transparency. Most of the leaders also associated this with work motivation and accomplishment.	Participants conveyed that this aspect of work environment is often overlooked and is not communicated explicitly or sometimes it's not done effectively. A participant also pointed out that since the roles are very fragmented it is often difficult to put the pieces together and convey the bigger picture.
	Value Alignment	Participants said that value alignment is warranted for an employee organization convergence however some also stressed that diversity should be provided due space among this too as values form one's opinions and different opinions bring different perspectives to a work which can be helpful. Participants thought it is better if there is a synergy between organization and employees.	The selection process doesn't ensure if the employees being hired have similar values as the organization. To some extent this is taken in consideration through personal interviews but the primary focus is skill alignment. Most of the times these values are inculcated while working and with due time. Some participants also iterated that people opt for public jobs as they have greater stability and they rarely consider if they genuinely care for the values carried by the organization.

Internal Relationship	**Relationship with Co-Workers**	The research tool did not holistically seek answer to what should be a desired but some did express that it is desirable to maintain a professional distance as to ensure chain of command and strength of the leadership, another participant expressed that with the next generation they expect things to change and become more inclusive.	Interaction among employees is often only work related and socializing beyond work boundaries is often limited to people working at the same level of hierarchy. Participants also pointed out that public organization jobs are long term engagement employees tend to maintain a harmonious relationship as they have to work with each other for a very long time.
	Inclusion and Diversity	Some participants refuted the need for diversity at workplace and said it leads to conflict and cooperation issues. Other participants expressed that diversity is welcome as they expect it to infuse new ideas and public policies are expected to compete with other developed countries and an opportunity to exchange ideas is very welcome.	Diversity at a public organization by design can only include gender. They also acknowledged the existing policies consider differently abled and tries to provide them opportunity to contribute. Gender inclusion is addressed in policy but in practice women do face discrimination. Even when they are praised for hard work, they receive compliments as "you work like a man" while the compliments are well intended it doesn't appropriately acknowledge the contribution of women.
Internal Commitment	**Employee Engagement through the Course of Work**	Almost all Participants reported that they would want either a bottom up approach or a mix of both top down and bottom up approach while exploring work collaborations. One of the participants quoted "Collaboration should always be mutual and one should have option to choose unless it is unavoidable. Only one participant wanted to keep the locus of power with the top management while delegating work collaborations.	Participants expressed that collaboration is not always needed and if warranted is often an organizational decision. None of the participants mention any instance where work collaboration was sought by an employee beyond their own department but failure to mention the same would not entail it doesn't happen altogether
Holistic Balance	**Employee Engagement Beyond Work**	All participants universally acknowledged employee engagement activities beyond the scope of work are welcome and important it builds camaraderie, loosens hesitation and facilitates subsequent work communication. It builds employee trust with each other.	Participants acknowledged that their organizations do engage employees beyond work periodically through dinner parties, some organizations also encourage casual meetings and gatherings. Some organizations cut down on informal gatherings and parties as they perceived that it is an opportunity to consume alcohol and the actual intention of the gathering is often overlooked due to the effect of alcohol. A participant also suggested that there are private clubs where employees bond and various benefits are extended through them but these are usually hierarchy based.

	Physical and Mental Wellbeing	Physical and mental wellbeing was perceived to be of paramount importance as it would directly impact the work productivity. However, the scope of what should be addressed through these aspects of work environment were not very clear with most of the participants talking about it in limited sense.	Physical wellbeing is usually checked annually and employees are subscribed to national health insurance, inhouse cafeteria's ensure quality food is served and some organizations also encourage periodic physical health activities. Regarding the mental health aspect, it is often equated with work load related stress, many institutions had counsellors and the leadership also admitted that they try to accommodate considerations for people who come to them with such issues by providing them flexible work hours, lessening their workload for a while, referring them to inhouse counselling service. One instance was pointed out where the leadership looked into revising work policy to provide leave considerations to employees going through a stress phase or a mental breakdown. Awareness programs are there however how holistic they are in terms of defining the scope of mental wellbeing is in the grey area.

6. DISCUSSION AND RECOMMENDATIONS

6.a. Discussion

The findings unraveled certain important aspects of the dimensions of work that are important to the stakeholders involved and engaged for this study however the above data has several layers to it. On a closer look it reveals convergence of thoughts of leaders and employees and leaders and dissonance of what is the current practice and the desired work environment. Also, one can find conflict of ideas expressed by the same stakeholders. In this section we discuss and compare these layered findings to discern the different patterns of desirable work environment and the current practices.

6.a(i). Assessment of Employees

67% of the employees said they had to ignore physical illness several times in the interest of work, 55% of the employees admitted they experienced stress due to work in the past 3 months still only 29% of them said that they have not felt motivated towards their work in the past 3 months, 62% of them had a positive score on the work commitment index, it points out to a toxic culture brewing at the work place that normalizes ignoring physical health and undermining stress and encourages employees to just keep going at work. The organization should take not that employees willing to endure through physical and mental stress are at the least committed towards their work and this compromise with their wellbeing could lead to a burnout, this is where a leader could intervene to make them understand the importance of physical and mental wellbeing for a sustained growth. The concept of wellbeing needs to be enforced in the organization and it should come from the leaders and organization's end. Alternative work schedules and workload sharing plans should be in place to accommodate for a certain percentage of workforce not being able to contribute in the event an employee is not doing well physically or needs some time to recuperate from a stress episode.

28% of employees expressed that their work does not provide them an opportunity to have work life balance which on its own doesn't raise any red flags, but 64% of them expressed they felt tired due to their work, 55% said their social life is often impacted due to work. This shows people are not open to answer it directly due to some stigma or constraint which suggests that there are some implied culture playing role, it is only when one enquired about questions like work inflicting routine tiredness on them or if their social life is impacted, we get the actual picture. The cues suggest that work life balance is definitely being hampered but it is normalized probably by the work culture or employees confusing and accepting this as a tradition. Leaders need to work towards breaking some of the cultural norms and barriers to open a dialog and progressively address it but to make a more concrete step towards it the current study proposes to explore the factors that make it socially and culturally acceptable, identify the barriers that discourage talking about it.

Satisfaction with level of supervision and freedom to express dissent without fear of reprisal stood just at 42%, while job satisfaction is considerably higher at 75%. These again are conflicting stands; employees are being led to work in silos there is less value they associate with the supervision received and dissent and disagreement is not welcome either so the employees end up keeping to themselves choking lines of communication. It is imperative for an organization to ensure both top down and bottom up communication channels are actively and efficiently used (Work Environment Survey: We Are Finding Pattern in Employee Attitudes, 2011). Public organizations will always maintain a hierarchical structure but unclogging lines of communication and encouraging employees to express disagreement and suggest alternatives should be encouraged. At the same time supervision should not limit itself to unidirectional instruction it should seek feedback, initially it may burden the leaders but eventually it will make job accomplishments easier and smoother.

6.a(ii) Assessment of leaders (Desired work environment vs Current Practice)

Role awareness is perceived to be an important and desirable dimension of work environment by leaders; however, organizations often decide on the role on their own and responsibilities keep evolving beyond the scope of what is conveyed through a formal job description. Role should ideally be defined, documented and conveyed to an employee, the boundaries of these definitions should practically be fluid but any extra roles and responsibilities should be assigned with mutual understanding and consent. It was also conveyed that before assigning additional roles the organization should also commit to building appropriate capacity of the employee either by building skills to tackle the new challenges or by mentoring. Role refinement should be accompanied by processes like defining, modifying competence followed by deployment (Floyd, 2000).

Value alignment is again a desired aspect to further a better work environment, organizations admitted that it is however not actively pursued in their selection process. However, some leaders also cautioned that aggressively seeking value alignment could create a homogenous work force which would reduce diversity in opinions and ideas. However, it was reinforced that value alignment is required as alternative ideas and opinions would come from diversity of exposures and not necessarily from an employee with a disassociated value system. Secondary literature suggests visible demographic differences like sex, age, etc. of an individual often increases relationship conflict, whereas differences in terms of informational demography i.e. education would result in increased task-focused conflict. However, value congruence of members contributed to decrease in both relationship as well as task conflicts (Jehn, Chadwick, & Thatche, 1997).

Building on role awareness and value alignment it was also emphasized that an employee should be aware of the impact of their role in the organization and its impact on the society

Leaders said that since roles are so fragmented it is often very difficult to convey the bigger picture. If it can be insured that employees are reminded of their impact in the organization as well as the society it is bound to increase the sense of belongingness and pacing expectations. Acknowledging an employee's work and impact equates to giving them their due appreciation and respect. Respect in an organizational context can be owned respect like role impact and earned respect which would consider an individual's work performance while both positively influence an employee's sense of belongingness, workplaces that have low owed respect but high earned respect can give rise to excessive competition among employees which is a common observation in public organizations and can be one of the reasons employees in public organizations disregard their health and put in extra hours of work (Rogers K. , 2018), another piece of literature by the same author expresses similar sentiments and equates organizational respect to positive identity transformation (Rogers, Corley, & Ashforth, 2016).

Inclusion and diversity had mixed responses but there were subtle hints throughout the survey to reinforce its importance. Some leaders admitted to being unaware of any documented policy being implemented at their organization to encourage diversity some admitted to being aware of policies that encourage gender diversion and brings in people who are differently abled. Inclusion and diversity by design are addressed in limited sense in public organizations but even in its limited scope it has to take many strides to ensure inclusion of gender diversity. Since the women participants either experiencing or being aware of instances where women were without consciously trying discriminated. Whatever limited scope for diversity is allowed in public services it should be encouraged, besides diversity can be introduced by engaging with external or international organizations. Existing literature suggests successful integration of diversity can encourage more committed, better satisfied, high performing employees (Patrick & Kumar, 2012).

While working in an organization it is imperative on the part of the organization to allow the employees an opportunity to learn and grow constantly through work interactions, collaborations with other employees or other departments can be a very potent tool in ensuring this and ultimately contributing towards a healthier work environment. All but one of the participants advocated either a bottom up or a mutual approach to discuss and engage in collaborations however, in practice it is usually a top down approach and often disregards the employee's interests and inclinations. Collaborations should not always be forced it should be an organic extension of work where the employee can further their knowledge and skill sets to benefit the organizations interests in the longer run. Literature suggests learning collaborations should be actively sought and driven by specific goals to address developmental needs. In a top down approach, the developmental needs are often overlooked and they are more task oriented, it is basically laying waste to a good opportunity to hone the skills of an employee. Also, the sense of freedom to pursue one's goal further increases employee's attachment to the organization in a positive way (Goodyear, 2006).

Physical wellbeing has been traditionally addressed as fringe benefits of the compensation and has in principle become yet another checklist, annual checkups are conducted as routine, food is served in cafeteria and everyone has a national health insurance but there exists a lack of purpose or result orientation. The current system is meant to inform and the frequency of the information is also questionable. However even the leaders overlooked its applicability beyond being a fringe benefit.

Mental wellbeing was again being addressed in limited sense, some leaders reported absence of any effort to address it in the organization, some admitted it was a part of policy but lacks teeth in practice. Some leaders said employees shy away from using provisions to assist stress

management like using nap breaks, etc. for fear of judgement. Again, it was overlooked by most of the leaders beyond the scope of a mandate to hold awareness sessions and workshops. But these elements are too crucial to be excluded from any consorted efforts to address the larger employee wellbeing and achieve a healthy work environment.

The leaders did express retrospectively that may be talking about mental wellbeing should be the first step rather than just holding workshops. Talking could help vent the pent-up stress and sometimes is all it takes to address things, if it is not enough it does help in identifying what kind of help can be extended. Again, the value of workshops and awareness programs should not be underplayed they do help build understanding of employees and encourages them to show empathy rather than judge people going through an issue. The preliminary concerns often concealable are rarely shared by employees till it is often too late for fear of loss of credibility at work place (Brohan, et al., 2012), The stigma will only go away if we normalize this by discussing it in our routine.

It was very encouraging to see each of the leaders explore communication as a concept from a different lens, it captures how multi facet it can be and how it can impact varied aspects of an employee's experience of a workplace. Communication through its different forms solves multiple challenges and creates an enabling environment. One leader wanted communication to have a human touch, not just to convey better but also to acknowledge the response of a communication to be used as a feedback to improve productivity. One of the leaders discussed sharing intent of a task or an action to employees which would help them understand its likely impact and assign priority. One of them imagined it as a means of reaching out to employees in need of help. Everyone agreed to the importance of effective communication and its ability to impact different levels of workforce interactions and experience. Communication should be

treated as a potent tool which can enhance work experiences of people engaging with each other or can lead to disarray if not properly implemented (Work Environment Survey: We Are Finding Pattern in Employee Attitudes, 2011).

6.a(iii) Employee Vs Leaders

Leaders suggested that defining and communicating roles and responsibilities to an employee is important and admitted that it is often not systematic and often times evolving roles are unilaterally decided and informally communicated. However, a greater number of employees expressed that they had high awareness about work roles. Employees perceive their role and expectations of the organization through their own lens which can be tinted by the employee's own ideas. The dissonance in voices from the two stakeholders also convey that caveats exist and gaps are required to be filled to ensure role awareness in a true sense. Some studies though suggest that high awareness of role may induce role conflict (Chung, 2004) other studies suggest role awareness contributes towards job satisfaction but has no significant effect on self-efficacy which seems like an extension of role awareness (Hwang, Lee, & Shin, 2016).

Value alignment is again a desired aspect to further a better work environment, organizations admitted that it is however not actively pursued in their selection process. Almost half of the employees said they believed that their values matched that of the organization's. As there is no clear indication if these values evolved to align with the organization or if the employees actively sought work that suited their work ethics and values, we can consider the existing evidence to fleetingly signify that an organizations does have the latent ability to mold individuals to adopt their value system.

Both leaders as well as employees indicated they usually socialize with people on the same level of hierarchy as them, some leaders did express that they presume these walls will be

knocked down by the coming generation of public organization workers and expressed it would be a welcome change. Hierarchy has its own benefits limited to work however coordination and control are to be managed well to strike a healthier work environment (Lawler III, 1988).

6.b. Recommendations

Grounded theory formed a guiding principle for this research; the approach encourages to build on ideas and enhance the scope of exploration or do a course correction, the same was used to evolve probes for the qualitative guides and questionnaire used in the current research. Since the feedback was reintegrated in the tool itself, it provided us with an opportunity to identify core concepts pre-emptively and then explore their relationships as we did by classifying them according to sentiments or as perception or practice. The ideas generated through this approach was reinforced with specific suggestions from the interviews, and these have been recorded as a recommendation in the following section.

1. People need to start talking about wellbeing at the workplace, the scope of the definition of the term is limited, talking about it will encourage understanding, and subsequent expansion of its operational definition and demand will arise. In the long run, it would pay off by increasing day to day productivity.

2. Role awareness can be ensured through periodic refresher trainings which can update the employee regarding any evolving roles. It is not always possible to adhere to a set role as requirements and nature of work keeps changing, the current study acknowledges the evolving nature of a role but advocates the role evolution should be a mutual process. A proper dialog should be held between the employee and the leader to consider interests of both the sides as iterated alignment of goals is important for a healthier work environment. Also, once these roles evolve, there needs to an effort to

document the revised roles in a formal document which can be referred for guidance as well as orienting new people in similar roles.

3. Since the recruitment process is focused on skill alignment and value alignment cannot be prioritized on the job efforts to build value systems that complement the organization should be made.

4. Instances where women lag and are discriminated at workplace still exist, it is required that organizations have gender sensitizing programs for their employees. Also, diversity inclusion should be addressed by actively seeking collaboration with foreign or global agencies with similar interest. Introduction of diverse ideas will come from exposure to a diverse group of people not necessarily from having a diverse employee base. Cross departmental collaboration can also provide functional diversity if not cultural diversity.

5. Employee engagement can be more planned and not just informal gathering to eat and talk. It should include more group activities and small task focusing on team building.

6. Most of the leaders acknowledged employees engaging in overtime, this is a systemic issue, and often employees feel the urge to stay long hours as their supervisors stay in office till late. Some of the employees are inclined to do so for monetary gains. The culture has to be broken as it severely impacts work-life balance and gives rise to latent stress and mental wellbeing issues. The leaders need to lead by example and focus on work performance rather than hours of work put in.

7. As we discuss mental wellbeing, the organizations do have some provision for workshops and awareness programs or even a counsellor or therapist but need to break the stigma associated with mental wellbeing. Once it is ensured that no judgement is associated with someone going through an experience more people with talk about it and seek help. Co-workers can lend an ear and provide emotional support as most of

the time; it is about being able to share the issues one is going through with someone who understands.

8. For awareness about impact of one's role in the organization or on the society, leaders expressed difficulty in doing so due to the fragmented nature of an employees work which does not provide a clear bigger picture. The study proposes an approach "Employee Role Impact", the said approach draws from outcome harvesting an evaluation approach where possible outcomes are identified and it is retraced to the possible efforts put in by an organization or intervention. Employee Role Impact can be undertaken during annual meetings where possible impact needs to be identified by the leaders and through participatory approach employees can be asked to identify what roles and work inputs contributed by them could have resulted in that specific impact. The tool is to be used loosely and will signify contribution not causality and will act as a motivational factor for the employee.

9. Lastly, the current research proposes the step in and step out model, through secondary literature review, it was established that traditional approaches of focusing on individual elements might not be yielding desired results. The possible approaches were curated and discussed on their merits and challenges through a systematic review. The qualitative interviews provided evidence that there is a dissonance in practice and perception of leaders in terms of what they believe to be effective in addressing workplace wellbeing. The primary data also provided cues to what can be optimally used to address the employee and workplace wellbeing. Some elements like physical wellbeing were retained even though the same was overlooked by the leaders in a sense that can actually contribute to an impact on employee wellbeing as secondary literature suggested them to be vital to the approach.

The following model was evolved through the course of the current research, and certain iterations of the same containing different combinations of approaches were prepared and discarded. It addresses employee wellbeing as a function of two approaches step in which addresses intrinsic elements like work purpose alignment, respect, trust and empathy and the second approach step out that has the potential for external manifestation or involves engagement with others, this includes addressing physical and mental wellbeing, effectively handling communication at workplace and inclusion of diversity. The merits of the said components have been discussed in earlier sections and how they contribute to creating a sustained work environment where employees remain motivated and have a sense of satisfaction.

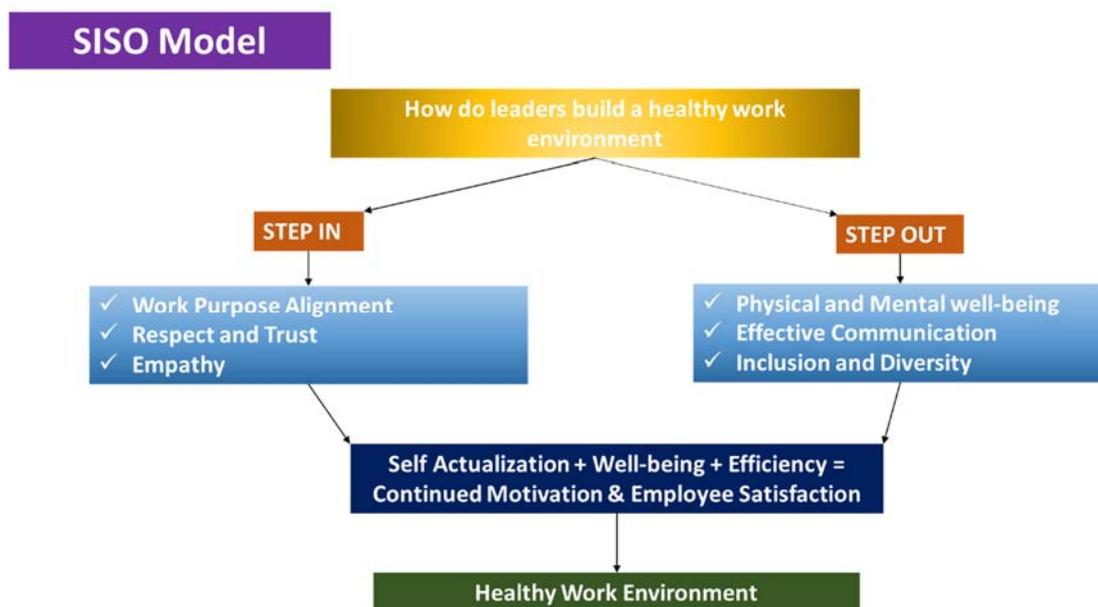*Figure 19: Step in and Step out Model*

Table 10: Summary of findings

Dimensions of work environment		individual & comparative analysis			implications/recommendations for management
		leader-employee comparison	analysis of leaders	analysis of employees	
Individual role	**Role awareness**	There is an underlying dissonance between the perception of employees and leaders when it comes to extent of role awareness amongst the workforce. Leaders admitted that communicating roles and responsibilities effectively is important and it needs to be done systematically however, employees suggested that they usually are aware of their role. The two statements should be mutually exclusive and it begs to state that there are caveats left to be addressed.	Role should ideally be defined, documented and conveyed to an employee, the boundaries of these definitions should practically be fluid but any extra roles and responsibilities should be assigned with mutual understanding and consent.	Employees perceive they had awareness about how central their roles are to the organization's goals and objectives and most of them acknowledge that they had clarity about the expectations of the organization from them.	Role awareness can be ensured through periodic refresher trainings which can update the employee regarding any evolving roles. Also, once these roles evolve, there needs to an effort to document the revised roles in a formal document which can be referred for guidance as well as orienting new people in similar roles.

Role Impact within organization		Awareness of role impact within organization helps set expectations however it is something to be learned and assimilated by the employee as they imbibe the organization culture		Affirming the impact of an employee's role in the organization and the society at large is important and employees need to be engaged and made aware of these as it humbles as well as motivates people to contribute better and together.
Role impact on society		Being a public organization, it helps value orientation and encourages honesty and transparency however the fragmented nature of the work makes it difficult for an individual to contemplate the larger picture		
Value alignment	Since the selection process does not prioritize value orientation, we can assume employees tend to adapt to the organizational values over time.	some leaders also cautioned that aggressively seeking value alignment could create a homogenous work force which would reduce diversity in opinions and ideas. However, it was reinforced that value alignment is required as alternative ideas and opinions would come from diversity of exposures and not necessarily from an employee with a	Almost half of the employees said they thought their values aligned with those of the organization	On the job efforts to build value systems that complement the organization among employees should be made.

			disassociated value system. The current recruitment process doesn't actively seek candidates with similar values rather skill alignment is prioritized		
Internal relationship	**Relationship with supervisor**			48% of the employees admitted to having a healthy relationship with their supervisors. Interestingly within the dimensions of work less no. of employees (42%) were satisfied with their supervisors however most of the employees thought their supervisors cared for them as a person.	Supervisors can serve as mentors not just superiors to employees. A culture of learning needs to be fostered and it has to be a two-way approach where supervisors provide the necessary guidance and employees actively seek help when required.
	Relationship with Co-workers	Both leaders as well as employees indicated they usually socialize with people on the same level of hierarchy as them. However, the medium is acknowledged by both as being effective means to remove barriers that can contribute to a healthy work environment.	Interaction among employees is often only work related and socializing beyond work boundaries is often limited to people working at the same level of hierarchy. Some leaders hoped these barriers could be brought down with the infusion of the next generation in the workforce however some said that they would like to maintain a professional distance to	When the scope of the question was expanded to a co-worker more people (59%) admitted they had good relationship with their co-workers, majority of them admitted they liked socializing with them however these social interactions were often limited to people working on the same level of hierarchy.	It is important to dilute the boundaries of hierarchy beyond work; effective communication will be facilitated if people feel more comfortable around each other.

			ensure the chain of command is not diluted.		
	Inclusion and Diversity		Inclusion and diversity by design can only be limited to gender inclusion and to some extent people who are differently abled since cultural mingling is not possible leaders could not suggest a possible way to include diversity in a true sense. Also, some leaders were sceptical of the importance of diversity at work place and suggested it could also lead to internal conflicts while others iterated that diversity would be beneficial to the team and would bring in more ideas.		Diversity inclusion should be addressed by actively seeking collaboration with foreign or global agencies with similar interest. Introduction of diverse ideas will come from exposure to a diverse group of people not necessarily from having a diverse employee base.
Internal commitment	**Employee engagement through the course of work**		Leaders admitted that there is limited opportunity to collaborate and it's usually a organizational decision and employees have lesser say in it. However, they thought if collaborations are to be institutionalized it should be bottom up not top down.		Collaborations are another way to seek fresh ideas as diversity can be cultural or functional.

	Work commitment			When enquired about work commitment, the responses suggested employee's inclination towards work and not necessarily towards the organization.	Public organization employees usually stick with their jobs as they are more reliable and are respected but that doesn't mean organizations leverage this beyond a certain point. Organizations should actively strive to make work commitment and commitment towards organization one and the same.
	Work performance and being acknowledged for ones work			The findings related to work commitment is reinforced when employees responded that they often had to ignore physical illness in the interest of work and they often felt stressed due to work however only 29% of the employees suggested that they felt demotivated towards their work	Most of the leaders acknowledged employees engaging in overtime, this is a systemic issue, and often employees feel the urge to stay long hours as their supervisors stay in office till late. The culture has to be broken as it severely impacts work-life balance and gives rise to latent stress and mental wellbeing issues. The leaders need to lead by example and focus on work performance rather than hours of work put in.

	Job Satisfaction			65% of employees expressed general satisfaction with their work and job roles, employees in general found their work to be fulfilling and engaging.	Job satisfaction is an umbrella concept and should be systematically addressed through its components.
holistic balance	**Employee engagement beyond work**		Leaders acknowledged that employee engagement beyond work is useful and helps bring down barriers in communication. However informal meetings over drinks digress and don't always serve the intended purpose, there are some private clubs too that employees subscribe to but they are usually hierarchy based.		Employee engagement can be more planned and not just informal gathering to eat and talk. It should include more group activities and small task focusing on team building.

Physical and Mental wellbeing		Physical wellbeing has been traditionally addressed as fringe benefits of the compensation and has in principle become yet another checklist, and Mental wellbeing was again being addressed in limited sense, some leaders reported absence of any effort to address it in the organization, some admitted it was a part of policy but lacks teeth in practice. All the participants however understood it's importance.		Physical wellbeing needs to be considered not just as a checklist item on the fringe benefits extended to employees but rather employees should be encouraged to adapt healthier lifestyle. Also, there is a need to break the stigma associated with mental wellbeing, it has to be discussed freely to minimize and handle effectively any potential instances.
Work life balance			only 28% employees felt that their work allows them scope to live a balanced life. Employees complained of routinely feeling tired cause of work, their work interfering with their social life and affecting activities beyond work	Like scope of work needs to be defined and adhered to with some exceptions when absolutely required. Work time also needs to draw boundaries and conscious efforts should be made to ensure it doesn't eat into an employee's personal space and time.
Opportunity to grow			81% of the employees felt that they have the due opportunity to grow within the organization	Employees already feel that they have opportunity to grow and that is a very good sign however, management can provide scope for lateral transitions too when possible.

7. LIMITATIONS AND CONCLUSION

7.a. Limitations

The current research had to work within the boundaries of certain operational and resource constraints which defines the limitations of the current research. It acknowledges those limitations and cautions the reader to consider those challenges and limitation while subscribing to the results.

1. A sampling frame was not available pre-emptively for the employee wellbeing survey and snowballing was used to send out responses. Since it was self-administered and remotely executed, there is a likelihood it experienced both response and non-response bias. Questions were likely to be understood differently by different individuals based on their perception triggering response bias, and many people approached chose not to respond to the survey, thus suggesting evidence of non-response bias.

2. As we cannot force an individual to answer all the questions posed in the survey, a certain fraction of responses was discarded where 10% or more questions were left unanswered.

3. Likert scale questions were not explored or tested for any statistical test, and rather only frequency and proportion distribution was explored.

4. A qualitative study undertaken in the current research aimed to show the diversity in responses, including those that are less usual. However, the findings are not intended to be numerically representative.

5. The secondary literature and the qualitative survey had to limit itself to a limited number of concepts that it could undertake in the interest limiting the research areas, optimizing time allocation and ensuring the quality of responses.

6. Certain concepts failed to invite answers on perception as well as practice by the person being interviewed. However, these concepts were few and were dropped out of the analysis and were reviewed separately.

7.b. Conclusion

The objective of the current research was to understand How leaders can try to build a healthy work environment. It assesses the perceptions of a leader in what they assume to have a significant contribution to the discourse of addressing employee wellbeing and building a healthy work environment. Secondary literature supports the idea that encouraging an enabling environment will enhance employee motivation, satisfaction, efficiency and other measures that contribute to work productivity. The current research tries to identify, "what are the patterns of the differences between the desirable work environment and what is being practised" to build a case if an alternative approach is needed. The findings validate the necessity of an alternative approach and through literature review and primary data important aspects of the work environment were identified to be a part of a two-pronged approach to addressing employee wellbeing and encouraging a healthy work environment. The said model is called a Step-In and Step-Out model and was developed and evolved through the course of the current research, it addresses elements of a healthy work environment through the internal and external locus of approach. The current research limits itself to discuss the merits and need of the said model and doesn't test the model itself. Given proper resources are available future discourses on the theme can build on the findings by assessing its impact in an actual setup.

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8. APPENDICES

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Research Instruments

In-Depth Interview Guideline for Public Organization Leaders

Consent and Thank you note:

I want to thank you for taking the time to meet with me today. My name is

_____ and I would like to talk to you today about your work-

related interactions, engagements, and experiences. The purpose of this study is to assess what

contributes to a healthy and motivated work environment. The interview should take less than

an hour. All responses will be kept confidential. This means that your interview responses will

not be shared with anyone, and it will be ensured that any information included in the report

does not identify you as the respondent. Remember, you don't have to talk about anything you

don't want to, and you may end the interview at any time. Are there any questions about what

I have just explained? Are you willing to participate in this interview?

_____   _____

Interviewee   Date

General Guidelines for conducting IDIs:

1. The interview should be done in a place free from noise and interference

2. Interviewer of the IDIs should use pre-determined questions for the discussion and establish a permissive environment

3. The interviewer will make a brief introduction of the objective of the IDIs. S/he should

   ➢ Welcome the interviewee

   ➢ Provide an overview of the topic

   ➢ Set the ground rules for the discussion

   ➢ Introduce the first question

4. Use probes as needed. These include:

   ➢ Would you give me an example?

   ➢ Can you elaborate on that idea?

   ➢ Would you explain further?

   ➢ I'm not sure I understand what you're saying.

   ➢ Is there anything else?

At the end of the discussion, the interviewer should conclude the IDI with thanks to the participant.

S. No.	Question	Response
1.	Name of Respondent	
2.	Age	

3.	Gender	
4.	Organization Name	
5.	Department Name	
6.	Designation - Position	
7.	How long have you been associated with this organization?	
8.	City	

General Information about the organization	
A. Can you briefly describe your organization? I. What is the purpose it serves? Whom does it serve? II. How many people work in your organization? III. How many departments are there? IV. Is there a cross-departmental engagement of employees? Describe the nature and frequency. V. How hierarchical or flat is the organization's reporting system or culture?	

B. Team dynamics: I. How many people are in your team? How many above and below you? II. How would you explain your professional relationship with your subordinates? III. Can you describe your management style? How do you prefer to manage your team?	
C. What three words come to your mind if you have to describe the organizational culture here?	

Step in: Organizational Values, Vision, Mission and Goals

1. Do you think an organization should hire individuals who have similar values as those of the organization?
 	
  I. If yes, how does your organization ensure this?
 	
  II. If no, why do you think it is not important compared to other criteria?	

2. Do you think employees should be aware of the organizational mission, vision, and goals?	

I. If yes, how(as in why? Or how much?) is it important? II. Is it recorded in the organizational document? If yes, is it accessible to all employees? III. Are employees formally conveyed and trained on the organization's vision and mission? If yes, is it done once at the time of joining, or is it done periodically? i. Frequency ii. Is role assignment to employees based on who have been oriented about the vision and mission or not?	
Step in: Employee's Role in Organization and Society	
3. Do you think the role of an employee should be well-defined and documented? I. Are the job descriptions of the employees clearly defined? Are they documented anywhere? II. Are the job descriptions just indicative documents, or are they executed as a sacrosanct(non-negotiable) contract	

between the organization and the employee? III. When is the role of an employee subject to change? IV. Is revising and deciding employee's role a mutual process? If yes, describe the steps involved.	
4. Do you think an employee should be aware of how his/her role in the organization impacts the organization? I. If yes, how would an organization benefit from this? If no, why is it irrelevant? II. How does your organization communicate this to the employee?	
5. Do you think an employee should be aware of how his/her role in the organization impacts the society? I. If yes, how would an organization benefit from this? If no, why? II. How does your organization communicate this to the employee?	

Step in: Relationship among employees

6. How would you describe the relationship among the employees?
 	
    I.   Among employees at the same level?
 	
    II.   Among employees at different levels of hierarchy?
 	
7. Suppose an employee comes up with a new idea that is a departure from the existing work protocol. Suggest what scenarios among the following will be most representative of your team? (Select one of the following)
 	
    I.   Team members usually extend support to each other out of mutual respect for each other.
 	
    II.   Critically review the merits of the idea and, based on a consensus, decide whether to extend support or not.
 	
    III.   You would usually have to exercise your power as a leader to direct people to engage and support.
 	
8. Do you see groups of team members based on their hierarchy more or functional relationship (Team members who have to work together due to the nature of work) more?	

Step Out: Physical and Mental Health	

9. Do you think a leader (Manager) should play an active role in ensuring the mental and physical wellbeing of an employee? Why and Why not?	
A. Physical Health	
I. Does your organization have routine health check-up benefit/ support? Describe, probe for frequency. II. Does your organization have any employee engagement activities to promote physical fitness? Describe. III. Does the organization have provisions for in-house food to employees? Would you categorize the food available as healthy and nutritious? IV. Does the organization offer health insurance as a benefit to the employees? Is the coverage provided enough or do employees usually have to purchase additional coverage?	
B. Mental Health	

10. Does your organization run any mental health awareness programs? If yes, when was the last awareness program conducted? What is the frequency of such programs? What were the areas discussed (Stress, anger, emotional distress, sexual harassment, education, etc.)? I. Have any employees come to you with stress, depression or any other characteristics indicating his/her lack of mental wellbeing? II. If yes, how does the organization utilize this awareness to help the employee achieve work-life balance? Probe for flexible work hours, mandatory off time from work, limiting work beyond office hours, etc. III. Is there an allocated resting time and place available in the organization?	
Step Out: Employee Engagement Programs	
A. Employee engagement through the course of work	
11. Do you believe collaboration within or outside the team should be a top-down decision or a bottom-up decision? Why?	

12. How important a role does communication with employees play in an organization?
 	
    I.   Do you have a system to prioritize communications, since most of the communications nowadays happen over emails? If yes, describe the systematic protocol, and how is it beneficial?
 	
    II.   Do you feel your organizational communications are timely and adequate?
 	
13. Do you have open, roundtable discussions with the team? If yes, how does it help?	

B. Employee engagement beyond work	

14. Do you think employee engagement activities are important? Why or Why not?
 	
    I.   Does your organization have employee engagement activities like clubs, team lunch, happy hours, etc.?
 	
    II.   How do they help?
 	
    III. Does your organization have any employee workshops or education programs like team building, sharing, effective communication, etc.?	

15. Do you think investing in employee skills beyond the scope of their current work is worthwhile? Why or Why not?	
Step out: Diversity	

16. Do you think diversity at workplace is important? (Probe for gender, ethnicity, specially-abled) If yes, why? If no, why do you think so?
 	
   I.   Does your organization have the policy to include diversity in the workplace?
 	
  II.   How will it help/harm the work environment if the employees are from diverse gender, ethnicity, and nationality?
 	
 III. Is there an active strategy or policy to enact fair treatment of diversity in office? If yes, how and what groups does it address?	

17. Do you think empathy (considering the situation others are in) at the workplace is necessary? Why or why not? I. Does your team support each other in sharing the workload when someone is	

going through personal issues, trauma, etc.? II. Are there policies to provide leaves or allow flexible work time for such employees? III. Have you ever extended any help to your subordinate while they were going through a personal problem? Do you think it is your responsibility to assist your employees with such problems? Why?	
Healthy Work Environment	
18. What are the components of a healthy work environment? How would you describe a healthy work environment for your organization?	

Work Environment Survey/ 작업 환경 조사

1. **Name of Respondent/ 이름**

   _____

2. **Age/ 나이** *

   _____

3. **Gender/ 성별** * _Mark only one oval._

   ◯ Female/ 여자

   ◯ Male/ 남성

   ◯ Prefer not to say/ 무답

4. **Organisation Name/ 기관명** *

   _____

5. **Department Name/ 부서명**

   _____

6. **Designation/ 직위** *

   _____

7. **How long have you been associated with this organization?/ 이 기관에 얼마나 재직하셨습니 까?** *

   _____

8. **City/ 도시**

   _____

Job Satisfaction/ 직업 만족도

9. **I have opportunities for career growth within the Organization/ 이 조직 안에는 내 커리어 성 장을 위한 기회들이 존재한다.**
   Mark only one oval.

   | Strongly agree/ 매우 그 렇다 | ◯ | ◯ | ◯ | ◯ | ◯ | Strongly disagree/ 매우 그 렇지 않다 |

10 The work that I do gives me a sense of accomplishment./ 내가 하는 일들은 나에게 성취감을 제공한다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그렇지 않다

11. I try to do the best I can at my Job./ 나는 내 업무에 최선을 다한다. *Mark only one oval.*

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그렇지 않다

12. My job challenges me in a good way./ 내 일은 나에게 긍정적인 도전 및 자극을 준다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그렇지 않다

13. I know what is expected of me in my job./ 나는 나에게 주어진 업무와 기대치에 대해 잘 알고 있 다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그렇지 않다

14. I am interested in the work that I do./ 나는 내가 하는 일에 흥미가 있다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그렇지 않다

15. I am satisfied with my job/ 나는 내 직장에 만족한다. *Mark only one oval.*

	1	2	3	4	5

Commitment/ 책무성

16 **I would be just as happy working for a different organisation if the work was similar./**
일이 비슷한 다른 조직에서 일한다면 똑같이 행복할 것이다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

17. **I am willing to put in a great deal of extra effort to help this organisation be successful./**
나 는 이 조직의 성공을 위해 주어진 것보다 더 노력할 의향이 있다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

18. **I find that my values and the organisation's values are very similar./** 내 개인적인 신념과
조직 의 미션은 일치하는 것 같다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

19. **I understand how my job contributes to the organisation's goals and objectives/** 나는 내
업 무가 조직의 궁극적인 목표에 부합한다는 것을 알고 있다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

20. **My career is a central interest in my life./** 나의 커리어는 내 인생에 있어 중요한 부분이다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

17. **Working in my current profession is important to me./ 현 업종에서 일하는 것은 나에게 중요하 다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

22 **Pursuing my career is important to my self-image./ 내 커리어를 좇는 것은 내 자존감에 중요하 다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

Performance/ 성과

---

23. **I have missed a few deadlines in the past 3 months./ 나는 최근 3개월동안 업무를 기한 안에 처리했다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

24. **I have never been late to my work in the past 3 months./ 나는 최근 3개월동안 직장에 지각한 적이 없다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	◯	◯	◯	◯	◯	Strongly disagree/매우 그 렇지 않다

25. **I have not felt motivated towards my work in the past 3 months./ 나는 최근 3개월동안 내 일 에 대한 열정을 잃은 적이 있다.**
Mark only one oval.

	1	2	3	4	5

Strongly agree/매우 그
렇다 ○ ○ ○ ○ ○ Strongly disagree/매우 그
렇지 않다

23. I have felt stressed due to work several times in the past 3 months/ 나는 최근 3개월동안 업 무 때문에 잦은 스트레스를 경험했다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	○	○	○	○	○	Strongly disagree/매우 그 렇지 않다

27 Several times, I have had to ignore physical illness in the interest of work./ 몸이 아픈데도 불구하고 직장에 참고 나간 적이 많다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	○	○	○	○	○	Strongly disagree/매우 그 렇지 않다

28. I have done extremely good work in the past 3 months/ 나는 최근 3개월동안 아주 훌륭한 성 과를 보였다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	○	○	○	○	○	Strongly disagree/매우 그 렇지 않다

29. I have been appreciated for my work in the past 3 months/ 나는 최근 3개월동안 내 업무에 대 한 응당한 공로를 인정 받았다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	○	○	○	○	○	Strongly disagree/매우 그 렇지 않다

Work life balance/ 워라밸

30. My work interferes with activities outside of work/ 내 일은 직장 바깥의 나의 관심사 및 활동과 상충하는 경우가 많다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

31. My work interferes with my time on my social life with family and friends/ 내 일은 가족과 친 구들과 함께 보내는 시간을 현저히 감소시킨다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

32 I am not expected to put extra hours in work./ 내 직장은 야근이나 추가 근무를 하리라 기대/요 구하지 않는다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

33. I often feel tired due to my work./ 내 일은 종종 나를 피곤하게 만든다.

Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

Relationship with Supervisor and co-workers/ 상사와 동료들과의 관계

Supervisor/ 상사

34. My supervisor treats me with respect./ 내 상사는 나를 존중하는 태도로 대한다.

Mark only one oval.

	1	2	3	4	5

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

35. My supervisor assesses my work fairly./ 내 상사는 내 업무를 공정하게 평가한다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

36. My supervisor cares about me not just as an employee but as a person./ 내 상사는 나를 단 순히 하급자가 아니라 동료 및 인간적으로 대해준다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

37 I can express dissent or disagree with my supervisor without any fear of reprisal/ 나는 보복 적 조치 등을 두려워하지 않고 상사의 의견에 반대할 수 있다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

38. I am happy with the quality of supervision I receive./ 나는 회사 내에서 관리 받는 방식에 대해 만족한다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그렇다	⬭	⬭	⬭	⬭	⬭	Strongly disagree/매우 그렇지 않다

Co-Workers/ 동료들

39. My co-workers treat me with respect/ 직장 내 동료들은 나를 존중하는 태도로 대한다.
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/ 매우 그렇지 않다

40. **I like to socialize with my co-workers/ 나는 동료들과 친하게 지내는 것을 좋아한다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/ 매우 그렇지 않다

41. **I socialize mostly with people at the same level of hierarchy as me./ 나는 주로 나와 같은 직급의 동료들과 친하게 지낸다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/ 매우 그렇지 않다

42. **My co-worker's welcome diversity at workplace./ 내 동료들은 직장 내 다양성에 대해 열린 마 음을 가지고 있다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/ 매우 그렇지 않다

Miscellaneous / 기타

43. **I am satisfied with my salary/ compensation./ 나는 내 보수에 만족한다 .** *Mark only one oval.*

	1	2	3	4	5	
Strongly agree/ 매우 그렇다	◯	◯	◯	◯	◯	Strongly disagree/ 매우 그렇지 않다

44. **I am satisfied with the fringe benefits offered to me by my organization (insurance, health care, etc.)/ 나는 내 기관의 복리후생 제도에 만족한다.**
Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	( )	( )	( )	( )	( )	Strongly disagree/매우 그 렇지 않다

44. **My organization invests in skill building of employees/ 내 기관은 직원들의 역량 강화에 힘쓴 다.**

Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	( )	( )	( )	( )	( )	Strongly disagree/매우 그 렇지 않다

45. **I am satisfied with the learning and development opportunities provided to me at work./ 나 는 직장 내에서 제공되는 교육 기회나 커리어 성장 등에 만족한다.**

Mark only one oval.

	1	2	3	4	5	
Strongly agree/매우 그 렇다	( )	( )	( )	( )	( )	Strongly disagree/매우 그 렇지 않다

Thank You/ 고맙습니다