



Employee Well-being Corporate Social Responsibility CSR

Lecture March 28, 2024

Definition of Employee Well-being

- **Employee well-being** – meeting the needs of employees for a healthy, safe and supportive work environment (Armstrong, p. 28, 2014)
- The well-being of employees depends on the quality of working life provided by their employers – the feelings of satisfaction and happiness arising from the work itself, and the work environment, including the provisions made for their health and safety (Armstrong, p. 313).
- How people are treated:
 - managerial behaviour,
 - achieving work–life balance,
 - dealing with issues such as stress,
 - harassment and bullying.



Working conditions need to meet health and safety requirements.

What means Employee Well-being?

<https://www.youtube.com/watch?v=eI5IFlyeVpw>

What is well-being



Causes of Stress at Work

- 1) Career Concern
- 2) Role Ambiguity
- 3) Rotating Work Shifts
- 4) Role Conflict
- 5) Occupational Demands
- 6) Lack of Participation in Decision-making
- 7) Work Overload
- 8) Work Under load
- 9) Poor Working Conditions
- 10) Lack of Group Cohesiveness
- 11) Interpersonal and Intergroup Conflict
- 12) Organizational Changes
- 13) Lack of Social Support

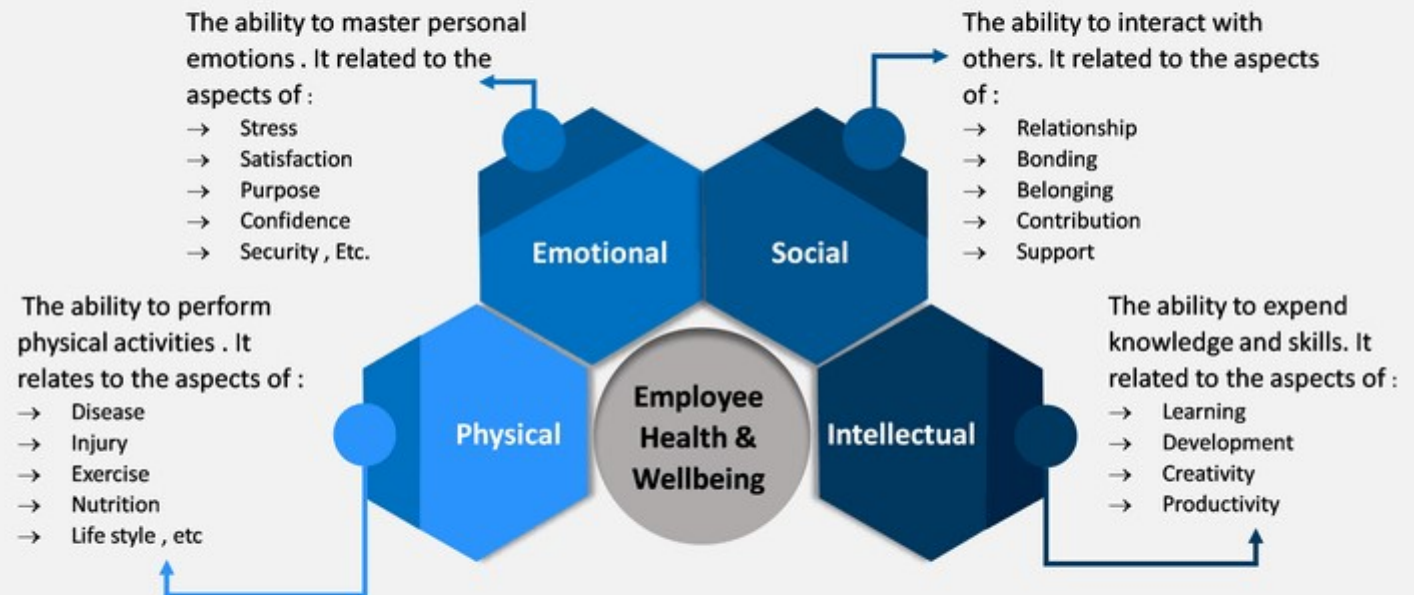


What means Employee Well-being - ASPECTS?

<https://www.youtube.com/watch?v=eI5IFlyeVpw>

EMPLOYEE WELLBEING / WORKPLACE WELLBEING

Employee Health & Wellbeing





Social

The capability for genuine, authentic, & mutually affirming interactions with other people.

programs that build relationships amongst your people, make them feel valued, and closely involve them in your quarterly/annual goals.



Emotional

The ability to produce positive emotions, thoughts, and feelings through one's experiences.

difficult for employees to draw the line between their work and personal life. Being unable to disconnect from work, to working at odd hours



Environmental

It is an employee's relationship with their colleagues, and their ability to thrive in your work culture.

working hours, tight deadlines, unrealistic expectations, all contribute to a toxic workplace. Thus depreciating your employees' motivation and productivity.



Financial

The ability to live productively without any financial stressors.

financial planning programs/advisors that help create a financially and emotionally secured workforce.

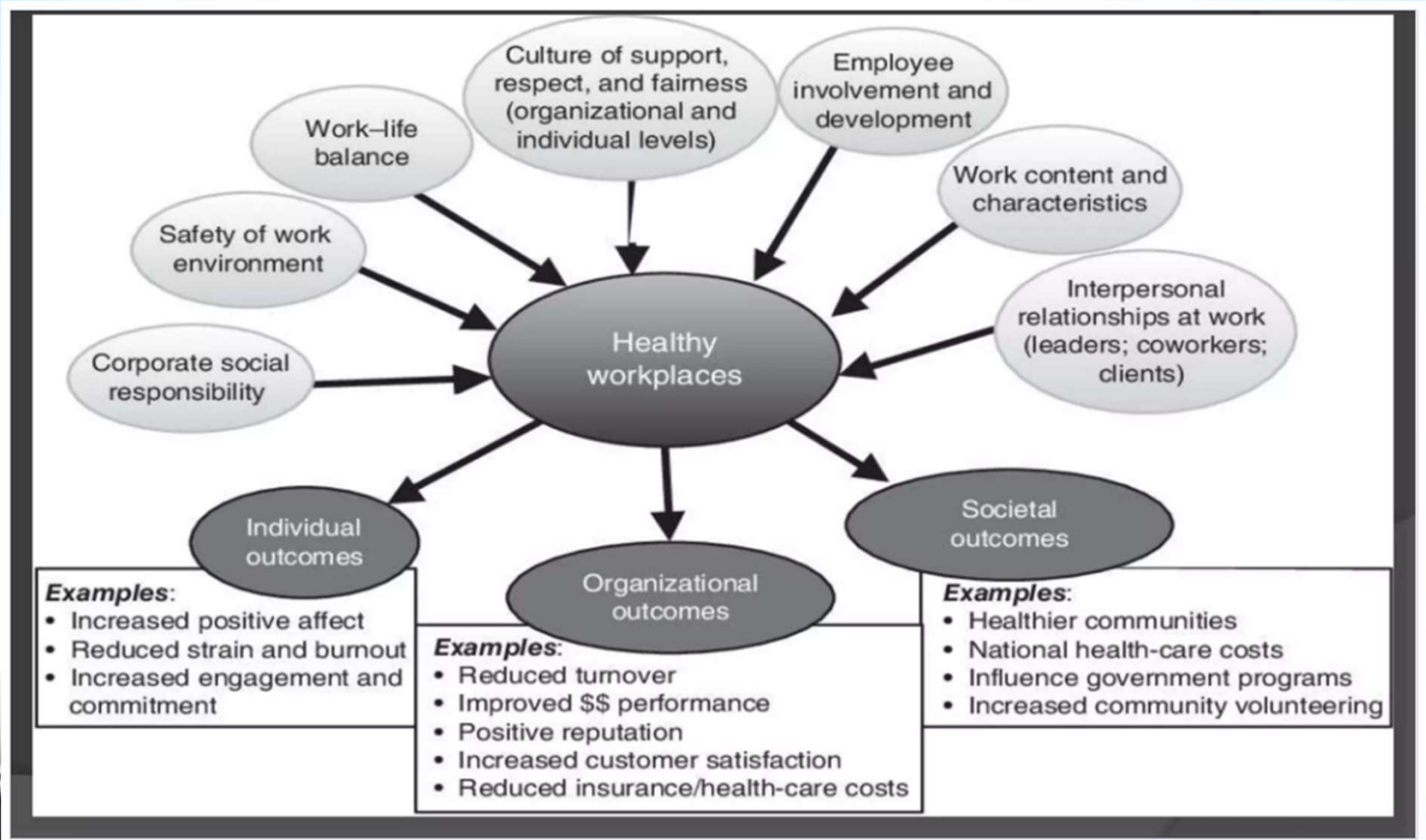


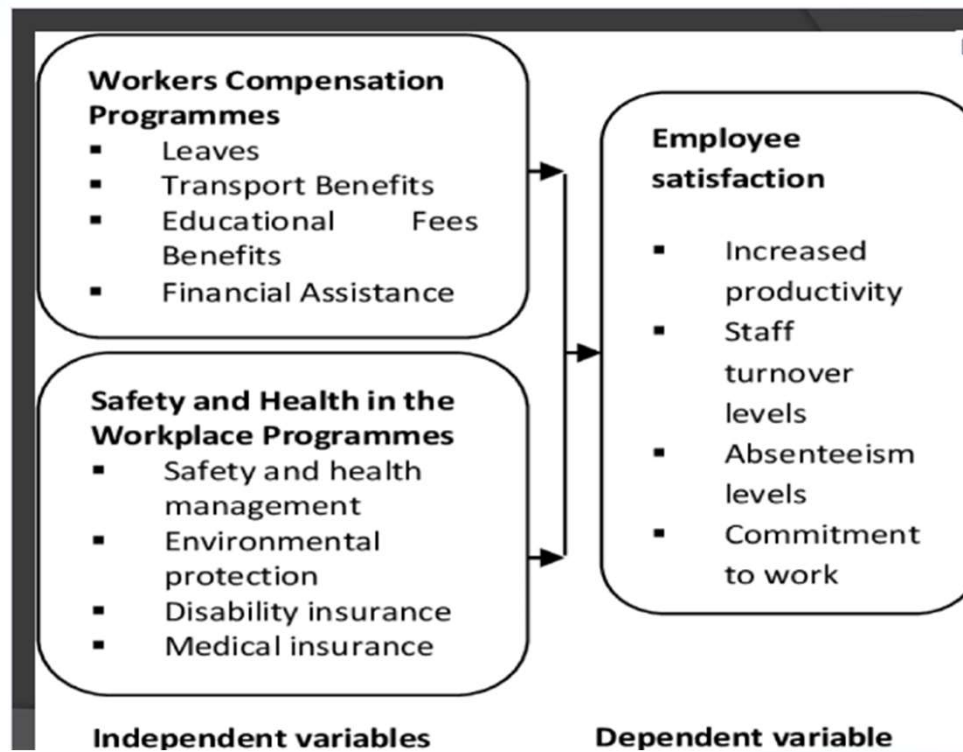
Physical

Ensuring the person has the resources, opportunities, and freedom to be physically healthy.

health crisis, extreme fatigue due to lack of sleep, weight gain from poor nutrition, or overspending their time working on tasks



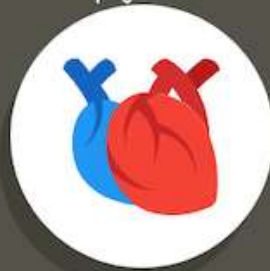




Employee Happiness

DIMENSIONS OF WELL-BEING

physical



emotional



financial



social



occupational



purpose



intellectual



environmental



Source: <https://www.wellable.co/employee-wellness-program>

Which jobs can support employee wellbeing?

Happiness Manager?

<https://uk.indeed.com/q-employee-wellbeing-jobs.html?vjk=013be08d7b9fb212>



TED TALKS: https://www.youtube.com/watch?v=hvJ4KIVlqV8&ab_channel=TEDxTalks

Employee Wellbeing in COVID-19



<https://www.youtube.com/watch?v=PYJ22-YYNW8>

Employers point workforce mental health as one of HR's top priorities for 2022 **Forbes US survey (322 employers)**

- Less than half (48%) had employee well-being programs.
- Only 26% had adopted and articulated a worker well-being strategy with objectives and goals for each program.
- Only 14% had effectively communicated the strategy and value proposition behind their programs and delivered on their promises.



Virtual Well-being



<https://employmenthero.com/blog/support-remote-employee-wellbeing/>

Gallup - Employee Burnout

Most Employees Experience Burnout at Work

Please indicate how often the following is true for your job: You feel burned out at work.



GALLUP

<https://www.gallup.com/workplace/288539/employee-burnout-biggest-myth.aspx>

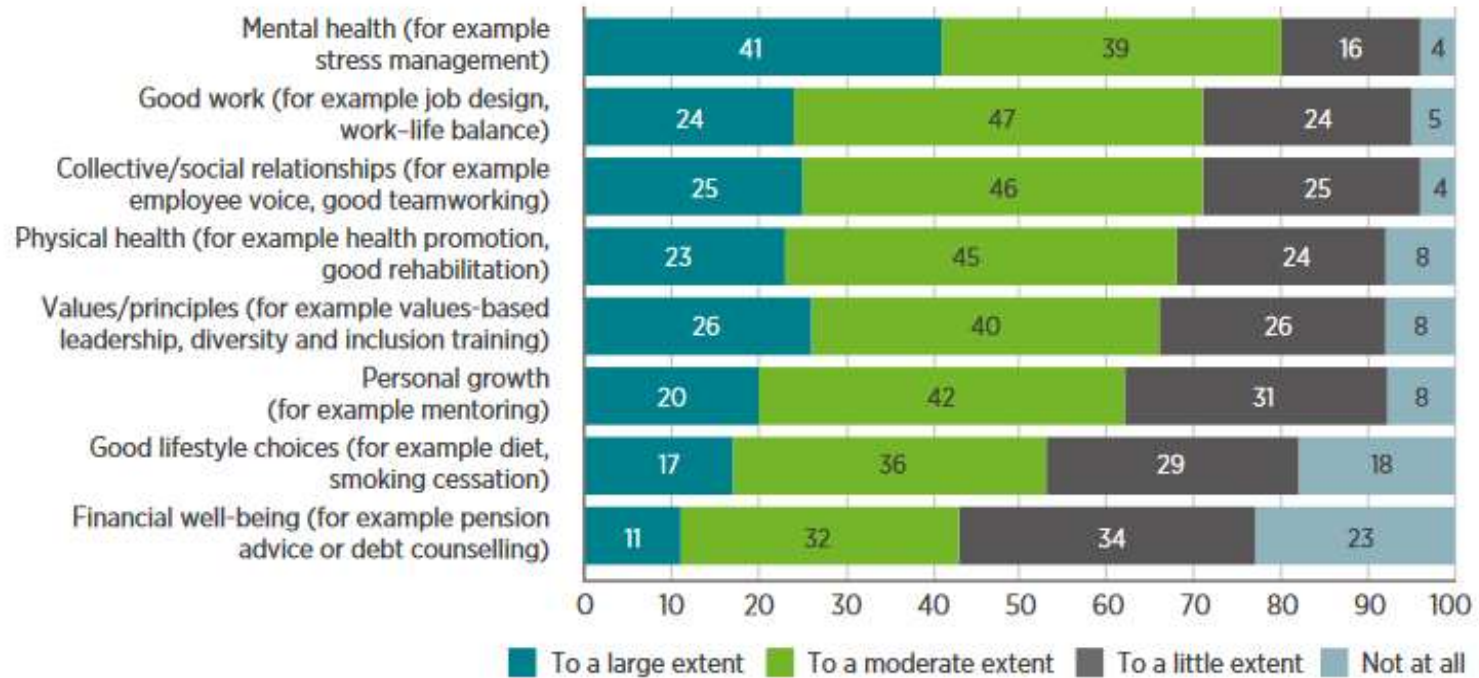
Top five factors that correlate most highly with employee burnout i



1. Unfair treatment at work
2. Unmanageable workload
3. Unclear communication from managers
4. Lack of manager support
5. Unreasonable time pressure

HEALTH AND WELL-BEING AT WORK - CIPD

Figure 2: To what extent is your employee health and well-being activity designed to promote:



Base: 806 (organisations that take steps to improve employee health and well-being)

https://www.cipd.co.uk/Images/health-and-well-being-2020-report_tcm18-73967.pdf



Managerial behaviour - respecting them as individuals, recognizing their different needs and wants, rewarding their achievements, helping them to develop, and treating them with consideration as human beings

Achieving work–life balance - scope for employees to balance what they do at work with the responsibilities and interests they have outside work

„about employees achieving a satisfactory equilibrium between work and non-work activities (ie parental responsibilities and wider caring duties, as well as other activities and interests)

collective basis (as for example flexitime arrangements) or on an **individual level** (say, allowing individuals flexibility to change hours of work during term time).

Stress, harassment and bullying



Stress

- 1) **social responsibility** to provide a good quality of working life;
- 2) **excessive stress causes illness**;
- 3) Stress can result in **inability to cope with the demands of the job**, which, of course, creates more stress;
- 4) **excessive stress** can reduce employee effectiveness and therefore organizational performance.

- Job design: clarifying roles, reducing the danger of role ambiguity and conflict, and giving people more autonomy within a defined structure to manage their responsibilities.
- Targets and performance standards: setting reasonable and achievable targets which may stretch people but do not place impossible burdens on them.
- Job placement: taking care to place people in jobs that are within their capabilities.
- Career development: planning careers and promoting staff in accordance with their capabilities, taking care not to over- or under-promote.
- Performance management processes: which allow a dialogue to take place between managers and individuals about the latter's work problems and ambitions.
- Counselling: giving individuals the opportunity to talk about their problems with a member of the HR department, or through an employee assistance programme which provides counselling services to employees.
- Anti-harassment campaigns: harassment is a major cause of stress.
- Anti-bullying campaigns: bullying at work is another major cause of stress.
- Management training in what managers can do to alleviate their own stress and reduce it in others.



Health and safety management

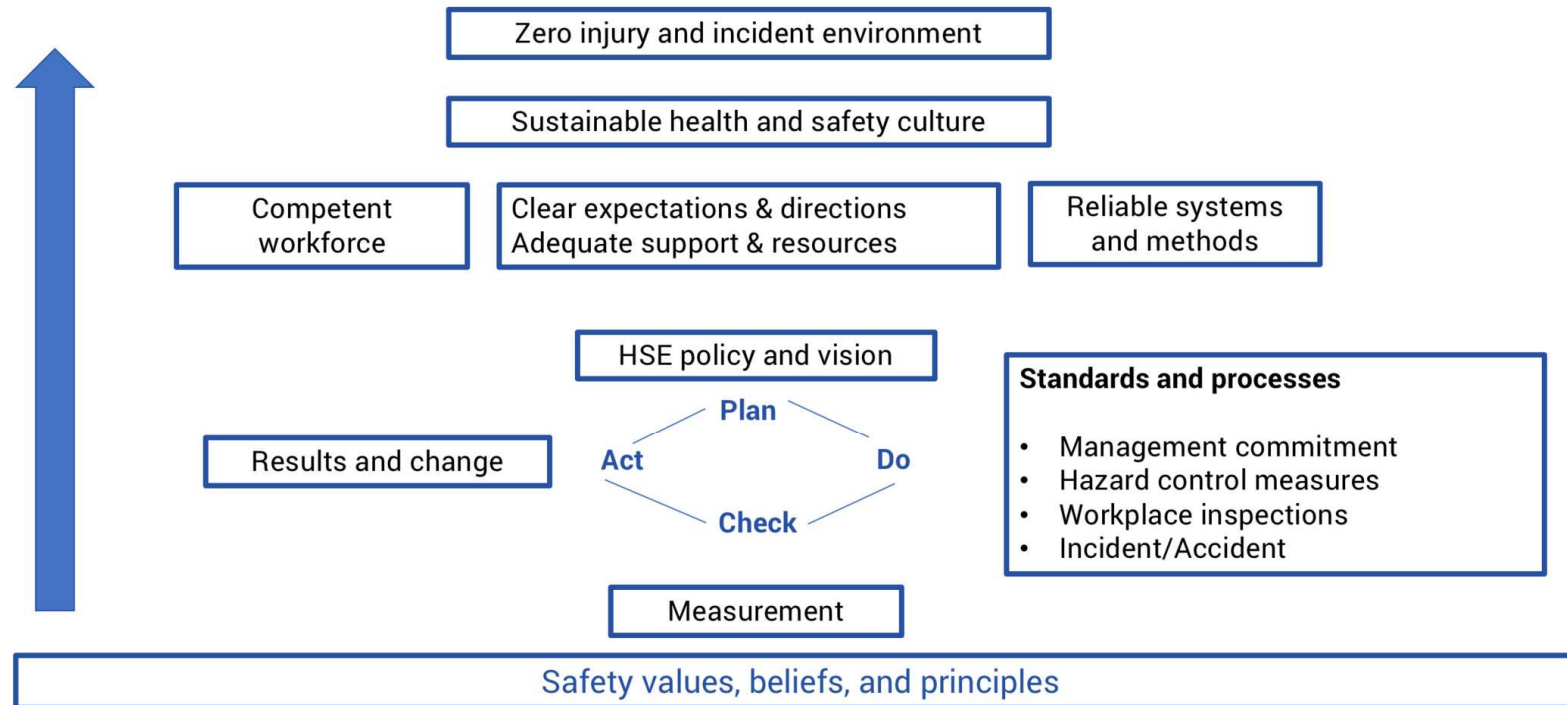


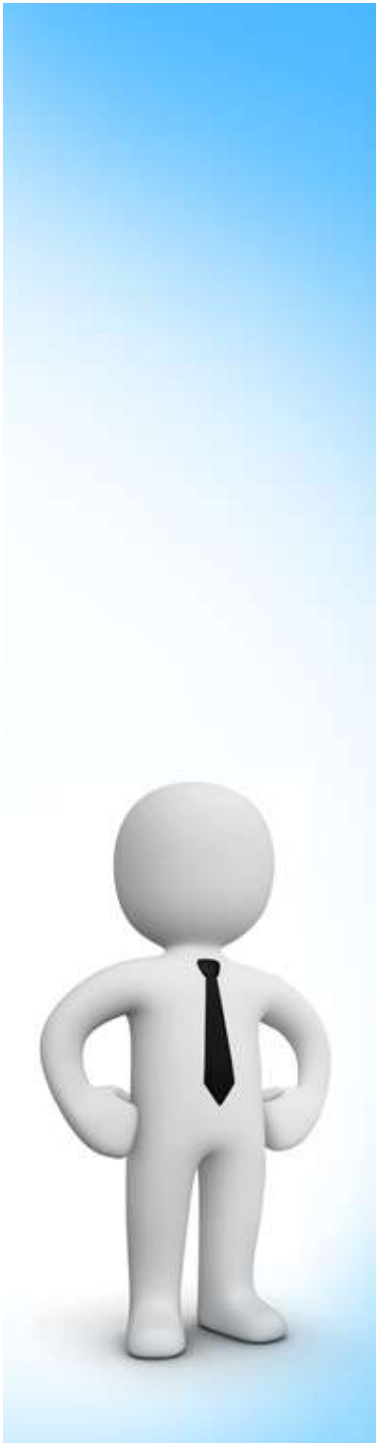
Health and safety management

Protecting employees – and other people affected by what the company produces and does – against the hazards arising from their employment or their links with the company



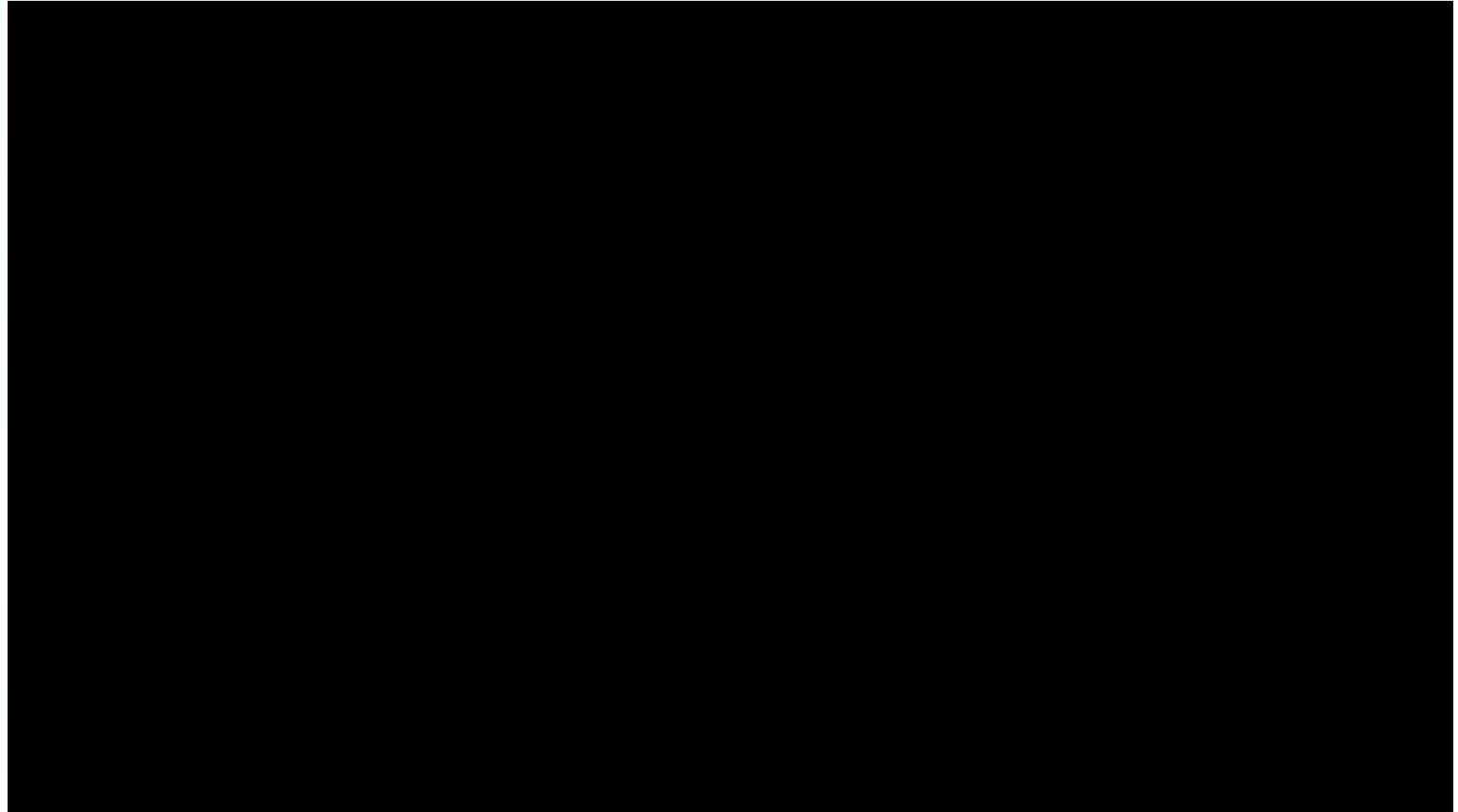
H&S Management System Structure and Objective





<https://www.youtube.com/watch?v=oXRgdbLIpHY>

Corporate Social Responsibility





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1. Introduction to ethics, business ethics and CSR

- Ethics = people's moral principles.
- Moral principles = principles of right and wrong.
- Business ethics = moral principles and ethical problems in business environment.



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Defining CSR

- Definition of the European Commission (2018):
“the responsibility of enterprises for their impacts on society”.
- EC clarification:

“Companies can become socially responsible by:
 - following the law;
 - integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations” (EC, 2018).



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Defining CSR

- **voluntary** commitment of a company to act in a more socially responsible manner.
- It is those actions that are above and beyond law that constitute CSR. Simply obeying laws and regulations does not make an organisation socially responsible.



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- The main point of both CSR and sustainability is that **every decision any business takes has potential impact on the community and the environment - STAKEHOLDERS.**
- The **goal** of both concepts is for all organisations to **integrate** the concerns for the community and the environment into their **strategy and operations.**
- Sustainability distinguishes itself by taking the concerns a step further and taking into account the needs of the future generations.



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2. Stakeholders

- **Stakeholders are all subjects that are affected or have an interest in the company.**
- Stakeholder theory claims that if the needs of stakeholders are not sufficiently satisfied, organisations cannot achieve long term prosperity and trouble-free operation (Freeman, 1984).



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2. Stakeholders (examples)

Shareholders,
employees,
unions,
business partners,
customers,
suppliers,
organisations (NGOs).
creditors,

government,
local authorities,
interest groups,
media,
international organisations
non governmental



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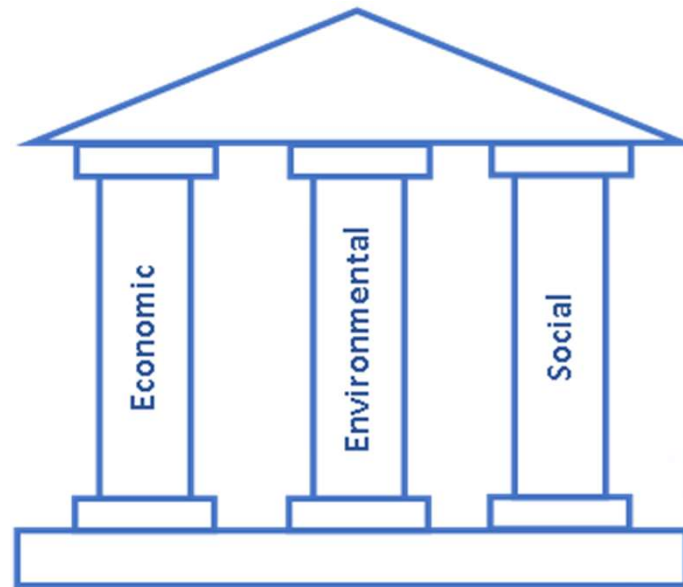
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3. Three pillars of CSR



Source: Own elaboration





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3. The three pillars

- CSR as well as sustainability is often divided into three pillars.
- These pillars have evolved from the concept of three “P’s” (People, Planet, Profit) known also as ‘triple bottom line’ described by John Elkington in 1997.



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3. The three pillars

- The environmental pillar focuses on nothing other than the natural environment.
- The economic pillar focuses on transparency, good governance, proper risk management, fair dealing with all stakeholders, anti-corruption practices and other things connected to economic sustainability of a business.
- The social pillar focuses on satisfying stakeholders and on the relationship between the company and the community. Looking after your employees is part of this pillar.



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4. CSR and Human Resource Management (HRM)

- HR professionals help companies treat their employees in a fair and responsible manner, they can also make sure that employees are involved in and committed to CSR.
- SMEs often do not have dedicated HR employee.
- Even less of them have dedicated CSR employee.
- The responsibilities of these roles are often in the hands of other managers, owners or CEOs.



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4. CSR and Human Resource Management (HRM)

- SMEs tend not to use the 'language' of CSR (Baumann-Pauly et al., 2013).
- CSR in such companies is usually done informally (Santos, 2011),
- and on an ad hoc basis (Graafland et al., 2013).
- How an SME engages in CSR activities also often depends on the values and principles of the firm's founder/owner (Heugens, Kaptein & van Oosterhout, 2008).



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What can CSR bring to HRM?

- Increased employee motivation, commitment, engagement and organisational identification (Brammer et al., 2007; Cooke & He, 2010; Kim et al. 2010; Shen & Zhu, 2011).
- Increased retention and reduced recruitment and training costs (Strandberg, 2009).
- Better ability in attracting the top candidates (Strandberg, 2009).
- Cost savings and income produced through improved employee morale and productivity (Strandberg, 2009).
- Encouraging employee innovation and finding growth opportunities, improving supplier-client relations (Vázquez-Carrasco & López-Pérez, 2013).



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An ethical HR professional should:

- Recognize that the strategic goals of the organization should embrace the rights and needs of employees as well as those of the business.
- Recognize that employees are entitled to be treated as full human beings with personal needs, hopes and anxieties.
- Do not treat employees simply as means to an end or mere factors of production.
- Relate to employees generally in ways that recognize their natural rights to be treated justly, equitably and with respect.



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Challenges for SMEs

- Important to „walk the talk“ – otherwise it can damage reputation and the company can lose the trust of its employees.
- Need to be context- and size-aware – SMEs have limited resources.
- Communication – communicate to your employees and to the community what you are doing.



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5. Summary

- HR managers and professionals are in a key position in a company to help with implementing, maintaining and promoting CSR.
- CSR can bring many benefits to HRM.
- Motivated, loyal, committed and engaged employees are more likely to apply socially responsible practices in their everyday work-life, increasing the success of companies' CSR – a virtuous circle.



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