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## The four key factors to having a healthy workplace

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A survey by Massey University's Healthy Work Group has found four key features associated with positive outcomes for both employees and organisations.

The third annual New Zealand Workplace Barometer surveyed more than 1400 people from 21 New Zealand workplaces.

It found that organisational justice, inclusion, a positive psychosocial safety climate and perceived management competence to be four essential elements of a healthy workplace. Professor Bevan Catley says the survey highlights where businesses wanting to have positive working outcomes for individuals could direct their attention.

"Based on this year's data, these four variables appear to be the key resources which organisations, industries and policymakers should focus on for developing and sustaining worker health and wellbeing, and for positive individual and organisational outcomes more generally," Catley says.

The first is perceptions of organisational justice, or being treated fairly across all areas of the organisation and aspects of the employment relationship.

The second is feelings of inclusion, or being involved in the decisions affecting work and having access to information which affects work, including having the required resources to get the job done.

The third was having a positive, thriving psychosocial safety climate which involves equal emphasis on management's visible, substantive and on-going commitment and prioritisation of health and wellbeing, along with clear communication and involvement of staff in implementing positive changes.

And the final feature is perception of management competence, which includes management qualities such as integrity, empowerment, conflict management, being empathetic and being accessible.

"The results from this year's data strongly indicate that employee and organisational productivity and sustainability would greatly benefit from a focus on these four features, and therefore organisations might want to consider what this might look like for them," Catley says.

The other Workplace Barometer findings are:

Older (65-plus) and young (under 26) participants reported the highest levels of job satisfaction, with the lowest levels reported by those aged 26-54.

Levels of mental wellbeing were higher among males and older workers. It was also higher for those respondents who were in managerial roles compared to those in nonmanagerial roles.

Almost 40 per cent of respondents reported having witnessed others being bullied.

Higher levels of job flexibility were related to a higher psychosocial safety climate and inclusion, and less conflict caused by incompatible demands between work and family roles.