

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

Employee Health, Safety, and Wellness

A graduate project submitted in partial fulfillment of the requirements
For the degree of Master of Public Administration in Public Sector Management and
Leadership

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TABLE OF CONTENTS

Signature Page	ii
Abstract	iv
Introduction	1
Problem Statement	3
Review of the Literature	4
Motivation and Performance	4
Leadership Styles	5
Maslow's Hierarchy of Needs	8
Mc Gregor's Theory X and Theory Y	10
Possible Reasons of Unhealthy and Unsafe Workforce	12
Results for Employers With Unhealthy and Unsafe Workforce	15
Public Sector Programs that Promote Health, Safety and Wellness	19
Research Design	23
Methodology	23
Data Collection and Sampling	23
Ethical Considerations	24
Background	25
References	27
Appendix A	29

Abstract

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This study illustrates with the topic of Employee Safety, Wellness, and motivation. In this paper, the study will discuss motivation, performance linked to the possible reasons for an unhealthy work force and the importance of having a healthy workforce in the public sector. Having a healthy workforce have higher chances to prevent absence, improve work productivity, demonstrate corporate responsibility and prevent legal concerns for Human Resources.

Keywords: wellness, health, safety, employees, human resources management, public sector

Introduction

Public sector organizations hire employees to work for different organizations that assist the public and carry on official functions including law enforcement, children and family services, public social services, public health to mention a couple of organizations in Los Angeles public sector. Public sector employees throughout the years have been motivated in working public sector government positions as public sector provides job security, financial stability, and benefits for the employees and their families.

However in public sector, recent decades have shown how essential are wellness programs in different public sector organizations. Many public sector organizations invest in wellness programs to be able to retain talent and prevent absenteeism in the workplace and promote motivation with various wellness programs available for employees.

Through out recent decades, management teams encourage health, safety and wellness programs to their employees. Human Resources management teams usually implement this programs throughout the organizations in the public sector. Employee's health, safety and wellness is essential for employers to have a healthy and productive workforce. Motivation plays a significant role in performance. Employees who are motivated are individuals who are healthy, stable and working in safe, and healthy environments. Also, more organizations in the public sector recognize that a healthy workforce is beneficial to employers too. By producing a positive, safe and healthy environment for employees, organizations can increase morale, improve employees' work life balance, the overall outcome is beneficial for customers.

As organizations encourage health and safety programs they can also encounter bumps in the road of possible reasons of an unhealthy workforce. This may include unsafe working conditions, unsafe employee actions, and violence in the workplace. Organizations recognize that an unsafe environment may also lead to complications one of the main concerns is employee absenteeism. Moreover, reduced productivity and legal claim consequences, if unhealthy environment or toxic atmosphere is not observed. Many organizations develop programs to promote a healthy environment and this includes of employee assistance programs, having an open- door policy, wellness activities for employees and continuous trainings for supervisors and employees. Understanding the causes of an unhealthy workforce and developing a healthy workforce, can improve and demonstrate corporate or organizational responsibility and prevent legal consequences for employers.

Problem Statement

The results of an unhealthy workforce can increase liability to public organizations.

Motivation in the workplace begins by having a positive mind set among employees and in conjunction having positive environments that include various resources that can allow the workforce to maintain healthy and motivated in the workplace. This starts from core of having positive mentors including upper management, managers and supervisors.

Starting the upper chain of command implementing motivation and wellness alternatives for all employees can reduce liability to the organizations and increase motivation and productivity in the workplace.

Review of The Literature

Motivation and Performance

Motivation is the reason one has for acting and behaving in a certain way. In Public, sector employees are most often motivated by receiving perhaps positive feedback from managers about their job performance. Also, for good pay increases or promotions offered in the workplace. Furthermore, potential employees are motivated to apply for employment opportunities in the public sector due to job security, job stability, and often salary offered. Thus, motivation has been linked as how employees perform in a daily basis in the workplace. Motivation is a person's desire to accomplish a goal. In the workplace when employees are motivated in a positive environment, employees excel in performance. However, if an employee reflects poor performance, it might be the employee may have motivational issues in the workplace. Sometimes lack of motivation can include personal reasons, family, financial etc. However, recognizing and understanding negative consequences in employees' behavior, can be beneficial to employees. Many public sector organizations offer different programs targeted for the wellbeing of an employee for instance, Employee Assistance Programs (EAP). These programs in the workplace can be valuable for employee and the organization overall. Having motivation in the workplace, has shown to be essential for the organization to run smoothly and reach its goals, mission and vision.

According to Harvard Business Review, "What Motivates Employees More: Rewards or Punishments" by Tali Sharot, illustrates a study conducted in New York hospitals. The study was to increase the frequency in medical staff in the intensive units, to wash their hands as sanitization is vital in hospitals to prevent spread of diseases. Warning signs

were placed in sanitizing stations about the consequences of sanitized hands. However, only 10% of staff sanitized their hands.

Then, an intervention took place and the research team placed an electronic board giving positive instant feedback. Every time employees wash their hands, the electronic board displayed a positive feedback message such as (Good Job!). The hand hygiene score went up by and reached almost 90% within four weeks. This illustration shows employees are motivated in positive feedback environments showing that rewards such as working in positive feedback environments work more effectively for employees to be motivated and perform at their best.

Furthermore, motivation is important for teams in the public sector. Teams are motivated with good leadership communication. Recognition from supervisors towards employees motivates teams. Providing support to the team in a supervisory position provides a positive environment in the workplace.

Overall motivation is a great energy that drives employees to reach their potential and their maximum contribution to the organization.

Leadership Styles

Leadership styles are essential in public sectors as leadership styles shape organizations departments and employees. Having positive leaders that provide support to employees is essential because the department has higher chances to retain employees and create a positive environment with less chances of employee burnout or turnover “ a great organization is one that delivers superior performance and makes a distinctive impact

over along period of time. For a social sector organization, however, performance must be assessed relative to the mission of the department not financial returns” (Collins 2001). Employees are highly motivated with good leaders and as a result, employees deliver superior performance and stay motivated. Transformational leadership deliver inspirational motivation leadership provides followers to engage in same common goals and assignments in the organization. Transformational leadership consist of the following:

- Transactional Leadership: In transactional leadership, followers are motivated by reward, praise, and promises. Furthermore, the transactional leadership is required to tell the truth and keep promises to followers.
- Transformational Leadership: followers are motivated by having the leaders working with teams to identify innovation through inspiration “ transformational leaders often have charisma that attract followers (“Lynch 2019).
- Servant Leadership: servant leadership main goal is to serve the followers and puts the needs of the employees first. Also, assists followers to develop and achieve highly as possible. Through servant leadership, followers receive the ten principles and it include: empathy, listening, healing, persuasion, conceptualization, stewardship, commitment, building community and awareness from the leader (Lynch 2019). Having positive leadership in the workplace is essential for developing a good atmosphere in the workplace that results in highly motivated employees.

Furthermore, according to “*Good to Great in Public Sectors*” by (Collins 2001), illustrates leadership styles that develop good working atmosphere in the public sector that includes five levels that follows:



From Good to Great by Jim Collins

Having effective leadership in the public sector is vital because a healthy organization starts by having ethical leaders employees can trust and count on. Good leadership in public sector promote healthy environments instead of creating toxic environments in the public sector departments. Toxic environments is the main cause of burnout and turn over in organizations.

Maslow's Hierarchy of Needs

Maslow's Hierarchy of needs illustrates "people are innately motivated to satisfy a progression of needs, beginning with the most basic physiological needs. Once the needs at a particular level are satisfied, the individual is motivated to satisfy the needs at the next level, steadily progressing upward. The ultimate goal is self-actualization, the realization of personal potential" (Hockenbury & Hockenbury, 2011, pg. 340). According to Maslow's hierarchy of needs, self-actualization is achieving one's full potential including creative activities (Hockenbury & Hockenbury 2011 pg. 340). Based in Maslow's hierarchy of needs, one of the needs include esteem needs and this refers to autonomy. Esteem needs produce autonomy independence in individuals.

Furthermore, Maslow's Hierarchy of needs illustrates "people are innately motivated to satisfy a progression of needs, beginning with the most basic physiological needs. Once the needs at a particular level are satisfied, the individual is motivated to satisfy the needs at the next level, steadily progressing upward. Maslow's Hierarchy of needs is a theory in psychology it argues that there are five stages in individual needs that motivates the behavior in individuals. The first stage includes to meet the needs of psychological needs for instance breath, eat, and sleep. Once the first stage is accomplished individuals are motivated with the second stage. The second stage individuals seek safety and this can include shelter, resources, having a steady income to meet the necessity needs. In the workplace it can refer as individuals feeling safe with the unit, supervisors and management. Once individuals are satisfied with safety, then individuals think of what is needed next. The third stage in Maslow's Hierarchy is belonging as individuals want be close to friends, family, or belong to a society. For instance, in the workplace be able to

belong in a team acceptance support from co-workers and supervisors. The fourth stage individuals look for self – esteem self-confidence among peers and colleagues. In the workplace this can also include praise, perks, bonuses, and celebrations. In this stage motivation is at its highest to compete, excel and participate in expanding ideas that can move organizations forward. According to Maslow’s theory only by meeting all stages individuals can reach stage five which is the ultimate goal of self-actualization, the realization of personal potential” (Hockenbury& Hockenbury, 2011, pg. 340). According to Maslow’s hierarchy of needs, self -actualization is achieving one’s full potential including creative activities (Hockenbury & Hockenbury 2011 pg. 340). Also, “as each need, starting with physiological need, becomes substantially satisfied, the next need becomes dominant “(Park, Keeok,pg. 65 2013). In stage five individuals are able to freely participate in special projects and have freedom to innovate. In this state individuals can freely share innovating ideas that can benefit employees and the organization.

Furthermore, Maslow’s Characteristics of self-actualized people include: Realism- where people have accurate perceptions about themselves. Spontaneity- this is where individuals are open about their behaviors and thoughts. Problem centering- individuals that focus in problems outside themselves. Autonomy- individuals accept and enjoy other people but have strong need for privacy and independence" (Hockenbury 2011, pg. 341).

Based on Maslow’s Hierarchy of needs, individuals seek autonomy to be self-actualized.

Maslow’s theory can illustrate the basic needs individuals need to thrive in the workplace. Motivation in the workplace is important to excel and contribute to the organization. Furthermore, with available wellness program resources and supportive management can frequently lead to self-actualization among public sector employees. If

employees meet the basic survival needs in the workplace, they also meet motivation as they experience self-actualization. Motivation in organizations is essential as the result is satisfied employees, higher productivity, and satisfied participants. Employees can experience motivation with available program resources such as wellness programs.

Furthermore, Maslow's Characteristics of self-actualized people include: Realism- where people have accurate perceptions about themselves. Spontaneity- this is where individuals are open about their behaviors and thoughts. Problem centering- individuals that focus in problems outside themselves. Autonomy- individuals accept and enjoy other people but have strong need for privacy and independence" (Hockenbury 2011, pg. 341). Based on Maslow's Hierarchy of needs, individuals seek autonomy to be self-actualized. Employees in the public sector, need to feel motivated in the workplace in order to provide good performance to the public. In Public sector is essential to have healthy employees and most importantly, good management teams that create a healthy positive environment for all employees.

Motivation Mc Gregor's Theory X and Theory Y

Theory X and theory Y illustrates two aspects of individuals behavior or two views of individuals. One which is negative theory X and one positive theory Y. According to Douglas McGregor, the observation of managers on the nature of individuals is based on expectations.

This theory emphasizes in what motivates individuals to work hard. Theory X and Theory Y illustrates how beliefs shape individual behavior and how behavior impacts

other individuals around. Theory X illustrates employees are lazy and not motivated to work. Also, lack ambition and dislikes responsibility. Furthermore, employees may be having resistance to change. In theory X beliefs individual are passive and can even be resistant to organizational needs. Therefore, employees should be persuaded, controlled, or punished. This theory may not work as a motivator in public sector servants. The reason being is that public sector employees experience stress in a daily basis and by supervisors implementing micromanagement techniques or punishments may not work for public sector employees to embrace motivation and wellness. It may not provide the best results in the organizations as theory X involves tight control, strict policies, punishments and rewards. For instance, if there are managers that think their employees are lazy and manager expresses to employees to finish up their assignments timely or else employees will be in trouble, employees automatically will go along with it but motivation will decrease and will not enjoy their job. As a result, employees will not work hard. In General, theory X beliefs are controlling practices and employees often will resist. Consequently, results are not going to be the best as employees will not be motivated to produce work and it produces a negative cycle for all employees. Theory Y employees can perceive their job as more relaxing and if the job is rewarding and satisfying it will result in employees to be highly motivated. As a result, employees will be committed to the organization objectives. Furthermore, according to the Y theory employees can learn to admit and recognize responsibility. Also, employees can innovate to the full potential to solve organizational issues.

Overall, theory X represents a pessimistic view in employee behavior at work, theory Y represents a more optimistic view of employee behavior. Theory Y would be more

reasonable for employees. In the public sector employees would be best motivated with recognition and reward as this can result in employees to use their potentials and creativity to solve organizational issues. On the other hand theory X may not be practical in public sector employees as micro-managing controlling practices can decrease job productivity and motivation.

Possible Reasons for of Unhealthy and Unsafe Workforce

Although many employers strive to keep their employees safe, they sometimes deal with the fact to understand what are possible reasons for an unhealthy workforce. Unsafe working conditions can contribute to that fact. Unsafe working conditions is a work environment that inflicts dangerous health and safety conditions that can contribute to illness, injury, or death. Some examples of unsafe conditions consist of unsafe or defective tools, supplies, and equipment. Also, inadequate warning systems. According to find law.com, “Under federal and state laws, employers must provide a safe workplace. If unsafe working conditions are present, a worker may report the violation to the employer, to the federal and/or state Occupational Safety and Health Administration (OSHA), and in some cases, the worker may refuse to work. The following is a summary of OSHA protection and guidelines for dealing with dangerous conditions in the workplace” (find law.com article). Under federal law an employer should be able to provide a safe work environment for employees and implement trainings to avoid injury. Based on *Human Resources Management Applications*, shows a case scenario #52 ; this scenario illustrates a refrigeration company who has high volume of work during summer hours. In order for the company to meet productivity needs, hires about 40 temporary employees that

include high school students and college students. The job that is to be performed is to screwing 14 screws into the sides of the refrigerator. The company does not provide orientation trainings to temporary employees. This can create an unsafe environment possibly safety hazards for all permanent and temporary employees. However, if an employee is hurt on the job the company may be liable for injuries. As a solution, the CEO of the company decides contact OSHA to provide safety training to all staff by finding an individual that would be able to provide the safety trainings. As the employer complies with preventive safety trainings to the employees, he is also complying with OSHA regulations (Nkomo,Fottler,McAfee, pg.159).

Unsafe working conditions and unsafe employee actions differ. An unsafe condition can be for example not having warning systems to operate machinery. Unsafe action is for example if is snowing on the road and an individual does not follow precautions to drive slow or follow traffic signs. Instead, the individual speeds in the car. This is an example of unsafe action that could have been avoided. This unsafe action could hurt the individual and others around it. The same applies if employees take wrong actions in the workplace that could lead to injury. Also, operating equipment without qualification or authorization. An illustration could be operating a forklift without authorization or qualification may cause danger or injury to the individual or employees around the individual. This is the reason that many employers have, “ trainings and orientations of new employees emphasizing safety is especially important. The early months of employment are often critical because it has proven that work injuries decrease with the length of service”(Mondy & Martocchio (2016)pg. 34). Many employers emphasize in providing adequate training to their employees to prevent employees performing unsafe

acts. Also, accident rate declines if the employee is well trained. If employees are engaged in their corporate culture, their input in safety is essential. This is a reason many employers, “encourage individuals in the firm to come up with solutions to potential safety problems, the firm manager must take the lead. Management’s clear role is to clear because OSHA places primary responsibility for employee safety on the employer” (Mondy & Matocchio (2016) pg.344). It is essential for employers to thrive and promote a safety environment and at the same time, to comply with OSHA regulations for healthy workforce results.

Violence in the workplace affects many individuals and employers at the same time. Employers with human resources teams come up with plans to prevent and to find solutions. Workplace violence is physical assault, threatening behavior, verbal abuse, hostility, bullying or harassment, directed towards employees at work or on duty. Workplace bullying is acts of continual hostile conduct that deliberately hurt another person emotionally, verbally, or physically. Violence in the workplace as mentioned, may include, harassment, workplace bullying, threats, or physical assault for example. It is essential for employers to create a safety plan and rules to keep employees and customers safe in the workplace.

Having a toxic environment, leads to unhealthy employees because a toxic environment can cause health issues for example stress as a result effects. Based on an article by *American Institute of Stress AIS*, states that “Numerous surveys and studies confirm that occupational pressures and fears are far and away the leading source of stress for American adults and that these have steadily increased over the past few

decades. While there are tons of statistics to support these allegations, how significant they are depends on such things as how the information was obtained (self-report vs. answers to carefully worded questions), the size and demographics of the targeted group, how participants were selected and who sponsored the study”.

Results for Employers With Unhealthy and Unsafe Workforce

Employers may face difficulties in consequences caused by an unhealthy or unsafe environment. One of the first consequences caused by unsafe or unhealthy environment is possible employee absenteeism. Employers suffer production productivity by having employee absenteeism. In the public sector “ absenteeism is a social malady which affects work schedules, overload of work on peer, decreases employee productivity and lessens the morale of the job” (Majury 2016). If employees are absent in the workplace it creates overall stress. Sometimes, “ Although everyone lives under a certain amount of stress, if it is severe enough and persists long enough it can be harmful.

The result in poor attendance and poor job performance” (Mondy & Martocchio pg. 353). The causes of absenteeism can vary however some reasons include: lack of interest in the job position. Also, attitude towards management “ As a result of lengthy working hours, low wages the workers attitude towards work becomes indifferent or negative. It may result in low confidence and high absenteeism” (Mayuri 2016). Types of absenteeism in the public sector include authorized, unauthorized, willful absenteeism and absences caused circumstances beyond control. In the public sector having unmanageable caseloads can contribute to stress and result in employees not going to work. It is not productive for employers and for employees to have employment absenteeism because

for one the employer loses productivity in the business and employees have health consequences and loss of income.

Furthermore, Job absenteeism has increased in the public sector. However, it can be preventable, and some organizations can benefit from an attendance management program. Public sector organizations, however, have benefits for employees and this includes accrual sick leave hours, vacation, disability and family leave. Public sector organizations have sick leave policies that allow employees to certain paid hours in a yearly basis. However, some employees may perhaps take advantage of the benefits and use them excessively. This may not be the norm however it can lead to negative morale and commitment to the organization. Employee absenteeism creates stress among the employee and employer relationship. Also, organizations are faced with lack of staff increasing stress among the organization and finally not providing good customer service to public service clients. An attendance management program can focus in the causes of employee absenteeism and employers focus in providing a safe environment for employees. Employee attendance is essential in organizations to achieve organizational goals. Furthermore, effective management involves in supportive employee who are legitimately unable to work and find solutions for operational needs preventing stress among employees and productivity. Finding the causes and preventing absenteeism in the workplace is essential for employers because the effect can be overwhelming among the members in the organization. For organizations it is important to find the root cause of absenteeism in employees.

It is essential for public sector to provide employees with variety of programs that can boost their health. Many public sector employees may have experience stress at one point during their careers. For instance, Some individuals who have worked in public sector have dealt with high levels of stress during their careers. One of the reasons is high caseloads . Also, burnout plays a big role as employees in this department as many experience high number of participants who visit the public social services office to apply for public assistance programs. Employees can experience burnout, lack of manager support, many employees go on a leave of absence leaving their work behind for other units and this overloads their case loads. This causes a lot stress in employees as in the long run is not healthy for the department and over all organization. Many individuals experience stress in a daily basis. Stress can be defined as tension and pressure of events that occurred daily. Also, stress can be a state of mental or emotional tension. Stress affects individuals in negative and in positive ways. Distress can be negative stressors and eustress is related to positive stress. In any way an individual experiences stress, the key is to be able to manage the stressors daily to have a healthy life style. If is not well manage and stressors occur daily with non-stop, it can result in harming the health of individuals. Often stress is does not always have a negative side; it also has a positive side to it. The positive side is that individuals also experience positive stress including having an increase pay scale, having good team, supportive supervisor, and available resources to assist employees. Managing stress and learning how to cope with is essential for individuals as this can aid for healthy lifestyle. Finding a techniques and available resources and programs that can help to avoid or deal with stressors can be helpful for individuals to avoid chronic stress in the long run and have health risks that include

cardiovascular disease for example. It is important for individuals to know their personality, temperament, attitudes, values, behaviors and vulnerabilities to be able to find a good plan to be able to identify and manage stressors. Stress management is important to cope with stress and maintaining a healthy life-style. Finding relaxing techniques that can help reduce stress is important. Each person may have a different technique when coping with stress. I found helpful to exercise and taking walks, listening to soft relaxed music, and walking my puppies have helped me a lot when experiencing stress. Taking the time to identify stressors and finding solutions as what techniques can help me to reduce stress is essential to maintain healthy and avoid health risks in the future.

Working in unsafe conditions can most often have an impact in employees and employers. The impact is reduced work productivity. This affects employers because they are not able to meet goals for the company if employees have reduced work productivity due to risky work environment.

Working in unsafe conditions, unsafe employee actions, and violence in the workplace can harm many companies if the issues are not properly addressed. For example, not providing adequate trainings for employees, lack of clear warning signs when operating machinery. Also, not providing safety when employee reports a workplace violence incident. Many times if “ an employer ignores warning signs leading up to a violent incident, it could be held legally liable. Employers are required to furnish to each employee, a place of employment that is free from recognizable hazards that are causing, or likely to cause, a serious harm to the employee” (Mondy & Martacchio pg.350). The

legal aspect becomes essential to many companies providing appropriate training and safety becomes vital to avoid liability.

Public Sector Programs That Promote Health, Safety and Wellness

Many employers promote employee assistance programs (EAP) and constantly continue to innovate, update services, and develop new employee assistance programs. The EAP programs have helped many employees who need the services. Also, "An employee assistance program is a comprehensive approach that many organizations have taken to deal with numerous problem areas such as burnout, alcohol and drug abuse, and other emotional disturbances "(Mondy & Martocchio pg. 359). Furthermore, the Los Angeles County public sector departments offer employee assistance programs. The Los Angeles County Board of Supervisors launched the Employee Assistance Program (EAP) in 1981. Since then, EAP has been dedicated in assisting employees and their families by providing various available services to employees. According to Los Angeles County (DHR) privacy matters in EAP and records are kept confidential. Additionally, according to DHR records are not available to other parties. The EAP program is designed to maintain a productive and effective workforce, support employees and their families, encourage employees to do their best on their jobs, and train employees to boost their performance and professional growth in the organization (LosAngelesCountyDHR.org). The programs that are offered in Los Angeles County (DHR) Employee Assistance Program public sector departments include a variety of services starting with stress management, improving relationships, grief and bereavement, addiction, mental well-being, family or interpersonal conflict, and professional development. All this programs

are important for employees. However, it is essential for all employees to know the services that are offered. Furthermore, there is also available assistance for managers and supervisors and the services that are included according to DHR are the following: group supports assisting with managing stress and emotions, communicating effectively, coping with job changes. Additionally individual consultations are available for managers and supervisors that include employee performance, attendance issues, reviving morale and more. Furthermore, additional trainings are available that can be more specific to a certain work environment scenario including reasonable suspicion/ drug free policy.

Open Door Policy: Some issues that bring concern in open door policy is getting employees to use the services. Supervisors may receive adequate training to identify and recognizing distressed employees and encourage employees to use the EAP (Mondy & Martocchio pg. 359). Having open door policy and a supervisor who is supportive with their staff, can help employees to open up communication channels as this encourages openness and transparency with the employees. In public sectors for example the County of Los Angeles departments have chains of command that employees must follow. In an organizational structure, “chain of command” means to a company's hierarchy of reporting from the bottom to the top of an organization, who must answer to whom any concerns or questions employees have. The chain of command not only establishes liability, it lays out a company's lines of authority of making decisions. The chain of command is when an employee has a concern or has questions that require upper management response, and according to chain of command it should be addressed to the their immediate supervisor first. In open door policy however, if an employee does not

follow the chain of command, lead management evaluates case by case if employee should have consulted with their immediate supervisor. However, immediate managers should always have an open door policy to employees to discuss any concerns.

Wellness Activities for Employees: Wellness programs in the workplace promote health and wellness to employees. The Los Angeles County, public sector employee, offers wellness programs to their employees as the “County of Los Angeles prides itself as a leader in public sector employment. As an employer concerned with both employee well-being and organizational efficiency, offering a Countywide Wellness Program is critical. The goal of the County’s Wellness Program is to improve the health and productivity of County employees and lessen their health-related costs, mainly by helping employees change their lifestyle patterns through wellness initiatives”. The Los Angeles County offers wellness programs that include seminars, webinars, wellness fairs, exercise classes, and onsite flu vaccination clinics. Also, they provide wellness activities for example, fitness challenge, and financial wellness programs ([Los Angeles County.gov/wellness](http://LosAngelesCounty.gov/wellness)).

Continuance of Safety Trainings: Studies have shown it critical for employers to continue with often and continuous safety training for employees to avoid incidents in the workplace and at the same time avoid legal consequences. Trainings provide the information to employees to stay safe in the workplace. Also, “Health and productivity management programs that offer a comprehensive and integrated approach to creating and maintaining a healthy and safe workforce are a natural outgrowth of worksite health

promotion and occupational health and safety activities. The ultimate aim of health and productivity management is to recognize the interrelationships between worker health and safety, and to promote and protect the health and safety of employees across multiple levels of influence, based upon a comprehensive risk reduction approach” (Goetzel, Ron Z; Ozminkowski, Ronald J; Bowen, Jennie; Tabrizi, Maryam J Author Information International Journal Workplace Health Management).

Monitoring Health, Safety, Wellness in the Workplace: Many employers and human resources professionals continue to monitor health and safety programs to be able to innovate and develop programs that can assist employees in the workplace. At the same time is essential for employers to continue to provide trainings to their employees to avoid an unhealthy workforce.

Overall, trainings in safety, health and wellness are vital for employers as they can avoid unsafe working conditions, unsafe employee actions, and violence in the workplace. At the same time this programs promote employee attendance, increase work productivity, and avoid legal consequences at the workplace. Implementing health, safety and wellness in the workplace becomes essential for employers to be productive with healthy employees.

Research Design

The frame of the analysis is wellness, safety programs, and increasing motivation in the public sector can reduce an unhealthy workforce. The component of analysis will be to administer a survey with various public sector employees, friends and family who working the public sector departments. The target is sending 50 surveys to participants. However, if the target is not met, an acceptable survey response is 25. The research design will use primary data to confirm the independent and dependent variable that illustrates that motivation and wellness programs produce a healthy workforce.

Independent Variable – Motivation and wellness programs resources

Dependent Variable – Produce a healthy work force

Methodology

The study will determine if wellness, safety programs, and increasing motivation in the public sector, reduce causes of an unhealthy workforce. The study will determine if wellness and safety programs offered in the public sector increase the motivation among employees to reduce absenteeism, violence in the workplace, stress, and lack of motivation. The study will determine the cause and effect of implementing safety, wellness programs in public sector organizations.

Data Collection and Sampling

The survey will be done via-email sending the survey to friends, family, neighbors who work in public sector agencies. Once the survey is sent via- email, the participant has five days to produce a response. If the researcher does not receive a response within the five

days, the researcher will follow-up with participants via e-mail or telephone contact. The survey consists of five questions addressing motivation and wellness programs in the workplace. The questions will be ranked in ordinal variables assigning 5 for strongly agree, 4 for to agree, 3 for neither agree or disagree, 2 for disagree and 1 for strongly disagree.

Ethical Considerations

It is essential to keep the highest standards when conducting survey as the survey responses determine the results. Throughout the survey process all participants will be treated with courtesy and respect. All participants will be provided with a notice of consent to participate voluntary.

Background

The County of Los Angeles has served the Los Angeles communities and has served as a leader in public sector employment. The public sector in Los Angeles County is concerned with employee well-being and organizational effectiveness. The County of Los Angeles County offers a Countywide Wellness Programs to its employees as it is essential for employees and the organization. The plan that Los Angeles County has implemented is targeted to achieve wellness through a Wellness Program to improve the health and productivity of County employees and reduce their health costs, mainly by assisting employees break through lifestyle patterns that affect their health through wellness initiatives.

According to Los Angeles County Human Resources (DHR), since the 1990's, the DHR has offered Wellness Programs to all the departments. The organization new intended efforts to strengthen the program began in 2007. In order to implement the program and "to be successful, the Chief Executive Officer and Director of Personnel issued a call to action in September 2007 to all County Department Heads. It included asking departments to appoint a Wellness Manager. The focus of the Wellness Manager is to spearhead Countywide wellness initiatives and help employees change their lifestyles and behavioral choices to make positive changes in their health status by providing wellness activities and program information to better health"(LACountyDHR.org).

The Los Angeles County collaborated with their local Union SEIU Local 721 in developing and implementing a program called "My Health is My Wealth". This program

became a joint labor management on employee wellness and there is a member in each department who coordinates wellness activities.

In 2019 they implemented a new Wellness Incentive program that included fitness challenge events and eligible employees qualify for up to \$100 in rewards cards. Also they implement health fairs that include screenings of blood pressure, glucose sugar level, and body mass index, ergonomics ,vision exams, and various resources that employee assistance program offer.

Overall, public sector organizations invest in wellness programs to maintain a healthy workforce and at the same time increase motivation in the workplace. The organizations find all the wellness resources beneficial for employees. For one, wellness programs encourage healthy behavioral health as this can prevent risks that lead to chronic disease. Secondly, wellness programs improve productivity, reduce absenteeism, and improve employee recruitment and retention. Lastly, wellness programs build and help sustain employee morale and can improve the lives of employees and help drive the success of the public sector organization. Having a healthy workforce in the public sector is beneficial for the organization.

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Appendix A: Survey Questions

The following ordinal questions will be distributed to 50 public sector employees who are employed with various government agencies including State, County, and City. The responses will assist public sector managers to identify how motivation and wellness programs are essential in the public sector to produce a healthy workforce.

In conclusion, the responses will assist public sector managers on how wellness in the workplace can have an impact in employee motivation and overall have a healthy workforce.

Dear Participant,

Thank you for taking the time in completing this survey. The survey questionnaire provided is voluntary and confidential. The purpose of this survey evaluation is to measure how motivation and providing wellness programs to all staff in public sector is essential to produce a healthy workforce.

1) An employee positive work environment contributes to my motivation at work.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

2) Employee wellness programs are essential in the workplace.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

3) Continuous trainings contribute to my motivation at work.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

4) My employer provides resources in wellness programs.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat disagree (4)
- Strongly disagree (5)

5) Having positive supervisors contribute to my motivation at work.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat disagree (4)
- Strongly disagree (5)