A collaborative study between Chestnut Global Partners India and SHRM India to assess the impact of stress on employee productivity in India.
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INTRODUCTION

As a fast growing economy with high levels of competition and multiple global recession cycles, work related stress is becoming more common and less acceptable at Indian workplaces. This coupled with a changing social fabric and social mores which play a role in personal lives, has a direct impact on the physical, mental and emotional health of the workforce at all levels. Chronic and life-style related health issues are growing rapidly among the so called ‘Young India workforce’. It is predicted that by 2025, India will have more than 57% of the population suffering from diabetes. Cardiovascular disease, diabetes, obesity and tobacco consumption are seen as high-risk elements in employee health and wellness that will impact the workforce.

Corporates across India have become sensitive to the prevalent health issues and the impact of stress at the workplace on performance and productivity. Leadership firms are working at building health and wellness programs that make their workforce a lot more resilient to the external challenges.

Is lifestyle related illness adding to stress or is it the other way around? Is the pace at which we work and live causing stress? Is the ferocious pace of development giving people very little space to breathe and pause for a while to reflect?

At a stage like this, CGP India, along with SHRM India planned to understand the landscape in a more scientific approach than ever done before. Our effort was not just to understand the areas of concern but also to measure the impact of stress on the organizations top line. The effort to measure this impact from an INR perspective is suspected to be the first of its kind in India and that is what makes this report all the more unique and relevant to you.

It will be of interest for Business Heads, CEOs and Managing Directors to reconcile to the fact that if “Stress @ Workplace” is impacting their top line significantly, then it is time to wake up and smell the coffee.
KEY FINDINGS OF THE STUDY

IMPACT OF STRESS

Stress caused either due to professional or personal challenges has an impact on both the Return on Investment – ROI (quantifiable) as well as Value on Investment – VOI (qualitative) of an organization.

Return on Investment perspective

- The total organizational productivity loss per year approximately adds up to INR 49.67 Cr, 105.48 Cr and 10.5 Cr across IT/ITES, Finance / Banking and Travel & Hospitality sectors respectively making it a serious contender for organizational investments towards holistic health and wellness of employees particularly with a focus on minimizing stress levels (Table 1).

- Lack of clarity of goals, lack of flexibility, having to work in shifts, and inability to manage personal and professional responsibilities have high impact on absenteeism and result in loss of productivity.

Value on Investment perspective

- Lack of clarity of goals, inability to manage personal and professional responsibilities, lack of flexibility and overtime result in low work engagement, high levels of fatigue as well as increased presenteeism (Fig 7).

- CHROs put forth strong views on employee retention, undesirable behaviour and culture of negativity at workplace to be some of the important stressors from a VOI perspective.

CAUSES OF STRESS

Stressors could be either professional or personal

- Top professional stressors: Disrespect at the workplace, lack of work-life balance, overtime, inability to process constructive feedback from manager, lack of support from manager and when opinion is not considered (participation) (Fig 9).

- Top personal stressors: Inadequate income (financial commitments), inability to manage personal and professional responsibilities and interference of personal relationships at work (Fig 9).

- % of High risk respondents: 36.8% of respondents have shown that disrespect at the workplace leads to high stress levels, while 29.8% of respondents are facing challenges due to lack of work-life balance (Fig 9).

- IT/ITES: 40.2% of respondents show disrespect at the workplace as a high concern, followed by lack of work-life balance (33.3%) and overtime (31.6%) (Fig 10).

- Finance / Banking: 27.5% of respondents have indicated that excessive time spent in travelling increases their stress levels (Fig 11).

- Travel & Hospitality: Lack of clear communication and unorganized work came up as high stress inducers (Fig 12).
THE NATURE OF HEALTH & WELLNESS (H&W) PROGRAMS IN ORGANIZATIONS TODAY

Most organizations mentioned about a week or a month in the year when the emphasis on health and wellness is peaked and the initiatives are concentrated during those phases.

A host of health and wellness related initiatives are deployed in organizations though most CHROs admitted that these programs are at best planned to help mitigate some of the effects of stress but not address the root cause of stress.

Challenges in implementing H&W programs

- Health is not on the radar and low awareness levels
- Difficulty to justify Return on Investment
- Difficulty to deploy initiatives across geographies

Technology for H & W

- Gamification (45.7%) is the most used technological innovation that organizations use to promote H & W which is the same with IT/ITES (45.4%) and Travel & Hospitality (51.3%), while for Finance / Banking sector it is social networking or social media (43.4%) (Fig 13)
- 30.4% of respondents said that they prefer to attend webinars on related topics to gather more information on stress related issues (Fig 14)
- Online articles / info (33%) feature as the largest source for deriving information on health and fitness issues across the sectors (Fig 15)
ABOUT THE STUDY

Objectives

- To provide insight into the top stressors that hurt the productivity of the organization
- To analyze the impact of stressors on employee productivity as well as on the organization’s top line
- To put forth some of the best practices and recommendations to help organizations mitigate workplace stress

Workplace stress: Impact and Outcomes Model

Methodology and Study Sample

For the purpose of this study, a two-pronged approach was adopted in order to holistically cover, both, the qualitative and quantitative aspects of workplace stress as observed in the Indian sector during the year 2015.

- Employee perspective on stress: Online survey on a 5 point Likert scale (Agree –Disagree) capturing the following dimensions:
  - Professional stressors
  - Personal stressors
  - Outcomes – Work engagement, Fatigue, Presenteeism, Absenteeism, Physical health
  - Technology
  - Demographics

- Organizational perspective: 1-1 telephonic interviews with Senior management / CHROs

Study Sample: A total of 2157 respondents (for online survey) from 12 organizations and CHRO / Senior management interviews from these organizations spanning 3 sectors viz IT/ITES, Finance / Banking and Travel & Hospitality.

The organizations shortlisted for this study were Indian and foreign MNC’s with staff strength ranging from 2500 to over 170,000 employees. In order to arrive at a dependable benchmark, a fair representation of employees was taken from 7 functions (business & support) and 3 different levels of employees (Junior, Middle, Senior) within the organization.
The following is a representation of the sample size and type.

**Fig 2: Representation of sector in sample size**

- **IT/ITES**: 678 (32%)
- **Finance / Banking**: 804 (37%)
- **Travel & Hospitality**: 675 (31%)

**Fig 3: Representation of gender and marital status in sample size**

- **Male**: Unmarried - 447 (26.5%), Married - 1234 (73.4%)
- **Female**: Unmarried - 193 (40.5%), Married - 283 (59.4%)

**Fig 4: Representation of age in sample size**

- **<25**: 137 (6%)
- **25-34**: 197 (9%)
- **35-44**: 1153 (54%)
- **>44**: 670 (31%)

**Fig 5: Representation of career level in sample size**

- **Executive / Team Lead / Junior Managers**: 219 (10%)
- **Manager / General Manager**: 1270 (59%)
- **Leadership Team members**: 219 (31%)
SECTION 1 - THE BUSINESS VALUE OF A HEALTHY WORKFORCE: IMPACT AND MANIFESTATIONS

Globally, Stress at the workplace is considered to be No 1 health risk factor that is a deterrent in building an engaged workforce and culture. In this study, our effort was not just to understand the causes that lead to stress in India but importantly measure the impact from an INR point of reference. We offered to do this from a dual perspective of looking at this from a ‘Return on Investment (ROI)’ and the ‘Value on Investment (VOI)’.

Value on Investment looks at areas of intangible benefits to be secured for investment made such as on improving work engagement, reducing fatigue and presenteeism. Return on Investment looks at the absenteeism from the workplace and the loss in productivity, which can be quantified. When computed accurately, these help put a price to reducing workplace stress with different formats of interventions at different areas of Organizational effectiveness.

Measurement of stress
There has been no mention of any organization making any attempt to quantify or measure the extent of stress felt by their employees. Though it is non-measurable, this is an observational parameter and generally can be easily assessed for employees who have been working with the organization for a long time through:

1. An outburst on the part of the employee creating a scenario of insubordination
2. Quality of work getting compromised (TQM measure)
3. Others like arriving late to work or if there are ‘more conflicts within the team’
4. Higher absenteeism rates
5. Loss in productivity

- Basis CHRO interviews

A RETURN ON INVESTMENT PERSPECTIVE

This section showcases how these stressors have led to productivity loss quantifying a ROI loss to work stressors. Table 1 below captures the organizational productivity loss for the sample set and potentially for the whole organization, across the three sectors.

<table>
<thead>
<tr>
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<th>IT/ITES</th>
<th>FINANCE / BANKING</th>
<th>TRAVEL &amp; HOSPITALITY</th>
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<tr>
<td>A: Total Days Lost due to presenteeism &amp; absenteeism per employee per year</td>
<td>5.20</td>
<td>5.30</td>
<td>4.24</td>
</tr>
<tr>
<td>B: Productivity Loss in Rupees (Per Employee Per Year) [Salary per day x A]</td>
<td>19,866.97</td>
<td>21,097.38</td>
<td>16,279.50</td>
</tr>
<tr>
<td>C: Total Organizational Productivity Loss in Rupees (Per Employee Per Year) [B/payroll % turnover]</td>
<td>49,667.43</td>
<td>210,973.75</td>
<td>52,514.50</td>
</tr>
<tr>
<td>D: No. of respondents</td>
<td>678</td>
<td>804</td>
<td>675</td>
</tr>
<tr>
<td>E: Organizational Productivity Loss for the sample set per year in INR Cr [CxD]</td>
<td>3.37</td>
<td>16.96</td>
<td>3.54</td>
</tr>
<tr>
<td>F: Average Employee base in each organization per sector</td>
<td>10000</td>
<td>5000</td>
<td>2000</td>
</tr>
<tr>
<td>G: Organizational Productivity loss per year in INR Cr [FxC]</td>
<td>49.67</td>
<td>105.48</td>
<td>10.5</td>
</tr>
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Table 1: Calculation of Loss in Productivity due to workplace stress
Assumptions in calculating Loss in productivity:
Calculations for Presenteeism rate, No. of days/issue episode, Productivity loss/day and Absenteeism rate have been done through weighted averages method (Pls refer to Annexure for related questions)

Days lost due to absenteeism per year (assuming average of 9 working hours per day) = (no. of hours absent due to health/stress related issues) / 9

Days lost due to presenteeism per year = (No. of presenteeism days / issue episode * Presenteeism rate)/100

Salary per day assuming 250 working days in a year = Average CTC/ 250

Payroll % of turnover (average percentages derived from data available from Balance sheets and Profit &Loss statements of similar benchmarked organizations as of 2015):
- IT/ITES: 40%
- Finance / Banking: 10%
- Travel & Hospitality: 31%

Observations / Conclusions

- The total organizational productivity loss per year approximately adds upto INR 49.67 Cr, 105.48 Cr and 10.5 Cr across IT/ITES, Finance / Banking and Travel & Hospitality sectors respectively making it a serious contender for organizational investments towards holistic health and wellness of employees particularly with a focus on minimizing stress levels
- Among the stressors examined, lack of clarity of goals, lack of flexibility, having to work in shifts and inability to manage personal and professional responsibilities have a high impact on absenteeism and loss in productivity
- In Finance /Banking sector, it is observed that the need to take care of dependent aged parents' came up as a strong stressor which often involves tending to their parent’s medical needs resulting in absenteeism and further loss in productivity
- CHROs by and large, express that the newer generations leave their home town to pursue professional / career opportunities in larger cities. Missing family (culturally still a strong source of support) prompts them to visit home even at the cost of being absent from work
- ROI on focused efforts to reduce workplace stress must address the root causes which may involve budgets and time of leaders across all levels which come at a huge opportunity cost

A VALUE ON INVESTMENT PERSPECTIVE

To understand the impact of stressors from a Value on Investment perspective, top correlated stressors on Work engagement, Fatigue and Presenteeism are showcased below in Fig 7.
Observations / Conclusions

• Lack of Clarity of goals, inability to manage personal and professional responsibilities, lack of flexibility and overtime result in low work engagement, high levels of fatigue resulting in increased presenteeism

• Lack of clarity of goals can have multiple causes
  - Ambiguous goal setting which do not capture the ask (What) and plans (how)
  - Work engagement suffers when people cannot identify linkages of their goals and organizational success (lack of cascading of goals)
  - Inadequate team or manager support provided to achieve the goals
  - All these translate into a variety of symptoms in terms of, high presenteeism and poor work engagement as people/teams may resign to fate and not try to achieve deeming the goal unachievable

• As employees spend majority of their day at work, the inability to manage personal and professional lives tends to have a greater implication at workplaces starting with poor work engagement and high fatigue leading to presenteeism

• Flexibility is a great workplace enabler for performance and this gets called out by its absence. Two reasons for the same:
  - In an increasingly nuclear family environment, where one/both partners may be needed to work to run a household, lack of flexibility shows up in poor work engagement and presenteeism which are detrimental to organizational performance
  - Stress creeps in when one is forced to do what he/she doesn’t like to do. Lack of autonomy or freedom to delegate is the key trigger for stress

• Having to work in shifts and overtime clearly have a high impact on fatigue thus leading to lower levels of work engagement and higher levels of presenteeism

• Apart from the above mentioned stressors, CHROs put forth strong views on employee retention, undesirable behaviour and culture of negativity at workplace to be some of the important stressors from a VOI perspective
Observations / Conclusions

- While lack of clarity of goals has very visible effects on presenteeism and work engagement further leading to fatigue across, Travel & Hospitality sector appears to be most impacted, implying goals and processes are of utmost priority here.
- Inability to process constructive feedback has a large bearing on work engagement and fatigue across all sectors.
- High correlation between the inability to balance personal and professional lives and stress outcomes, leads us to believe that this stressor is more acute for the IT/ITES and Travel & Hospitality sectors. For IT/ITES, different time zones, working offshore, as well as the business being more project based than a steady state of operations are possible causes of impact while strong people facing roles along with aggressive targets could be the reason in Travel & Hospitality sector.
- Lack of flexibility has a high impact on stress outcomes in the Finance / Banking sector as well as in Travel & Hospitality. This could be because these sectors do not easily lend themselves to flexible hours given the nature of their job role.
- Unique to Travel & Hospitality sector, opinion not taken into consideration (participation) is one of the high stress drivers which could be due to the consumer facing nature of this sector. A key element here is the need to allow employees to shape routine, non-statutory processes to deliver great consumer experience. Limiting flexibility reduces their opportunity to create consumer delight which also has an effect on their morale.
SECTION 2 – CAUSES OF STRESS

While the previous sections establish the clear relationship between stress and outcomes (from a VOI and ROI perspective), this section highlights the causes of stress. Basis the mean ratings, the top professional and personal stressors have been identified across sectors and also analyzed for differences with respect to various demographic variables.

Observations / Conclusions

- The top 6 professional stressors across the three sectors are disrespect at the workplace, lack of work-life balance, overtime, inability to process constructive feedback from manager, support from manager and when individual opinion is not taken into consideration (Participation).
- The top 3 personal stressors across the three sectors are inadequate income (financial commitments), inability to manage personal and professional responsibilities and interference of personal relationships in work, echoing the opinion of CHROs who mentioned that one cannot isolate the parts of the employee’s personal and professional lives. However they did also mention that personal stressors are employee specific and it is difficult to generalize to the workforce.
- 36.8% of respondents have shown that disrespect at the workplace leads to high stress levels, while 29.8% of respondents are facing challenges due to lack of work-life balance.
- Disrespect at the workplace came out as a higher stress inducer in female respondents in comparison to males, who in turn showcased a higher concern to unorganized work and lack of clear communication.
- Respondents who are less than 25 years of age and are at executive/team lead/junior manager level have higher stress levels due to lack of clarity of goals, lack of achievability, when individual opinion is not taken into consideration (participation), lack of flexibility and need to work in shifts, in comparison to those older than 25 years of age and are at higher career levels.
- In comparison to the unmarried respondents, the married ones get more stressed when they fail to get the required support from their managers or they need to travel for longer times for business needs. CHROs attribute the concern of reporting relationship with managers to lack of maturity at managerial level and poor communication of the responsibilities to the team. This they say is more of an Indian issue and not a global one.
- Yet another major stressor according to CHROs is fairness in terms of performance appraisals, compensation etc. There is a perceived inequity leading to disengagement.
SECTOR WISE

IT / ITES

Fig 10: Top workplace stressors in IT /ITES sector

Finance / Banking

Fig 11: Top workplace stressors in Finance / Banking sector

Travel & Hospitality

Fig 12: Top workplace stressors in Travel and Hospitality sector
Observations / Conclusions

• Disrespect at the workplace and lack of work-life balance came out as the top stressors across the sectors. Disrespect at the workplace is very individual and organization specific. Often this links to the lack of support from manager as well as team and individual opinion is not considered. This finding warrants managers and organizations to further delve into the actual causes of this feeling and accordingly address the issue.

• Overtime came out as a major concern across the sectors. CHROs opine that this could be due to the inability of employees to effectively manage time and work commitments. They also mentioned that social media is one of the major distractors of work thereby making employees compensate the time spent on social media with working for long hours to meet the deliverables.

• Lack of clear communication and unorganized work are high stress inducers faced by high percentage of respondents in Travel & Hospitality sector.

• 27.5% of respondents from the Finance / Banking sector have indicated that excessive time spent in travelling increases their stress levels. A contra view point expressed by some CHROs is that travel time is a part and parcel of metro cities and is ‘outside of one’s locus of control’.

• CHRO’s opined that the changing dynamics in the industry is one of the major stressors, where a host of macro-economic variables can affect the employee’s performance. This is more prominent for finance / banking sector. Often difficult customers available at non-working hours and hiding their assets lead to arguments and stress.

• On the personal front, inadequate income (Financial commitments), inability to manage personal and professional relationships, interference of personal relationships in work and the need to take care of children with health issues have consistently come up as the top stress inducers across the sectors, echoing the CHROs thoughts as well.
SECTION 3 - NEED TO CREATE A STRESS FREE WORKPLACE: REMEDIAL MEASURES

THE NATURE OF HEALTH & WELLNESS (H&W) PROGRAMS IN ORGANIZATIONS TODAY

Most of the H & W programs are a tick in the box. A host of health and wellness related initiatives are deployed in organizations though most CHROs admitted that these programs are at best planned to help mitigate some of the effects of stress but not address the root cause of stress.

Key business drivers for Health & Wellness (H& W) programs (verbatim from CHROs):

- “Service – profit – chain is strongly connected - Happy employees lead to happy clients, which directly impact on the bottom-line
- A business interest in planning such initiatives. Organizations do not do anything in isolation just to make employees feel good
- Containing employee stress is very critical to make sure that the senior management / talent pool in the organization is protected
- To retain its competitive edge in the industry - whether it is innovation for the IT sector or quality human resources for the hospitality sector
- Lack of overall health leads to serious implications on business – from loss of business and negative word of mouth to litigation”

Existing H& W programs

- Most organizations have programs in the following categories:
  - Sessions aimed at creating awareness and sensitizing employees (talks by experts, workshops) on a range of topics from ergonomics to work-life balance to culinary sessions on healthy eating
  - Access to physical / social infrastructure geared towards H&W (gyms, spas, club memberships, guest houses, resting rooms, quiet corners, indoor games etc.)
  - Access to health specialists – doctors, nutritionists etc.
  - Drives to mobilize and encourage employees to proactively work on their health – marathons, yoga sessions, health camps etc.
  - Stress busters – Fun Fridays
  - Customized initiatives: around maternity benefits and childcare (for women), exclusive workshops / mandatory health checkups (for senior management)
- Most organizations mentioned about a week or a month in the year when the emphasis on health and wellness is peaked and the initiatives are concentrated during those phases
- Organizations differed in number of initiatives they deployed depending on the scale of the workforce and resources available
- The H&W efforts acquired an industry flavor. For instance – organizations in the hospitality industry have more access to the wellness facilities, while those in the finance industry – have more robust insurance coverage for their employees. Some in the IT industry offer capsules of online tutorials

Though programs are rolled out through the year, planning and implementing the H&W initiatives present a catch-22 situation for most organizations:

- Programs are more-or-less similar across many organizations
- Engagement initiatives that seem unique at first soon become a hygiene factor that employees begin to expect
- The answer cannot be increasing the number of initiatives since ensuring employee participation is not possible in the face of deadlines to be met
Some unique initiatives by organizations

- Online stores – discounts – buy everyday things on a discount. Convenience counters – to buy everyday stuff
- Hobby classes – music, dance, yoga throughout the week
- Employee resource group / clubs endorsed by a member from senior management - to bring like-minded people together
- Stretched night shift time- 7 pm to 2 am or 4 am to 10 am - So that employees do not have to stay awake the entire night and yet are eligible for the night shift allowance
- High engagement methods – family day, brown bag lunch with the boss
- People contributing to success stories based on which they publish a coffee table book
- A floater corporate buffer on the insurance program by the organization – from which they pay extra in case there is lack of coverage for any particular issue
- Gifts given during the family occasion. Send gift hampers when kid is born / paid honey moon – flight tickets
- Involvement of employees in their CSR initiative – ESOP (Employee Social Options) - Anyone can contribute monetarily but such an approach focused on the investment of mind
- Usage of technology based solutions – webinars, online articles / info etc.

CHALLENGES IN IMPLEMENTING H & W PROGRAMS

- Difficult to justify ROI on such initiatives since the factors that cause stress are dynamic. There is no guarantee to human behavior
- Difficulty to deploy initiatives across geographies for employees working out of home or client location
- Conflicting priorities by the line managers and clients come in the way of employee’s participation in the program
- The employer’s ability to address the issue holistically and tackle the root cause is another impediment
- Health is not on the radar of people in the younger age group
- Employee willingness to participate especially if the programs are available free of cost; those services are undervalued. Awareness levels amongst employees are low for their own health issues
- Waning employee excitement with the programs over a period of time

EFFECTIVENESS OF H & W PROGRAMS

As many as half the number of CHROs mentioned that they did not use any formal indicator to measure the effectiveness of their H&W programs. However, some of the informal metrics mentioned are:

- Instant feedback from employees
- Employee surveys
- The conversion in the absenteeism ratio
- The change in health care costs
- In some organizations - projects have their productivity metrics that signaled efficacy or the lack of it
- Employee engagement scores
TECHNOLOGY FOR H & W

Which of the following technological innovations does your organization use to promote health and wellness?

- Gamification (games, contests etc.)
- Social networking or social media
- Mobile technology (health apps)

![Figure 13: Usage of technological innovations by organizations to promote health & wellness](image)

What do you think are the most applicable technology driven assistance you would require, to address your professional or personal stress?

- Webinar
- Online chat services
- Telephonic assistance
- Mobile app

![Figure 14: Most applicable technology driven assistance to address stress at individual level](image)
What do you use to address your personal health & fitness needs?

**Observations / Conclusions**

- Gamification (45.7%) is the most used technological innovation that organizations use to promote H & W which is the same with IT/ITES (45.4%) and Travel & Hospitality (51.3%), while for Finance / Banking sector it is the social networking or social media (43.4%).

- 30.4% of respondents said that they attend webinars on related topics to help them address stress. However when looked at individual sectors, mobile applications come out at the most preferred technologies among respondents.

- Online articles (33%) feature as the largest source for deriving information on health and fitness issues.

- Technology for H & W:
  - Advantages: Overcome the logistical hurdles, effective when workforce is dispersed across locations, provide easy access to data for increasing people's awareness levels.
  - Disadvantages: Apps/ devices can be expensive, unnecessary distraction.
SECTION 4 - DIRECTIONS FOR FUTURE
(Derived largely from CHRO Interviews and the feedback from the respondents)

ACTIONS AND RECOMMENDATIONS FOR EMPLOYERS

• Provide required support to employees to achieve their business targets
• Encourage more of organizational communication with the employees so that there is no role ambiguity/conflict
• Strengthen the inter – personal relationships at work by developing required reward systems
• Include stress as one of the business indicators and monitor it regularly; develop a stress level score card for teams / organization
• Health and wellness initiatives to be very well integrated into an employee’s work schedule / rhythm
• Programs to target the root cause of stress and be highly customized. Investing time and money in understanding what an employee wants to make programs meaningful
• Currently the programs are being ‘pushed down’ by the organization and hence to a certain extent de-valued. In the future, programs to be planned such that they create the ‘pull factor’ for the employees to take charge of their own health
• H&W programs to be designed with a lifestyle façade – especially targeted at the youngest rung of employees
• A focus on not just the employee’s physical health but also mental health – thereby taking a holistic approach
• Go the “tech way” – as younger generations would be more amenable to it and technology is becoming more ubiquitous in our lives which would encourage adoption of such solutions
• Have access and readiness to approach other organizations which have the burden to provide simple and holistic wellness solutions customized to your organization

Can H &W become a way employer’s will be able to differentiate their brand in future? - YES!

1. Work-life balance : As employees negotiate on flexible working options
2. Health & Wellness index : to help get superior talent in the marketplace
3. Child care facilities to support women employees
4. Extended family health packages
5. Other stress buster interventions – which spread through the word of mouth

ACTIONS AND RECOMMENDATIONS FOR EMPLOYEES

• Take care of oneself to ensure better work- life balance and reduced stress levels
• Make a to –do list everyday and prioritize jobs in discussion with managers
• Get support from managers, peers, mentors when in need
• Take proper rest
• Connect with inner self and learn to mitigate stress at an individual level
• Approach employee counselor – to become aware of one’s own strengths (how to strengthen them), weaknesses (how to eliminate them)
• Find a fun way to release stress – sports, hobbies etc.
SECTION 5 - CGP RECOMMENDATIONS

Workplace stress has been shown to have a detrimental effect on the health and well-being of employees, as well as a negative impact on workplace productivity and profits. This can be seen and has been measured against the pillars of 'Work Engagement, Absenteeism, Presenteeism and Fatigue', in this study.

Over the last 30 years CGP has been addressing workplace stress through clinical programs that are globally developed and locally accepted. This study, which is the first of its kind in India, is assisting the Indian industry in understanding the level of impact and putting in a more planned clinical effort. In our experience, in any country especially like ours, where EAPs are new and almost non-existent, it is not surprising to find business and HR leaders wanting to know whether there is a value to the Rupee spent on EAP services. Through studies like these, CGP India plans to address those speculations of the industry in India. It is in this effort, CGP observes through this study that our recommendations have to be at multiple levels.

1. At the country level, the government needs to understand that while there is an overwhelming interest to FDI in India, it will see a more aggressive pace to the growth already experienced so far. The current 'Make in India' initiative is experiencing a larger push to that momentum. GOI needs to look at Employee Assistance Programs more holistically to ensure that this is made available to the workforce. While this study was done in the services sector, CGP believes that it may not cover the stress related issues in the other sectors like the manufacturing and related sector (especially the blue collared workforce), where alcoholism and domestic violence are more prevalent and need to be addressed through EAP interventions.

2. At the industry level, it needs to believe that the physical, mental and emotional health of employees does impact performance at the workplace. Global organizations base their policies on key findings from their EAPs to make it more holistic and result oriented. Industry bodies and Boards of organizations need to recognize this need and suitably frame employee policies of the organization making EAP mandatory.

3. At the organizational level, business and functional leaders of the organization must believe that all (including themselves) need to consider this important, drive this from the top and lead this culture of health & wellness by example. Stress if not a killer, is definitely an illness transformer. (CGP strongly recommends that at every H&W initiative of the firm, one or more members of the leadership firm needs to be leading the same).

4. At the individual level, employee has to believe that she/he is singularly responsible for her/his own health. In India, the myths and misconceptions of seeking help from a mental health professional need to be broken.

Employees today spend a large part of their waking hours at the workplace. Lifestyles and priorities have changed and so have the needs of the younger workforce who work today in a VUCA business environment. The need for respect at the workplace, which has come as one of the single largest concern across the industry, needs to be addressed by having a more amiable and appreciative environment. Organisations need to step up their effort to integrate emotional wellbeing, greater autonomy, social connectedness and job satisfaction with their more traditional efforts to support physical health.
## ANNEXURE – STUDY QUESTIONNAIRE

<table>
<thead>
<tr>
<th>PROFESSIONAL STRESSORS</th>
<th>Survey questions – on a 5 point Likert scale (Agree - Disagree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity</td>
<td>I lack clarity about my business goals and targets, due to my workplace stress / physical health issues</td>
</tr>
<tr>
<td>Achievability</td>
<td>I am not able to achieve my business targets easily, due to my workplace stress / physical health issues</td>
</tr>
<tr>
<td>Support from manager</td>
<td>My Manager is not supportive to me in getting my job done when I am stressed / Physically unwell (Lifestyle Disease)</td>
</tr>
<tr>
<td>Feedback from manager</td>
<td>When I am stressed, I am unable to process constructive feedback that aids me with my work</td>
</tr>
<tr>
<td>Support from team</td>
<td>I do not receive required help and support from my colleagues, during stressful times</td>
</tr>
<tr>
<td>Work organization</td>
<td>At my workplace, when work is not organized well I am stressed</td>
</tr>
<tr>
<td>Participation</td>
<td>I am stressed at my workplace when my opinion is not taken into consideration for all decisions.</td>
</tr>
<tr>
<td>Respect</td>
<td>Disrespect at my workplace causes me stress.</td>
</tr>
<tr>
<td>Communication</td>
<td>I am stressed at my workplace when communication is not clear.</td>
</tr>
<tr>
<td>Workplace safety</td>
<td>An unsafe workplace (sexually/physically) makes me stressed</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>The environment at my workplace does not support a balance between my work and personal life</td>
</tr>
<tr>
<td>Flexibility</td>
<td>I do not have flexibility regarding where and when I work, during stressful times/Lifestyle condition episodes (Diabetes, Hypertension, Cardiovascular, Migraine, Obesity).</td>
</tr>
<tr>
<td>Overtime</td>
<td>My job requires me to work overtime most of the day, even during stressful times/Lifestyle condition episodes (Diabetes, Hypertension, Cardiovascular, Migraine, Obesity)</td>
</tr>
<tr>
<td>Shifts</td>
<td>In spite of Lifestyle Condition Episodes (Diabetes, Hypertension, Cardiovascular, Migraine, Obesity) / Stress, my job requires me to work on shifts</td>
</tr>
<tr>
<td>Travel time</td>
<td>I spend a lot of time on travel to workplace or business assignments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSONAL STRESSORS</th>
<th>Survey questions – on a 5 point Likert scale (Agree - Disagree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal relationships</td>
<td>My personal relationship issues interfere with my work</td>
</tr>
<tr>
<td>Personal responsibilities</td>
<td>I am not able to satisfy both my job and family / personal responsibilities during stressful times</td>
</tr>
<tr>
<td>Children</td>
<td>I have children who need my time due to which I get stressed at work</td>
</tr>
<tr>
<td>Children with health issues</td>
<td>When I am stressed/afflicted by a lifestyle disease, I am unable to care for my children when they are unwell</td>
</tr>
<tr>
<td>Marital discord</td>
<td>I face issues in my marital life, which interfere in my work</td>
</tr>
<tr>
<td>Dependent aged parents</td>
<td>I need to take care of my dependent aged parents because of which I am unable to work to my full ability</td>
</tr>
<tr>
<td>Financial commitments</td>
<td>My income is inadequate to meet my basic expenses</td>
</tr>
<tr>
<td>Loss of family member</td>
<td>I am unable to deliver my work due to loss of a family member</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTOMES</th>
<th>Survey questions – on a 5 point Likert scale (Agree - Disagree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work engagement</td>
<td>My work does not stimulate me, due to my physical health issues/Stress related problems</td>
</tr>
<tr>
<td></td>
<td>I am unable to mentally prepare for my work on my way to office, when I am pre-occupied thinking about my lifestyle condition episodes (diabetes, cardiovascular etc.) or stress related problems.</td>
</tr>
<tr>
<td></td>
<td>Even when my work is fulfilling and engaging, when I am stressed /preoccupied with a lifestyle condition, I feel disengaged from work while at home</td>
</tr>
</tbody>
</table>
I do not feel passionate about my job, due to my physical health issues/Stress related problems

I lack motivation to go to office every morning, due to my physical health issues/Stress related problems

**Fatigue**

I often fall asleep in front of TV at home due to my physical health issues/Stress related problems

My physical health issues/Stress related problems cause me to be irritable at work/home.

On my days off, I sleep for more no. of hours due to my physical health issues/Stress related problems

I often wake up feeling tired due to my physical health issues/Stress related problems

**Presenteeism**

I have a hard time doing my work due to my physical health issues/Stress related problems

I have a hard time concentrating on my work due to my physical health issues/Stress related problems

I am not able to enjoy my work due to my physical health issues/Stress related problems

I am worried about completing my task on time due to my physical health issues/Stress related problems

I am unable to deliver good quality work due to my physical health issues/Stress related problems

Presenteeism Rate: How many days have you been unable to function 100% at work due to a stress related problem during the year 2015? a) 0-30 days b) 30-60 days c) 60-90 days d) 90 -120 days e) 120- 150 days

Presenteeism: Number of Days/issue episode: During these days how much were you distracted from work? a) 0-10% b) 11-29% c) 30-49% d) 50 -69% e) 70-89%

Presenteeism: Productivity Loss / Day: What is your approx Cost To Company in Lacs Per Annum (For the purpose of calculation of productivity loss)? a) 0-10 b) 10 -25 c) 25 - 50 d) 50 - 100 e) 100 – 150

**Absenteeism**

I often miss completing my work due to my physical health issues/Stress related problems

I often am late to work due to my physical health issues/Stress related problems

I often take off early from work due to my physical health issues/Stress related problems

I often am pulled away from my normal work location due to my physical health issues/Stress related problems

During my working hours, my physical health issues / stress related problems prompt me to be on the phone / email / internet for personal reasons

Absenteeism: number of days absent: How many hours have you missed work, due to a stress related problem during the year 2015? a) 0-10 hours b) 11-20 hours c) 21 - 30 hours d) 31 - 40 hours e) 41 - 50 hours
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ABOUT CHESTNUT GLOBAL PARTNERS (CGP INDIA)

Chestnut Global Partners is a global leader in Employee Health & Wellness

Chestnut Global Partners (CGP) is a wholly owned subsidiary Chestnut Health Systems. Based in Bloomington, IL, CGP has been providing Employee Assistance Programs (EAP) and related workplace services since 1984. We have grown from a traditional provider of EAP to a leading national and international provider of the following scope of services:

- Integrated Domestic and International EAP and Work-Life services
- Expatriate EAP and Family Support – in addition to traditional EAP support for expats, this model includes proactive pre-departure, on assignment and return outreach for both employees and family members
- Health Coaching and Disease Management
  - Health Risk Assessments
  - Analyses of Data
  - Forecasting of medical and economic costs
  - Targeted interventions
- Workplace training and consultation
- Critical incident response and crisis intervention
- Specialized Substance Abuse Professional (SAP) services
- Program evaluation and outcome measurement

We have an extensive international network covering over 140 countries including offices in Belgium, Brazil, China, Hungary, India, Mexico and Russia. Whether in Bloomington or Beijing, we have built our reputation on high level responsiveness, a commitment to developing customized and innovative solutions, personal relationships with our service partners and customer liaisons and the scientific skills needed to empirically evaluate our results.
ABOUT SOCIETY OF HUMAN RESOURCE MANAGEMENT (SHRM INDIA)

SHRM India provides a platform for thought leadership, sharing of best practices and professional networking within the Indian and global HR communities in order to take the profession higher through continuous and collaborative learning. It is a one-stop shop and the go-to resource for solutions and services to handle all people-management challenges.

With more than 280,000 members globally, membership is truly a unique offering that provides rich content through comprehensive online resources on both www.shrmindia.org and www.shrm.org. This huge repository of articles, research papers, case studies and related material on every aspect of HR within the Indian and global contexts constitutes the most current and comprehensive body of knowledge in HR. Supported by a bank of over 50 subject matter experts and internal expertise, the SHRM India Knowledge Center offers cutting-edge resources, across all the key and emerging HR disciplines. These include thought leadership, advisory panels, tools and templates, virtual events, forum and research.

As the leading advocate for HR professionals’ worldwide and providing HR research and education, SHRM launched an unparalleled study to define not only the knowledge, but also the competencies required of today’s HR leaders. The result of this rigorous research was the SHRM HR Competency Model which forms an important foundation for the new SHRM Certifications.

The new SHRM Certification (SHRM Certified Professional (SHRM CP) and SHRM Senior Certified Professional (SHRM SCP) recognizes that HR professionals are at the core of leading organizational success:

- It is built on one singular SHRM Body of Competency and Knowledge (SHRM BoCK designed to elevate the HR profession around the world.
- It tests the HR professional’s competency—the ability to put that knowledge to work through critical thinking and application.
- It demonstrates that the HR professional is a technical expert and has mastered the application of HR technical and behavioral competencies, through practice and experience, to drive business results.