The Healthy Workplace and Gen Z: Designing for Need Satisfaction

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Total Worker Health Conference | Bethesda, MD | May 2018
Organizational Context

Organizational Support

Individual Behavior Change

Physical and Psychological States

Healthier Employees

Improved Personal and Organizational Outcomes

Organizational and Societal Sustainability

Prevention
Mitigation
Promotion
Basic Needs

- Meaning/Purpose
- Engaged/Accomplishment
- Positive Emotions
- Autonomy
- Competence/Mastery
- Belonging/Social Connection
- Personal Growth
- Safety
- Physical WB/Vitality

Basic Needs
How do we design for need satisfaction?

- Equity
- Connection
- Comfort
- Flexibility
- Predictability
- Privacy
- Safety
- Positive Emotions
- Meaning/Purpose
- Belonging
- Personal Growth
- Autonomy
- Safety
- Competence/Mastery
- Physical Well-Being
- Engagement/Accomplishment
Generation Z

Qualities
• Born between 1995-2012
• Career-focused, hard workers
• Digital natives, yet value connection and privacy
• Diverse
• Cautious, concerned

Work and Workplace Implications
• 20% of workforce by 2030
• Distinct Values*
  • Flexibility - especially work/life
  • Authenticity - security, health, predictability
  • Choice and customization
  • Convenience - access, transportation
  • Interactive - experiences vs. objects

Study Overview

• Focus Group Methodology*
• Individual and Group Process
  1. “Think about what connection means to you. What would make a space feel more connected?”
  2. Prompt 2: The Box (spatial elements and qualities)
• Verbal and visual data

*Sources: Kandola, “Focus Groups” and Vince & Warren, “Participatory Visual Methods” in Cassell & Symon (2012), Qualitative Organizational Research
Results - Defining Safety

“Physical and psychological safety”

- Physical safety
  - Resources to support physical well-being
  - Emergency preparedness materials and protocols
- Psychological (“mental”) safety
  - Feeling "completely at ease"
Results - Physical Safety

- “Facilities protect”
  - Structural safety
  - Safety/emergency resources

- Accessibility
  - Emergency access
  - Ease of access to resources
Results - Psychological Safety

- “A safe and inclusive space”
- Privacy, personalized space
Safety and...

Gen Z Qualities

● Diverse
● Cautious
● Hard workers

Gen Z Values*

● Flexibility
● Authenticity/security
● Choice
● Convenience/access
● Interactive/experiences

Integrative Themes*

- Visual and physical access to nature
- Postural variation
- User involvement, user controls
- Open vs. private spaces
- Break rooms

*Source: King, “Doing Template Analysis”, in Cassell & Symon (2012), Qualitative Organizational Research
Integrative Themes

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Toward the Healthy Workplace

TWH Definition*

“Policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness”

Our Contributions

- Workplace design impacts employee health
  - Need satisfaction via environmental supports
- Safety as a basic need
- Psycho-social dimensions of safety
- User engagement

*Source: https://www.cdc.gov/niosh/twh/totalhealth.html
Thank You!

• Visit our website: http://healthyworkplaces.berkeley.edu
• Email me: cdeclercq@berkeley.edu
Hierarchy of Controls