Effective organizational psychologists view healthy employees as multidimensional. Consequently, there are five primary dimensions of psychologically healthy workplace practices to optimize in the work environment. They are as follows (Creating a Psychologically Healthy Workplace, 2012):

1. Employee involvement
2. Work–life balance
3. Employee growth and development
4. Health and safety
5. Employee recognition

Organizational psychologists can optimize and reinforce positive employee behaviors by applying the biopsychosocial (BPS) model in the above five areas. This application results in successful and healthy organizations and employees.

**Employee Involvement**

Compared to uninvolved employees, involved employees experience the following (Creating a Psychologically Healthy Workplace, 2012):

- More loyalty to the company that they work for
- Higher job satisfaction and organizational commitment
- Lower work turnover
- Fewer sick days
- Fewer accidents

This results in higher quality products and services, as well as overall productivity. Organizational psychologists find ways to involve all of the employees. Examples include work teams, committees, task forces, employee suggestion forums, regular meetings, and so forth.

**Work–Life Balance**

Employers who understand that employees have demands outside of their regular employment tend to adopt policies and programs that help employees balance their work and life commitments. Companies that implement these kinds of programs have employees who routinely have higher work productivity, lower absenteeism, and lower job turnover. These
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programs include the following:

- Childcare assistance
- Elder-care benefits
- Personal loans
- Flextime
- Telecommuting options
- Other flexible leave options beyond what is required by the Family and Medical Leave Act (FMLA)

Additionally, customer satisfaction ratings of products and services that are received by employees with good work–life balances are significantly higher than those provided by employees with poor work–life balances (Creating a Psychologically Healthy Workplace, 2012).

Employee Growth and Development

Adults go through a developmental stage where they either generate or stagnate. In work environments that support continuing education courses, tuition reimbursement, career development and progression, promotion from within programming, coaching, mentoring, and other development opportunities, employees thrive. Allowing employees the opportunity for self-actualization is at the top of Maslow’s motivational hierarchy of needs (Dunn, 2010). Organizations that optimize this see employees with lower job stress ratings, higher job satisfaction ratings, higher self-esteem ratings, and all of the other benefits that are noted above.

Health and Safety

The Occupational Safety and Health Administration (OSHA) provides standards to meet the requirements of health and safety. However, to optimize employee health and well-being—which translates into optimal productivity and performance—additional efforts must also be considered to reduce workplace stress and to optimize health. This includes the following (Creating a Psychologically Healthy Workplace, 2012):
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- Smoking cessation programs or incentives
- Free health screenings
- Mental health services
- Drug and alcohol rehabilitation with job security assurances upon completion

Employee Recognition

People like to be appreciated for their hard work. It is important for employees to question when their bosses last complimented something that they did that deserved recognition. People are motivated by different things (i.e., content theories or methods of motivation) and in different ways (i.e., process theories or methods of motivation). A manager or supervisor should take the time to consider how to motivate each employee. If he or she does not take this into consideration, he or she will fail to recognize the talents and skills that each employee has to offer the company. It is a simple task; however, it is rarely completed without the recommendation of an organizational psychologist. Employee recognition is worth the investment. Individualized motivational strategies include the following (Creating a Psychologically Healthy Workplace, 2012):

- Monetary compensation
- Merit raises
- Employee awards or accolades
- Premium parking spaces

References
