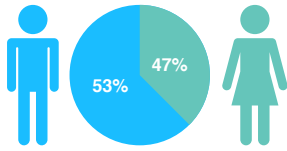


Pressure in the workplace

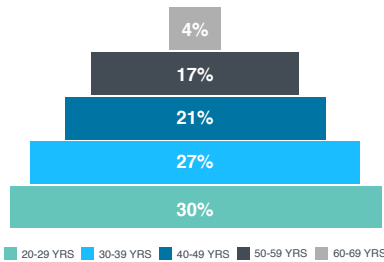
The more employees experience adverse pressures in the workplace, the more likely they are to compromise ethical standards, which in turn affects their engagement level, ethical behaviour, and performance.

OCTOBER 2022

523 employees operating across hierarchy levels and 19 industries in Mauritius participated in the ethics survey



57% of the respondents were aged below 40 years old



55% of the respondents felt pressured to compromise ethical standards to meet organisational objectives, with those aged under 40 feeling more pressured.

Men felt more pressured to compromise ethical standards to meet organisational objectives



Pressure Climate prevailing in Business Organisations in Mauritius

1 in 3 employees felt pressured to follow and execute orders from the boss, at all costs, for their own self-interests

There is pressure to discriminate against employees on grounds of gender, ethnic groups, or other affinities

There is pressure to fulfil disproportionate demands from external parties such as politicians, socio-ethnic groups, and related parties of company owners

There is pressure to accept unethical practices for one's own job security

There is pressure to fulfil disproportionate demands from shareholders, board members, or bosses

There is pressure to undertake actions that may not be ethical and/or in the best interests of everybody

There is pressure to follow and execute orders from the boss(es), at all costs, for their own self-interests

4 Key Types of Workplace Pressures emerged as prevailing to varying degrees in business organisations

- Prioritisation of Economic Results
- Situational Stress
- Personal Situational Stress
- Violation of Ethical Guidelines

Prioritisation of Economic Results workplace pressures felt by Mauritian employees in their organisations

1 in 2 employees felt pressured to continually innovate to gain efficiency and ensure the financial success of the company

To increase profit and value for shareholders

Superiors are interested only in results and not in how they were achieved

To meet the monthly business targets

Shareholders/owners are interested only in profits

To ensure the financial success of the company

To continually innovate to gain efficiency

Situational Stress

workplace pressures felt by Mauritian employees in their organisations

1 in 2 employees felt pressured to protect the company's image

There is pressure to fulfil disproportionate demands from external parties e.g. politicians, socio-ethnic groups, related parties of company owners

There is pressure to fulfil disproportionate demands from shareholders, board members, or bosses

Pressures from clients for favourable terms, otherwise there is a risk of losing the business

Pressures from business partners are aimed to gain advantage

Pressures from powerful groups of employees to comply to their demands

Critical economic situation is felt

Stress (time pressure) in making managerial decisions is felt

Pressures to protect the company's image

Personal Situational Stress

workplace pressures felt by Mauritian employees in their organisations

1 in 3 employees felt pressured to keep their jobs

To accept unethical practices for their own job security

To accept unethical practices to protect their job/source of income/career prospect

To keep their job

To meet their personal financial obligations

To protect their personal/family reputation

To progress their career for better pay and living conditions

Violation of Ethical Guidelines

workplace pressures felt by Mauritian employees in their organisations

4 in 9 employees felt pressured to compromise ethical standards to win business deals

To discriminate against employees on grounds of gender, ethnic groups, or other affinities

Bad (ineffective) organization of workflow is prevalent

To undertake action that may not be ethical and/or in the best interests of everybody

Unethical behaviour of superiors is felt

It is unclear which behaviours are ethical/unethical

Unfair human resource management policies prevail

To follow and execute orders from boss(es), at all costs, for their own self-interests

To compromise ethical standards to win business deals

63% of respondents confirmed that the nature and intensity of pressure at work adversely impacts the employees' health, morale and performance.

1. Source: The dynamics of ethical climate: mediating effects of ethical leadership and workplace pressures on organisational citizenship behaviour (Sookdawoor & Grobler, 2022)

2. Questionnaires used for the measurement of Internal & External Workplace Pressures: Adapted from "Factors eliciting Managerial Unethical Decision Making" (Lasakova & Remisova, 2017) and Ethics & Compliance Initiative (2018)