



Dogs in the Workplace: Benefits and Potential Challenges

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Research Paper

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Keywords: animal-assisted activities; pet effects; animal-assisted initiatives; mental health effects; employee well-fare; modern workplace

Abstract

Pet dogs, therapy dogs, and service dogs can be seen with growing frequency in workplaces. While dogs can provide workers and employers with many advantages, their presence can bring additional threats and concerns to the work environment. Therefore, occupational dog adoption decisions should contain multiple factors, including employee fitness, safety and well-being, ethical and cultural sensitivities, and animal welfare. The aim of this paper is to introduce the problem of dogs in the workplace and to outline the possible benefits and difficulties of their presence. The legal accommodations given to some types of dogs in working environments are discussed, and the study results are outlined about the possible advantages of dogs for human wellbeing.

Introduction

The rationale behind writing this paper is to understand how dogs in a corporate workplace can be beneficial and to understand how we can enable such policies to attract and retain more and more talent. The paper also analyses how pet ownership and pet friendly policies can be boost employee motivation, engagement and inclusion at the workplace. The American Pet Products Association reported in its latest “COVID-19 Pulse Study” [7] that 11.38 million U.S. households have gotten a new pet during the pandemic. Furthermore, the human-animal bond remains strong, with 3 out of 4 pet owners saying that spending time with a dog, cat or another animal species helps reduce their stress and increases their sense of well-being during COVID-19. Traditionally, we see dogs being used for their strong sense of smell in security, military and police services. We also see dogs at public places like airports and metro stations providing security services.

However, with the recent rise in pet ownership in the pandemic it becomes interesting how individuals would entertain a pet friendly workplace where dogs and other pets can be used for services other than security.

It is necessary to know under which circumstances dogs are discretionary and under which circumstances dogs are lawful accommodation while considering the possibility of dogs in the workplace. Employers in select circumstances [1] are they obliged to accept dogs. There is usually no legal argument for an employee to carry a dog to work other than as an efficient housing option for a dog. A disability-related functional restriction. In accordance with Title I of the ADA [2], employers must provide "reasonable accommodation for people with disabilities in the workplace. An appropriate accommodation is characterized as a change or adjustment to a job or work environment that enables essential job functions to be performed by an employee with a disability [3]. Service dogs (and even emotional support animals, since under Title I there is no clear concept of service animal) may be called reasonable accommodation, but in this discussion the word reasonable is relevant. A service dog is not unconditionally allowed to enter a workplace. Employers may have the right to refuse access to the workplace to a service dog if the dog represents a 'undue burden,' described as an act requiring substantial difficulty or cost or fundamentally altering the essence of the undertaking [3].

For employers, the wider question of access and the legislation is an important concern since the interests of the person with the service dog are always balanced against the possible adverse consequences of the dog's presence. For instance, consider a scenario in which an employee with a service dog takes the dog to an office environment as an appropriate disability accommodation, and a co-worker has a serious allergy to dogs in an adjacent cubicle. Since the dog is a service dog, the employer will consider appropriate accommodations that might

involve, for example, changing the work atmosphere (e.g. transferring one worker to an alternative workplace) or rearranging work schedules, unless the accommodation constitutes an unnecessary burden for the organization (e.g., permitting the employees to work alternate shifts or telework).

It is important to remember that this only refers to a service dog or another animal that allows a person with a disability to remove or reduce obstacles to the performance of critical tasks. Employers are not allowed to make any accommodations whether the dog is a visitation service dog or a pet, and so the dog may be banned from the workplace. Knowledge and appreciation of the legal responsibilities of employers and the applicable laws are essential to ensuring that when accommodations are considered and enforced, all employees with a disability and co-workers are treated fairly [4]. For instance, according to Washington State's Revised Code Title 49 Section 60.180, it is unethical to refuse to employ someone because they have a service dog or to fire someone because they are having one. Other States shall define requirements concerning the use of leave for the acquisition or training of a service dog (e.g., Texas Government Code Title 6 Section 661.910).

Literature Review

A total of 22 references have been cited for forming the base of the research. These references provide different perspectives of enabling a pet friendly policy at workplaces. References [7]-[22] have been cited to provide the understanding of having a pet friendly workplace in multiple contexts. One of which being how enabling such a policy can attract talent from the millennials and the Gen-Z. Study shows that during COVID these age groups have been the frontrunners in the adoption of pets and have a deeper sense of emotional bonding with their pets. The Citations also talk about the implementation of such policies by companies like Google, and Facebook and the advantages they gained with respect to the employer branding and talent retention. Papers also talk about the pros and cons of the

implementation of such policies which are mainly related to increased employee friendly policies and cons being the uncertainty behind the behaviour of pets at workplace.

References [1]-[4] have been the contributors in the development of the primary research in this paper and have been analysed in depth below.

The “Service and Therapy Dogs in American Society — Science, Law, and the Evolution of Canine Caregivers” [1]. In the first reference, the point of discussion on the domestication of dogs, their adaptation to people's lives over many years and their changing place in the society today. “The struggle for the place of service dogs in society is outlined by the evolved legislation and regulations all through the book. The author says much has been achieved on this front but the new limit is that therapeutic dogs will receive the same recognition. The scope of canine detecting potential is also highlighted.” “This book undoubtedly gives a new perspective of the wonderful ability of the dogs to serve and treat and to make those dogs recognised and appreciated in society by all persons behind the movement.” On the basis of the findings in the book we can certainly identify the role of a pet friendly workplace in order to manage the stress of the employees at work. According to “Kaitlin T. Cyr, R. (2019).” [5] “Increasingly, pets are no longer confined to the home and they are appearing in the workplace in increasing numbers serving as disability assistance, emotional support, and even companionship. Modern corporations have adapted to societal changes and understand the ancillary benefits pets provide employees such as lowering blood pressure, lower absenteeism, higher job satisfaction, and a healthier work-life balance (Kokalitcheva, 2016). While the premise of integrating the workplace with personal pets has established researched benefits (Foreman et al., 2017), there are also several risks and drawbacks to the workplace and workers that need consideration. Such a radical shift in a workplace environment may produce bottom-line results in retention, productivity, and workplace morale, but a vacuum exists: employers rarely, if ever, consult their employees on how they feel about the addition of animals to the workplace.” The study has helped in understanding the various employee

perspectives which have been favourable in case of enabling a pet friendly workplace. The findings of the reference also were confirmed while conducting the primary research for the paper. The reference was also helpful in identifying the various factors that an employee must be questioned on in knowing their complete opinion on the topic for the research.

According to the “Glenn, M.K. An exploratory study of the elements of successful service dog partnerships in the workplace” [4] “The use of service or assistance dogs has increased over the past three decades but is still considered by many to be an emerging concept for assisting people with disabilities to navigate a number of environments. This is predominately due to the minimal research that has been done on the effect and promising practices. One area, employment, has been completely overlooked in research related to service dogs. This research project undertook an exploratory study to gather data on the elements of service dog partnerships that have been successful in the workplace. A structured methodology using mixed methods was used to gather ideas from a diverse group of stakeholders, people with service dogs, trainers, vocational rehabilitation counsellors, and other healthcare professionals, to form a common framework for addressing the issue in future research and development of interventions. The results identified 68 elements that respondents perceived and rated to be important or highly important to the phenomenon. They were categorized into six clusters: (1) dog preparation, (2) monitoring, (3) employee competence, (4) legal knowledge, (5) information and education, and (6) co-worker preparation. The discussion identified key points that might support the development of successful employment outcomes for people working with service dogs.” The paper provided as reference above acted as the base to decide upon the structure of the primary research and aided to identify and solidify the discussion for the paper which revolves around the lack of legal provisions in India for enabling a pet friendly workplace. The paper also provided better understanding of the structure in which such policies can be implemented and can be used to enable such policies. Finally, the paper also helped and highlighted the importance of service dogs in the workplace.

The research by (SAMANTHA NAUMANN, 2015) [6] “The study investigated whether pet-friendly workplace policies, specifically dog-friendly policies, serve as a buffer against stress, as well as impact perceived organizational support (POS). Using a mediational questionnaire design, this study examined whether the availability of a pet-friendly policy was significantly

related to employee occupational stress levels and employee POS, with POS mediating the relationship between a pet-friendly policy and stress. One-hundred eighty-eight full-time employees recruited via crowdsourced and snowball sampling methods completed an online survey, including several measures of workplace attitudes. Results supported all hypotheses, revealing that the presence of a pet-friendly policy was significantly related to lower stress, and POS fully mediated this relationship. Significant interactions were also found, indicating that this effect was stronger for dog owners than for employees without dogs. Ultimately, these findings provide support for the affordance of a pet-friendly policy in organizations, when appropriate.” This study helped in the paper by highlighting the impact of pets which is fairly positive on the employees which was again confirmed in the primary research where the employees cited as stress being the top most factor that can be managed effectively by enabling pet friendly policies at the workplace.

Methodology

The methodology used for this research includes an in-depth analysis of having pets at workplace considering various factors such as the challenges, benefits and practical implementation of an animal friendly workplace. A literature review is done to understand various perspectives of animal assisted activities via already existing research on the subject. Papers are selected in the literature review that highlight the different results observed in various industries/ offices/ workplaces that happen in different cultures and countries of having an animal friendly workplace. For primary research, a 15-question survey is floated across different companies (21 companies). The survey gathered responses from companies across different industries some of which already have a pet friendly workplace and some of which have animal assisted activities in some other way or the other. The different responses to the questions are then used to identify the potential challenges and benefits of enabling an animal friendly workplace by conducting a Frequency analysis on the qualitative responses of the questions asked in the survey. Some common factors are identified based on the frequency of

the responses and a Frequency score is given to the factors identified based on the total number of times the factor has been pointed out in the respondent's answers. These scores enable us to identify that are the potential areas of improvement in enabling an animal friendly workplace. At the same time, using frequency analysis we can also determine the most important benefits and the existing policies and practices that are currently being implemented, enabling such a workplace. Also, through this analysis we can find out the individual motivations of employees and any potential reservations they might have with an animal friendly workplace. The identification of later can also be used in the preparation of better policies catering to the needs of both sort of employees and creating a better model that satisfies the individual demands of both groups.

Research Gap & Research Questions

International researchers have studied the study of making a pet-friendly workplace with great emphasis, but there are only a few studies that highlight the importance and need of such possibilities in the Indian context. It is my intention to ask if businesses believe that employee performance can be enhanced by the process of providing a pet-friendly workplace, especially with the advent of western HR trends in the Indian workplace. Specifically, in those businesses/start-ups that already have pet-friendly policies in the workplace, I would ask if workers have had a positive effect on their productivity & participation by getting pets at work. If organizations believe in creating a pet-friendly environment that has a positive effect on their workers, I would ask them how they have introduced the transition & implementation of such policies and practices at all levels of their organization. Indian companies lack a systematic approach to their working community, unlike their western counterparts. I am determined to explain how these policies can lead to the overall creation of personality & attitude that can critically affect the interpersonal relationship management dynamic. This analysis would also

include transdisciplinary aspects & viewpoints bordering on the field of psychology regarding getting a pet-friendly workplace. A few items that are also worth evaluating are how such policies and procedures lead to solving complex daily challenges in the workplace.

Research Design

A Survey form has been floated containing around 15 questions, divided in two parts. The first part is created to know about the respondents' basic details along with their opinions on the pros and cons of having such a workplace. This will enable us to better understand, via an employees' perspective, the various advantages and disadvantages an organization might consider before implementing such policies. The first part also enables us to know whether the respondents' respective organizations are pet-friendly or not. The two ways in which workplaces can be pet friendly are either allowing their employees to bring their own pets at the workplace or by adopting common office pets at the work premises. Both these questions are separately asked in the created survey. On responding 'Yes' on any of the above stated questions the second part of the survey is open for responses from the respondents.

The second part of the survey contains open ended questions that help us understand how pet-friendly organizations operating in India are implementing such policies, whether any legal work is required for implementing such policies, and how problems related to /caused by pets (if any) are dealt with, in such organizations.

The last question of the survey enables us to understand how important a pet-friendly environment is, for employees when it comes to choosing a suitable organization. The

responses from the last question can enable organizations to realize the importance of having such a workplace.

Based on the responses gathered from the survey, a qualitative analysis is done, where the key words from the descriptive answers are picked and assigned under a given bracket of similar responses. The total of all the major keywords are assigned a score and those scores are then studied upon to drive results from the survey.

Analysis and Results

The data collection for the survey circulated received 21 responses. On the basis of the responses received, the data revealed that most of the respondents, 15 respondents are aged between the ages 20-25 and 4 respondents from the ages of 26-30, while we received 1 and 2 responses ranging in the age groups from 31-35 and 40 and above respectively. The survey received responses from a diverse group of companies mostly including start-ups, media organizations, with the exception of two companies from govt. and IT sectors. On being asked about the organisations' pet friendly policy for the employees 3 (14.3%) respondents answered that they were not aware about such policy while 10 (47.6%) respondents and 8 (38.1%) respondents answered 'no' and 'yes' respectively. On being asked about the question of having office pets on campus 12 (57.1%) respondents said 'yes' and 9 (42.9%) respondents said 'no'.

The last two questions in part one of the survey were intended to identify the advantages and the disadvantages of having a pet-friendly policy. A frequency analysis was done for these questions. the frequently occurring words or different words with the same meaning were allotted frequency scores under the same bracket. The total of each score analysed and for the advantages the frequently occurring words were Stress Relief gathering a frequency score of

20, Ease in Work-life Balance/convenient for employees gathering a frequency score of 6, followed by engagement, socializing and team building with a score of 10, better organization image with a score of 3 and Security with the least frequency score of 2. For the disadvantages the scores according to the keywords, were 10 for Sanitary problems/health risks, 5 for Distraction for employees, 4 for Problematic for other employees, and 1 for added expenses for the organization. 3 was a frequency score grouped under another.

For the respondents who answered part two of the survey, which contained responses from only the employees who either have a pet friendly policy for employees or have campus pets. The first question of part two aimed at finding the various policy enablers which a company implements for having a pet-friendly workplace. Four major policy enablers were identified which are, Facilities for pets (like food, shelter, water bowls etc) gathering a frequency score of 6. need for documentation papers, and clean and healthy pets both gathering the maximum score of 9 each, required training for pets was the least frequented policy enabler with a score of 3.

The next 3 questions were designed to know what companies do when a pet at workplace might misbehave, who do employees report such issues to and what actions are taken to solve if an issue/ complaint has already been reported. The analysis identified three people the employees facing trouble could report to HR, with a frequency score of 5, pet owners and security staff each receiving the same frequency score of 2. For the measures taken to prevent such issues the organization the frequent key measures were re-locate the pet from the work area with a score of 3, Training and advance employee awareness with a score of 2, informing the pet owner in advance with a score of 1. For the actions taken to solve an already occurred conflict the frequency scores were 1 for talking to the pet owners and 2 for relocating the employees to no-go zones and awareness and training of employees about the office pets each. In both the above questions it was also found that most organisations have a fixed set of measures or

actions due to lack of any such incidents. The frequency score in this keyword was 5 and 2 respectively for the questions.

The questionnaire also had questions related to the existence of any no-go zones for pets. No-go zones such as office buildings, meeting rooms, cafeteria/lunch rooms and factory/machinery were identified with frequency scores of 3,3,3, and 2 respectively. A question was also asked on knowing who was responsible for taking care of the office pets during the current pandemic when the workplaces were shut due to the pandemic. The data collected shows that the frequency scores for the response ‘security/ in-office staff’ was 6 and ‘pet-owners /employees’ were 7.

The final question of the survey was knowing the respondents’ opinions of their employment choices and if they are likely to make decisions on the basis of having a pet friendly workplace. 58.3% respondents selected yes for an answer, while 25% responded by selecting ‘maybe’ and the remaining 16.7% saying no for an answer

Findings

The findings of the overall research show that most of the employees taking the survey were from the generation Y and Z and had positive opinions on having a pet friendly workplace. The answers of the survey also revealed that modern Indian startups lead the trend of enabling a pet friendly workplace for their employees increasing their chances of attracting more employees by adapting to such employee friendly practices. Such policies are implemented in these organizations by establishing some ground rules for pets at workplace. Rules such as having a proper documentation of the pets that include adoption papers, medical records of the pet and vaccination papers are required to be submitted to enable pets at workplace. Other facilities for pets such as feeding bowls, animal food and shelter are also some of the policy enablers along with proper sanitary measures and some training for the pets. The main advantages and

disadvantages that are identified for enabling a pet friendly workplace are identified in the findings in the research conducted. Top advantages for employees are stress relief, increased employee engagement, socializing at workplace and team building. The other advantages that are identified are ease in work life balance for employees, improved security at the workplace and developing a better organization image. Some of the disadvantages that are identified are, having sanitary issues and health issues that might happen due to faecal matter of the pets. Along with this enabling a pet friendly policy can also add to the maintenance costs of the organization, and can also lead to employees being distracted on the workplace by spending more time with their pets or office pets at work. Some employees may altogether reject the idea of having an animal friendly workplace due to individual factors. Therefore, a suggestion that must be taken into consideration while implementing such policies would be to identify employees that reject this idea and allot them a space to work away from the pets. A need of achieving a common ground with both such employees shall be considered before completely enabling such policies. With this, there must be some ground rules that the organizations need to establish for the pets. One such rule identified in the research was establishing some no-go zones for the pets in the office. Office buildings, meeting rooms, Cafeterias and canteens, factories and areas with heavy machinery are some identified no go zones for the office pets. In case, of mishaps caused by the pets at workplace some organizations have also enabled a proper redressal system for such issues. In the research it is identified that such issues are usually reported to the Human Resources team, the pet owners and the security at the workplace. On understanding the issue, the common resolution to such issues is awareing the employees in advance about the pets and the green zones for pets. However, if some mishap has already happened, the Human resources team usually discuss such incident with the pet owners and re-locate the employees having faced the issue to a no-go zone where the pet would not be able to bother them. Also, proper training of the pet is undertaken to further avoid such

instances. However, it was also found that due to the lack of the number of such issues there is potential to implement more policies to avoid such instances.

Discussion

The findings of the study remained mostly expected. However, one finding in particular is a vital point of discussion in this study. The lack of instances where in pets have caused a mishap at the workplace have led little to no measures to tackle such issues. Some things that were highlighted during the research was addressing the issue to the Human Resources team, the pet owner and the security at the office premises, However, the redressal of such issues remained fairly generic like shifting the employee facing issues, to a no-go zone for the pets or training the pets better in order to avoid such issues. A lack of having a general set of rules has been identified in the research. Also, the lack of legal measures of enabling a pet friendly policy was also identified as none of the respondents pointed such provisions that are mandated by the law. The existence of such legal provisions is a must for enabling such policies, which may also encourage other large-scale industries/ offices to implement such policies in full swing.

Conclusion

From the analysis and results above, the research study thus concludes that most organizations will be coming up with more pet-friendly policies at the workplace considering the rise of Start-ups in the country which are open to adapting such new age employee friendly policies. However, the need of a legal procedure in order for such policies to be properly implemented remains the biggest need and in this case. The research also highlighted the various advantages and disadvantages for the employees when enabling such policies. For attracting the right talent, it is of utmost importance for the organization to implement more employee friendly policies aimed towards creating the best working conditions for them and making work life

balance a possibility for the employees. The research also highlighted the aids that animal assisted activities can provide the organization, especially the positive impact it has on the mental health of the employees. The identification of various policy enablers that help create a pet friendly workplace can be used to lay out the legal provisions of formally implementing such policies even at large scale and global businesses. The limitation to this study that was identified during the entire process was the lack of already existing research on the exact topic and the lack of instances especially in the Indian workplaces where pets have caused a mishap at the workplace which have in turn not highlighted the need of proper measures to be taken when a pet may cause some mishap at the workplace.

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Appendix

A. Questionnaire

1. Name
2. Age
3. Company Name
4. Designation
5. Does your workplace have a Pet-Friendly policy for employees?
6. Does your workplace have office pets in its campus?
7. According to you, what are the advantages of having pets at workplace
8. According to you, what are the disadvantages of having pets at workplace
9. What are the measures taken by your company to enable such a policy?
10. Are there any No-Go zones for the pets at your workplace? If yes, then please mention such zones.
11. If a pet shows any undesired behaviour at the workplace, what are the steps taken by the company to ensure such incidents are not repeated?
12. If an employee has concerns or problems resulting from a pet at work, what are the options available for them to address their issues?
13. How are such issues/ complaints dealt with, by your company?
14. During the Current pandemic when most of the offices were closed and a WFH model was followed, how were the office pets looked after?
15. Can having a pet-friendly environment influence your choices of seeking a job in a company?

B. Responses

I. Response 1

1. Apoorvi
2. 20-25
3. Wipro
4. Financial analyst
5. I am not aware about such policy
6. Yes
7. Pets at workplace helps in **reducing stress** and you **won't be worrying about there whereabouts in your absence** as well.
8. Pets could be a **distraction**. Moreover, **not everyone likes pets**. Some people also have **allergies** from cats, birds and dogs.
9. **Nothing i know of**
10. Yes they **cannot enter the office** but they can stay inside campus on a separate place
11. NA
12. NA
13. NA
14. Office pets were looked after by the **gatekeeper and other staff who** resides near the campus
15. Yes

II. Response 2

1. Yashodhan Walimbe
2. 20-25
3. Zerodha
4. Social media marketer
5. yes
6. Yes
7. It keeps us **motivated, lifts our spirits**

8. the **dogs take a few days to adopt** to new employees, that can be a disadvantage for the employee
9. we have adopted two rescue dogs in our organisation, for the same their **adoption papers and vaccination papers** along with **a regular health checkup reports** are provided for record keeping.

10. Canteen, and Conference rooms

11. such incident has not happened thus far, but we keep precautions ready. **the best thing is to let workers be aware about how to interact with the pets in a proper way.**
12. usually they **don't go around the pets that often**
13. **no such issue has taken place so far**, so i dont know
14. it was taken **care by the founders**, the pets were at their place
15. Yes

III. Response 3

1. Nivedita Ramesh
2. 20-25
3. Graffiti Collaborative Pvt Ltd
4. Creative Writer
5. yes
6. Yes
7. **easy to adopt a pet** and be around them for a longer periods of time.
easy to **manage work-life**
less stressful
8. **hygiene issues**
9. the dogs of the employees have to trained, they need to get the vaccination certificates and needed to be thoroughly cleaned and free of parasites
10. **meetings room**
basement
11. **the owners of the pets are responsible** for such incidents and are warned to monitor their pets actively so that the incidents dont repeat

12. they usually inform the **HR** and appropriate actions can be taken about the magnitude of the issue or problem
13. usually the complaining employee **talks to the pet owner** and such issues are immediately solved
14. with their **respective owners**.
our office pets were looked after **by the security**
15. Yes

IV. Response 4

1. Sunandita Supkar
2. 20-25
3. DriveU
4. HR manager-generalist
5. yes
6. Yes
7. improved **employee engagement**
healthy working environment
help in **team building**
reduce stress at work
8. sometimes the dogs constantly keep running around which might **distract** other employees
9. The dog **must be in good health and free of disease**.
There are **soundproof rooms available, as well as water bowls, dog beds, and cleaning wipes**. There are also **pet benefits such as dog biscuits, dog toys, chew sticks, and bones** that are used when the dogs **are being trained for tricks and other sports**.
10. No
11. usually all pets are trained and **don't cause a problem** at workplace
12. such issues are reported to the **pet owner and the HR**
13. I cant say much here as i have **not seen such issues** till now
14. pets are individually **owned by the employees** so no special provisions were needed
15. Maybe

V. Response 5

1. Deepak Kumar
2. 20-25
3. Pennyful
4. SEA
5. no
6. Yes
7. The workplace feels more creative and agile as **employees bond better** over office pets helps in keeping the **office secure**
8. **can be a distraction** as employees like spending time with the dog
9. Sign waivers that state their **pets information and vaccination reports**
10. **Places with sensitive equipment or material cafeteria**
11. we usually resort to **chaining the dog or sending it to its dog house**
12. they report such issues to the **security and the HR**
13. the employees are usually provided with a **separate work space** and the dogs are not allowed there
14. **security** looked after the dog and its needs
15. No

VI. Response 6

1. Siddharth
2. 31-35
3. Wipro
4. Analyst
5. no
6. No
7. **Stress Reduction**
8. **Chaos**

VII. Response 7

1. Aditya Prasad
2. 20-25
3. Grant Thronton
4. article trainee
5. no
6. No
7. **easy to care for** individual to take better care of their individual pets
stress relief
8. some **employees might not be comfortable** with pets

VIII. Response 8

1. Siddharth Bhardwaj
2. 20-25
3. Big fox Shoes
4. Owner
5. yes
6. Yes
7. easy to **deal with work stress**
shows an **adaptive organizational culture**
8. hard to maintain **cleanliness**
9. all pets have to be **vaccinated and cleaned**
10. **factory**
11. **no such behaviour has occurred**
12. they report the **issues to me (owner)**
13. We try to **help them to accommodate and befriend the pet.** if it is another issue like an allergy, we ensure them to **work in the no-go zones** for the pets.
14. The office **pet was taken at my place** and cared for
15. Yes

IX. Response 9

1. Subham kumar Gupta
2. 20-25
3. TR Chaddha
4. Article trainee
5. I am not aware about such policy
6. No
7. good for **organization's image** and **stress free environment** for employees
8. risk of office **property vandalism**

X. Response 10

1. Rajesh Kumar
2. 40+
3. Metropolis logistics
4. Director
5. no
6. Yes
7. **Team building**
adaptive workplace
stress free work environment
8. **dirty office** premises
9. We have 7 campus pets, who are stray dogs (5) and cats (2). We ensure that it is **well fed and vaccinated**. In case of medical emergency, we **take the dog to the veterinarian**.
10. **Inside the office building**
11. mostly the pets are around the security so we have **not seen such incidents**
12. they **ask the security** to ensure that a safe distance is maintained from the pets
13. NA

14. the vaccinations and food and other requirements were provided by the **security guards** during the lockdown(expenses beared by the company) . **Other workers**, who worked at the office and did not have WFH also feed the pets with biscuits etc.

15. Maybe

XI. Response 11

1. Adarsh Kumar
2. 20-25
3. IndusInd
4. Sales executive
5. I am not aware about such policy
6. No
7. **Stress free** workplace
8. barking etc can be **troublesome**

XII. Response 12

1. Akshay Naiyar
2. 26-30
3. ScoopWhoop
4. Video Producer
5. yes
6. Yes
7. **Creative** and **stress-free workplace** and a **reason to connect with other people** with similar interests
8. We can get **distracted** sometimes after playing with the pets for long
9. We have several dogs at our office premises, the dogs have a **dog house** outside the office building.

all dogs are **clean** and are **well fed**, they are **vaccinated also**.

Employees also have the option to bring their pets to the office and can also **bring treats for the office dogs**

10. Kitchen/ Production room / meeting room

11. Sometimes when the dogs bark / climb on office furniture, they are **taken outside the premises**. We play with the dogs sometimes and once they have played, we resume our work.

12. Report it to the **HR**

13. I am not aware about such complaints

14. **the security** staff took care of the pets. Sometimes, **some employees also took one or two dogs to their homes for a while**

15. Yes

XIII. Response 13

1. Anand Mohan

2. 26-30

3. Ramada Gurgaon Central

4. Sr. Sales Manager

5. no

6. No

7. Stress relief

8. In our industry, i.e, Hotels, it can be **problematic to the guests** and can cause **sanitary issues**

XIV. Response 14

1. Randip Singh

2. 20-25

3. Travelfolk

4. Marketing trainee

5. yes

6. Yes

7. Friendly and **stress free** work environment. Can help **dealing with Loneliness**

8. Some **employees can be uncomfortable**

9. **No strict measures.** Since we are a startup that deals with providing pet-friendly holidays to our clients, we ensure our office pet dodo is **well groomed, and trained** to be friendly, with clients and employees entering the office.
10. No Such zones
11. **Such incident has never occurred**
12. we let anyone joining a company that an office pet will be around, so they **are taught how to befriend with our office pet.**
13. we let anyone joining a company that an office pet will be around, so they are **taught how to befriend with our office pet.**
14. our offices in the same building as the owner's residence, so the office pet was looked after by the **company owner**
15. Yes

XV. Response 15

1. Janhvi Rustagi
2. 20-25
3. KPMG
4. Analyst
5. no
6. No
7. help in **dealing with stress**
8. Chance of **getting bitten by a pet**

XVI. Response 16

1. Pratima Nagpal
2. 26-30
3. Gati Ltd.
4. Financial Analyst
5. no
6. No

7. -
8. **Added expenses** to look after the pet
unclean workplace

XVII. Response 17

1. Vivek Gupta
2. 20-25
3. Roots Education
4. Receptionist
5. no
6. No
7. **Easy to manage pets** we leave at home
8. Pet litter can lead to a **dirty workplace**

XVIII. Response 18

1. Saimon Farooqui
2. 26-30
3. Zariya - NGO
4. Founder
5. yes
6. Yes
7. **Stress relief** option
Can help in **counselling / therapy**
8. -
9. Proper **food and water** for the pets
Veterinarian databases
Vaccination for pets
10. no
11. owners are allowed to bring pets to the workplace if they are well trained, so **such things are already prevented**

12. NA
13. NA
14. NA
15. Yes

XIX. Response 19

1. Adish Hirkane
2. 20-25
3. Urban Clap
4. Media intern
5. yes
6. Yes
7. **Stress free** culture
Security of offices
8. -
9. We have a **special pantry for pets**
Celebrating a Bring your pets to work day
10. **Cafeteria**
washrooms
11. Not sure since I am Working from Home
12. Notify the **HR**
13. Not sure since I am Working from Home
14. Not sure since I am Working from Home
15. Maybe

XX. Response 20

1. Ritwik Sehgal
2. 20-25
3. Casio, New Delhi
4. Sales executive

5. no
6. No

XXI. Response 21

1. Ramashish
2. 40+
3. DVC, Kolkata
4. Addl. Dir. HR
5. no
6. Yes
7. **Socializing** reason for employees
De-stress option
Fostering a **creative workforce**
8. **Sanitary issues/ Health Hazards**
9. We have campus **pets who are all vaccinated**
10. **Office building**, Usually dogs are allowed to roam in the open spaces in the campus area
11. Security is called and the **dogs are taken to their shelter**.
12. **NA**, since the dogs roam in free/ open spaces in the campus
13. NA
14. Taken care by the **gardening staff and security**. The expenses related to food etc. are provided by the company
15. No

August 21, 2021

Dogs in the Workplace: Benefits and Potential Challenges

Research Paper

5
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Keywords: animal-assisted activities; pet effects; animal-assisted initiatives; mental health effects; employee well-fare; modern workplace

Abstract

Pet dogs, therapy dogs, and service dogs can be seen with growing frequency in workplaces. While dogs can provide workers and employers with many advantages, their presence can bring additional threats and concerns to the work environment. Therefore, occupational dog adoption decisions should contain multiple factors, including employee fitness, safety and well-being, ethical and cultural sensitivities, and animal welfare. The aim of this paper is to introduce the problem of dogs in the workplace and to outline the possible benefits and difficulties of their presence. The legal accommodations given to some types of dogs in working environments are discussed, and the study results are outlined about the possible advantages of dogs for human wellbeing.

Introduction

The rationale behind writing this paper is to understand how dogs in a corporate workplace can be beneficial and to understand how we can enable such policies to attract and retain more and more talent. The paper also analyses how pet ownership and pet friendly policies can be boost employee motivation, engagement and inclusion at the workplace. The American Pet Products Association reported in its latest “COVID-19 Pulse Study” [7] that 11.38 million U.S. households have gotten a new pet during the pandemic. Furthermore, the human-animal bond remains strong, with 3 out of 4 pet owners saying that spending time with a dog, cat or another animal species helps reduce their stress and increases their sense of well-being during COVID-19. Traditionally, we see dogs being used for their strong sense of smell in security, military and police services. We also see dogs at public places like airports and metro stations providing security services.

However, with the recent rise in pet ownership in the pandemic it becomes interesting how individuals would entertain a pet friendly workplace where dogs and other pets can be used for services other than security.

It is necessary to know under which circumstances dogs are discretionary and under which circumstances dogs are lawful accommodation while considering the possibility of dogs in the workplace. Employers in select circumstances [1] are they obliged to accept dogs. There is usually no legal argument for an employee to carry a dog to work other than as an efficient housing option for a dog. A disability-related functional restriction. In accordance with Title I of the ADA [2], employers must provide "reasonable accommodation for people with disabilities in the workplace. An appropriate accommodation is characterized as a change or adjustment to a job or work environment that enables essential job functions to be performed by an employee with a disability [3]. Service dogs (and even emotional support animals, since under Title I there is no clear concept of service animal) may be called reasonable accommodation, but in this discussion the word reasonable is relevant. A service dog is not unconditionally allowed to enter a workplace. Employers may have the right to refuse access to the workplace to a service dog if the dog represents a 'undue burden,' described as an act requiring substantial difficulty or cost or fundamentally altering the essence of the undertaking [3].

For employers, the wider question of access and the legislation is an important concern since the interests of the person with the service dog are always balanced against the possible adverse consequences of the dog's presence. For instance, consider a scenario in which an employee with a service dog takes the dog to an office environment as an appropriate disability accommodation, and a co-worker has a serious allergy to dogs in an adjacent cubicle. Since the dog is a service dog, the employer will consider appropriate accommodations that might

involve, for example, changing the work atmosphere (e.g. transferring one worker to an alternative workplace) or rearranging work schedules, unless the accommodation constitutes an unnecessary burden for the organization (e.g., permitting the employees to work alternate shifts or telework).

It is important to remember that this only refers to a service dog or another animal that allows a person with a disability to remove or reduce obstacles to the performance of critical tasks. Employers are not allowed to make any accommodations whether the dog is a visitation service dog or a pet, and so the dog may be banned from the workplace. Knowledge and appreciation of the legal responsibilities of employers and the applicable laws are essential to ensuring that when accommodations are considered and enforced, all employees with a disability and co-workers are treated fairly [4]. For instance, according to Washington State's Revised Code Title 49 Section 60.180, it is unethical to refuse to employ someone because they have a service dog or to fire someone because they are having one. Other States shall define requirements concerning the use of leave for the acquisition or training of a service dog (e.g., Texas Government Code Title 6 Section 661.910).

Literature Review

A total of 22 references have been cited for forming the base of the research. These references provide different perspectives of enabling a pet friendly policy at workplaces. References [7]-[22] have been cited to provide the understanding of having a pet friendly workplace in multiple contexts. One of which being how enabling such a policy can attract talent from the millennials and the Gen-Z. Study shows that during COVID these age groups have been the frontrunners in the adoption of pets and have a deeper sense of emotional bonding with their pets. The Citations also talk about the implementation of such policies by companies like Google, and Facebook and the advantages they gained with respect to the employer branding and talent retention. Papers also talk about the pros and cons of the

implementation of such policies which are mainly related to increased employee friendly policies and cons being the uncertainty behind the behaviour of pets at workplace.

References [1]-[4] have been the contributors in the development of the primary research in this paper and have been analysed in depth below.

The “Service and Therapy Dogs in American Society — Science, Law, and the Evolution of Canine Caregivers” [1]. In the first reference, the point of discussion on the domestication of dogs, their adaptation to people's lives over many years and their changing place in the society today. “The struggle for the place of service dogs in society is outlined by the evolved legislation and regulations all through the book. The author says much has been achieved on this front but the new limit is that therapeutic dogs will receive the same recognition. The scope of canine detecting potential is also highlighted.” “This book undoubtedly gives a new perspective of the wonderful ability of the dogs to serve and treat and to make those dogs recognised and appreciated in society by all persons behind the movement.” On the basis of the findings in the book we can certainly identify the role of a pet friendly workplace in order to manage the stress of the employees at work. According to “Kaitlin T. Cyr, R. (2019).” [5] “Increasingly, pets are no longer confined to the home and they are appearing in the workplace in increasing numbers serving as disability assistance, emotional support, and even companionship. Modern corporations have adapted to societal changes and understand the ancillary benefits pets provide employees such as lowering blood pressure, lower absenteeism, higher job satisfaction, and a healthier work-life balance (Kokalitcheva, 2016). While the premise of integrating the workplace with personal pets has established researched benefits (Foreman et al., 2017), there are also several risks and drawbacks to the workplace and workers that need consideration. Such a radical shift in a workplace environment may produce bottom-line results in retention, productivity, and workplace morale, but a vacuum exists: employers rarely, if ever, consult their employees on how they feel about the addition of animals to the workplace.” The study has helped in understanding the various employee

perspectives which have been favourable in case of enabling a pet friendly workplace. The findings of the reference also were confirmed while conducting the primary research for the paper. The reference was also helpful in identifying the various factors that an employee must be questioned on in knowing their complete opinion on the topic for the research.

According to the “Glenn, M.K. An exploratory study of the elements of successful service dog partnerships in the workplace” [4] “The use of service or assistance dogs has increased over the past three decades but is still considered by many to be an emerging concept for assisting people with disabilities to navigate a number of environments. This is predominately due to the minimal research that has been done on the effect and promising practices. One area, employment, has been completely overlooked in research related to service dogs. This research project undertook an exploratory study to gather data on the elements of service dog partnerships that have been successful in the workplace. A structured methodology using mixed methods was used to gather ideas from a diverse group of stakeholders, people with service dogs, trainers, vocational rehabilitation counsellors, and other healthcare professionals, to form a common framework for addressing the issue in future research and development of interventions. The results identified 68 elements that respondents perceived and rated to be important or highly important to the phenomenon. They were categorized into six clusters: (1) dog preparation, (2) monitoring, (3) employee competence, (4) legal knowledge, (5) information and education, and (6) co-worker preparation. The discussion identified key points that might support the development of successful employment outcomes for people working with service dogs.” The paper provided as reference above acted as the base to decide upon the structure of the primary research and aided to identify and solidify the discussion for the paper which revolves around the lack of legal provisions in India for enabling a pet friendly workplace. The paper also provided better understanding of the structure in which such policies can be implemented and can be used to enable such policies. Finally, the paper also helped and highlighted the importance of service dogs in the workplace.

The research by (SAMANTHA NAUMANN, 2015) [6] “The study investigated whether pet-friendly workplace policies, specifically dog-friendly policies, serve as a buffer against stress, as well as impact perceived organizational support (POS). Using a mediational questionnaire design, this study examined whether the availability of a pet-friendly policy was significantly

related to employee occupational stress levels and employee POS, with POS mediating the relationship between a pet-friendly policy and stress. One-hundred eighty-eight full-time employees recruited via crowdsourced and snowball sampling methods completed an online survey, including several measures of workplace attitudes. Results supported all hypotheses, revealing that the presence of a pet-friendly policy was significantly related to lower stress, and POS fully mediated this relationship. Significant interactions were also found, indicating that this effect was stronger for dog owners than for employees without dogs. Ultimately, these findings provide support for the affordance of a pet-friendly policy in organizations, when appropriate.” This study helped in the paper by highlighting the impact of pets which is fairly positive on the employees which was again confirmed in the primary research where the employees cited as stress being the top most factor that can be managed effectively by enabling pet friendly policies at the workplace.

Methodology

The methodology used for this research includes an in-depth analysis of having pets at workplace considering various factors such as the challenges, benefits and practical implementation of an animal friendly workplace. A literature review is done to understand various perspectives of animal assisted activities via already existing research on the subject. Papers are selected in the literature review that highlight the different results observed in various industries/ offices/ workplaces that happen in different cultures and countries of having an animal friendly workplace. For primary research, a 15-question survey if floated across different companies (21 companies). The survey gathered responses from companies across different industries some of which already have a pet friendly workplace and some of which have animal assisted activities in some other way or the other. The different responses to the questions are then used to identify the potential challenges and benefits of enabling an animal friendly workplace by conducting a Frequency analysis on the qualitative responses of the questions asked in the survey. Some common factors are identified based on the frequency of

the responses and a Frequency score is given to the factors identified based on the total number of times the factor has been pointed out in the respondent's answers. These scores enable us to identify that are the potential areas of improvement in enabling an animal friendly workplace. At the same time, using frequency analysis we can also determine the most important benefits and the existing policies and practices that are currently being implemented, enabling such a workplace. Also, through this analysis we can find out the individual motivations of employees and any potential reservations they might have with an animal friendly workplace. The identification of later can also be used in the preparation of better policies catering to the needs of both sort of employees and creating a better model that satisfies the individual demands of both groups.

Research Gap & Research Questions

International researchers have studied the study of making a pet-friendly workplace with great emphasis, but there are only a few studies that highlight the importance and need of such possibilities in the Indian context. It is my intention to ask if businesses believe that employee performance can be enhanced by the process of providing a pet-friendly workplace, especially with the advent of western HR trends in the Indian workplace. Specifically, in those businesses/start-ups that already have pet-friendly policies in the workplace, I would ask if workers have had a positive effect on their productivity & participation by getting pets at work. If organizations believe in creating a pet-friendly environment that has a positive effect on their workers, I would ask them how they have introduced the transition & implementation of such policies and practices at all levels of their organization. Indian companies lack a systematic approach to their working community, unlike their western counterparts. I am determined to explain how these policies can lead to the overall creation of personality & attitude that can critically affect the interpersonal relationship management dynamic. This analysis would also

include transdisciplinary aspects & viewpoints bordering on the field of psychology regarding getting a pet-friendly workplace. A few items that are also worth evaluating are how such policies and procedures lead to solving complex daily challenges in the workplace.

Research Design

A Survey form has been floated containing around 15 questions, divided in two parts. The first part is created to know about the respondents' basic details along with their opinions on the pros and cons of having such a workplace. This will enable us to better understand, via an employees' perspective, the various advantages and disadvantages an organization might consider before implementing such policies. The first part also enables us to know whether the respondents' respective organizations are pet-friendly or not. The two ways in which workplaces can be pet friendly are either allowing their employees to bring their own pets at the workplace or by adopting common office pets at the work premises. Both these questions are separately asked in the created survey. On responding 'Yes' on any of the above stated questions the second part of the survey is open for responses from the respondents.

The second part of the survey contains open ended questions that help us understand how pet-friendly organizations operating in India are implementing such policies, whether any legal work is required for implementing such policies, and how problems related to /caused by pets (if any) are dealt with, in such organizations.

The last question of the survey enables us to understand how important a pet-friendly environment is, for employees when it comes to choosing a suitable organization. The

responses from the last question can enable organizations to realize the importance of having such a workplace.

Based on the responses gathered from the survey, a qualitative analysis is done, where the key words from the descriptive answers are picked and assigned under a given bracket of similar responses. The total of all the major keywords are assigned a score and those scores are then studied upon to drive results from the survey.

Analysis and Results

The data collection for the survey circulated received 21 responses. On the basis of the responses received, the data revealed that most of the respondents, 15 respondents are aged between the ages 20-25 and 4 respondents from the ages of 26-30, while we received 1 and 2 responses ranging in the age groups from 31-35 and 40 and above respectively. The survey received responses from a diverse group of companies mostly including start-ups, media organizations, with the exception of two companies from govt. and IT sectors. On being asked about the organisations' pet friendly policy for the employees 3 (14.3%) respondents answered that they were not aware about such policy while 10 (47.6%) respondents and 8 (38.1%) respondents answered 'no' and 'yes' respectively. On being asked about the question of having office pets on campus 12 (57.1%) respondents said 'yes' and 9 (42.9%) respondents said 'no'.

The last two questions in part one of the survey were intended to identify the advantages and the disadvantages of having a pet-friendly policy. A frequency analysis was done for these questions. the frequently occurring words or different words with the same meaning were allotted frequency scores under the same bracket. The total of each score analysed and for the advantages the frequently occurring words were Stress Relief gathering a frequency score of

20, Ease in Work-life Balance/convenient for employees gathering a frequency score of 6, followed by engagement, socializing and team building with a score of 10, better organization image with a score of 3 and Security with the least frequency score of 2. For the disadvantages the scores according to the keywords, were 10 for Sanitary problems/health risks, 5 for Distraction for employees, 4 for Problematic for other employees, and 1 for added expenses for the organization. 3 was a frequency score grouped under another.

For the respondents who answered part two of the survey, which contained responses from only the employees who either have a pet friendly policy for employees or have campus pets. The first question of part two aimed at finding the various policy enablers which a company implements for having a pet-friendly workplace. Four major policy enablers were identified which are, Facilities for pets (like food, shelter, water bowls etc) gathering a frequency score of 6. need for documentation papers, and clean and healthy pets both gathering the maximum score of 9 each, required training for pets was the least frequented policy enabler with a score of 3.

The next 3 questions were designed to know what companies do when a pet at workplace might misbehave, who do employees report such issues to and what actions are taken to solve if an issue/ complaint has already been reported. The analysis identified three people the employees facing trouble could report to HR, with a frequency score of 5, pet owners and security staff each receiving the same frequency score of 2. For the measures taken to prevent such issues the organization the frequent key measures were re-locate the pet from the work area with a score of 3, Training and advance employee awareness with a score of 2, informing the pet owner in advance with a score of 1. For the actions taken to solve an already occurred conflict the frequency scores were 1 for talking to the pet owners and 2 for relocating the employees to no-go zones and awareness and training of employees about the office pets each. In both the above questions it was also found that most organisations have a fixed set of measures or

actions due to lack of any such incidents. The frequency score in this keyword was 5 and 2 respectively for the questions.

The questionnaire also had questions related to the existence of any no-go zones for pets. No-go zones such as office buildings, meeting rooms, cafeteria/lunch rooms and factory/machinery were identified with frequency scores of 3,3,3, and 2 respectively. A question was also asked on knowing who was responsible for taking care of the office pets during the current pandemic when the workplaces were shut due to the pandemic. The data collected shows that the frequency scores for the response 'security/ in-office staff' was 6 and 'pet-owners /employees' were 7.

The final question of the survey was knowing the respondents' opinions of their employment choices and if they are likely to make decisions on the basis of having a pet friendly workplace. 58.3% respondents selected yes for an answer, while 25% responded by selecting 'maybe' and the remaining 16.7% saying no for an answer

Findings

The findings of the overall research show that most of the employees taking the survey were from the generation Y and Z and had positive opinions on having a pet friendly workplace. The answers of the survey also revealed that modern Indian startups lead the trend of enabling a pet friendly workplace for their employees increasing their chances of attracting more employees by adapting to such employee friendly practices. Such policies are implemented in these organizations by establishing some ground rules for pets at workplace. Rules such as having a proper documentation of the pets that include adoption papers, medical records of the pet and vaccination papers are required to be submitted to enable pets at workplace. Other facilities for pets such as feeding bowls, animal food and shelter are also some of the policy enablers along with proper sanitary measures and some training for the pets. The main advantages and

disadvantages that are identified for enabling a pet friendly workplace are identified in the findings in the research conducted. Top advantages for employees are stress relief, increased employee engagement, socializing at workplace and team building. The other advantages that are identified are ease in work life balance for employees, improved security at the workplace and developing a better organization image. Some of the disadvantages that are identified are, having sanitary issues and health issues that might happen due to faecal matter of the pets. Along with this enabling a pet friendly policy can also add to the maintenance costs of the organization, and can also lead to employees being distracted on the workplace by spending more time with their pets or office pets at work. Some employees may altogether reject the idea of having an animal friendly workplace due to individual factors. Therefore, a suggestion that must be taken into consideration while implementing such policies would be to identify employees that reject this idea and allot them a space to work away from the pets. A need of achieving a common ground with both such employees shall be considered before completely enabling such policies. With this, there must be some ground rules that the organizations need to establish for the pets. One such rule identified in the research was establishing some no-go zones for the pets in the office. Office buildings, meeting rooms, Cafeterias and canteens, factories and areas with heavy machinery are some identified no go zones for the office pets. In case, of mishaps caused by the pets at workplace some organizations have also enabled a proper redressal system for such issues. In the research it is identified that such issues are usually reported to the Human Resources team, the pet owners and the security at the workplace. On understanding the issue, the common resolution to such issues is awareing the employees in advance about the pets and the green zones for pets. However, if some mishap has already happened, the Human resources team usually discuss such incident with the pet owners and re-locate the employees having faced the issue to a no-go zone where the pet would not be able to bother them. Also, proper training of the pet is undertaken to further avoid such

instances. However, it was also found that due to the lack of the number of such issues there is potential to implement more policies to avoid such instances.

Discussion

The findings of the study remained mostly expected. However, one finding in particular is a vital point of discussion in this study. The lack of instances where in pets have caused a mishap at the workplace have led little to no measures to tackle such issues. Some things that were highlighted during the research was addressing the issue to the Human Resources team, the pet owner and the security at the office premises, However, the redressal of such issues remained fairly generic like shifting the employee facing issues, to a no-go zone for the pets or training the pets better in order to avoid such issues. A lack of having a general set of rules has been identified in the research. Also, the lack of legal measures of enabling a pet friendly policy was also identified as none of the respondents pointed such provisions that are mandated by the law. The existence of such legal provisions is a must for enabling such policies, which may also encourage other large-scale industries/ offices to implement such policies in full swing.

Conclusion

From the analysis and results above, the research study thus concludes that most organizations will be coming up with more pet-friendly policies at the workplace considering the rise of Start-ups in the country which are open to adapting such new age employee friendly policies. However, the need of a legal procedure in order for such policies to be properly implemented remains the biggest need and in this case. The research also highlighted the various advantages and disadvantages for the employees when enabling such policies. For attracting the right talent, it is of utmost importance for the organization to implement more employee friendly policies aimed towards creating the best working conditions for them and making work life

balance a possibility for the employees. The research also highlighted the aids that animal assisted activities can provide the organization, especially the positive impact it has on the mental health of the employees. The identification of various policy enablers that help create a pet friendly workplace can be used to lay out the legal provisions of formally implementing such policies even at large scale and global businesses. The limitation to this study that was identified during the entire process was the lack of already existing research on the exact topic and the lack of instances especially in the Indian workplaces where pets have caused a mishap at the workplace which have in turn not highlighted the need of proper measures to be taken when a pet may cause some mishap at the workplace.

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Appendix

A. Questionnaire

1. Name
2. Age
3. Company Name
4. Designation
5. Does your workplace have a Pet-Friendly policy for employees?
6. Does your workplace have office pets in its campus?
7. According to you, what are the advantages of having pets at workplace
8. According to you, what are the disadvantages of having pets at workplace
9. What are the measures taken by your company to enable such a policy?
10. Are there any No-Go zones for the pets at your workplace? If yes, then please mention such zones.
11. If a pet shows any undesired behaviour at the workplace, what are the steps taken by the company to ensure such incidents are not repeated?
12. If an employee has concerns or problems resulting from a pet at work, what are the options available for them to address their issues?
13. How are such issues/ complaints dealt with, by your company?
14. During the Current pandemic when most of the offices were closed and a WFH model was followed, how were the office pets looked after?
15. Can having a pet-friendly environment influence your choices of seeking a job in a company?

B. Responses

I. Response 1

1. Apoorvi
2. 20-25
3. Wipro
4. Financial analyst
5. I am not aware about such policy
6. Yes
7. Pets at workplace helps in **reducing stress** and you **won't be worrying about there whereabouts in your absence** as well.
8. Pets could be a **distraction**. Moreover, **not everyone likes pets**. Some people also have **allergies** from cats, birds and dogs.
9. **Nothing i know of**
10. Yes they **cannot enter the office** but they can stay inside campus on a separate place
11. NA
12. NA
13. NA
14. Office pets were looked after by the **gatekeeper and other staff who** resides near the campus
15. Yes

II. Response 2

1. Yashodhan Walimbe
2. 20-25
3. Zerodha
4. Social media marketer
5. yes
6. Yes
7. It keeps us **motivated, lifts our spirits**

8. the **dogs take a few days to adopt** to new employees, that can be a disadvantage for the employee
9. we have adopted two rescue dogs in our organisation, for the same their **adoption papers and vaccination papers** along with a **regular health checkup reports** are provided for record keeping.
- 10. Canteen, and Conference rooms**
11. such incident has not happened thus far, but we keep precautions ready. **the best thing is to let workers be aware about how to interact with the pets in a proper way.**
12. usually they **don't go around the pets that often**
13. **no such issue has taken place so far**, so i dont know
14. it was taken **care by the founders**, the pets were at their place
15. Yes

III. Response 3

1. Nivedita Ramesh
2. 20-25
3. Graffiti Collaborative Pvt Ltd
4. Creative Writer
5. yes
6. Yes
7. **easy to adopt a pet** and be around them for a longer periods of time.
easy to **manage work-life**
less stressful
8. **hygiene issues**
9. the dogs of the employees have to trained, they need to get the vaccination certificates and needed to be thoroughly cleaned and free of parasites
- 10. meetings room**
basement
11. **the owners of the pets are responsible** for such incidents and are warned to monitor their pets actively so that the incidents dont repeat

12. they usually inform the **HR** and appropriate actions can be taken about the magnitude of the issue or problem
13. usually the complaining employee **talks to the pet owner** and such issues are immediately solved
14. with their **respective owners**.
our office pets were looked after **by the security**
15. Yes

IV. Response 4

1. Sunandita Supkar
2. 20-25
3. DriveU
4. HR manager-generalist
5. yes
6. Yes
7. improved **employee engagement**
healthy working environment
help in **team building**
reduce stress at work
8. sometimes the dogs constantly keep running around which might **distract** other employees
9. The dog **must be in good health and free of disease**.
There are **soundproof rooms available, as well as water bowls, dog beds, and cleaning wipes**. There are also **pet benefits such as dog biscuits, dog toys, chew sticks, and bones** that are used when the dogs **are being trained for tricks and other sports**.
10. No
11. usually all pets are trained and **don't cause a problem** at workplace
12. such issues are reported to the **pet owner and the HR**
13. I cant say much here as i have **not seen such issues** till now
14. pets are individually **owned by the employees** so no special provisions were needed
15. Maybe

V. Response 5

1. Deepak Kumar
2. 20-25
3. Pennyful
4. SEA
5. no
6. Yes
7. The workplace feels more creative and agile as **employees bond better** over office pets helps in keeping the **office secure**
8. **can be a distraction** as employees like spending time with the dog
9. Sign waivers that state their **pets information and vaccination reports**
10. **Places with sensitive equipment or material cafeteria**
11. we usually resort to **chaining the dog or sending it to its dog house**
12. they report such issues to the **security and the HR**
13. the employees are usually provided with a **separate work space** and the dogs are not allowed there
14. **security** looked after the dog and its needs
15. No

VI. Response 6

1. Siddharth
2. 31-35
3. Wipro
4. Analyst
5. no
6. No
7. **Stress Reduction**
8. **Chaos**

VII. Response 7

1. Aditya Prasad
2. 20-25
3. Grant Thronton
4. article trainee
5. no
6. No
7. **easy to care for** individual to take better care of their individual pets
stress relief
8. some **employees might not be comfortable** with pets

VIII. Response 8

1. Siddharth Bhardwaj
2. 20-25
3. Big fox Shoes
4. Owner
5. yes
6. Yes
7. easy to **deal with work stress**
shows an **adaptive organizational culture**
8. hard to maintain **cleanliness**
9. all pets have to be **vaccinated and cleaned**
10. **factory**
11. **no such behaviour has occurred**
12. they report the **issues to me (owner)**
13. We try to **help them to accommodate and befriend the pet**. if it is another issue like an allergy, we ensure them to **work in the no-go zones** for the pets.
14. The office **pet was taken at my place** and cared for
15. Yes

IX. Response 9

1. Subham kumar Gupta
2. 20-25
3. TR Chaddha
4. Article trainee
5. I am not aware about such policy
6. No
7. good for **organization's image** and **stress free environment** for employees
8. risk of office **property vandalism**

X. Response 10

1. Rajesh Kumar
2. 40+
3. Metropolis logistics
4. Director
5. no
6. Yes
7. **Team building**
adaptive workplace
stress free work environment
8. **dirty office** premises
9. We have 7 campus pets, who are stray dogs (5) and cats (2). We ensure that it is **well fed and vaccinated**. In case of medical emergency, we **take the dog to the veterinarian**.
10. **Inside the office building**
11. mostly the pets are around the security so we have **not seen such incidents**
12. they **ask the security** to ensure that a safe distance is maintained from the pets
13. NA

14. the vaccinations and food and other requirements were provided by the **security guards** during the lockdown(expenses beared by the company) . **Other workers**, who worked at the office and did not have WFH also feed the pets with biscuits etc.

15. Maybe

XI. Response 11

1. Adarsh Kumar
2. 20-25
3. IndusInd
4. Sales executive
5. I am not aware about such policy
6. No
7. **Stress free** workplace
8. barking etc can be **troublesome**

XII. Response 12

1. Akshay Naiyar
2. 26-30
3. ScoopWhoop
4. Video Producer
5. yes
6. Yes
7. **Creative** and **stress-free workplace** and a **reason to connect with other people** with similar interests
8. We can get **distracted** sometimes after playing with the pets for long
9. We have several dogs at our office premises, the dogs have a **dog house** outside the office building.
all dogs are **clean** and are **well fed**, they are **vaccinated also**.
Employees also have the option to bring their pets to the office and can also **bring treats for the office dogs**

10. Kitchen/ Production room / meeting room

11. Sometimes when the dogs bark / climb on office furniture, they are **taken outside the premises**. We play with the dogs sometimes and once they have played, we resume our work.

12. Report it to the **HR**

13. I am not aware about such complaints

14. **the security** staff took care of the pets. Sometimes, **some employees also took one or two dogs to their homes for a while**

15. Yes

XIII. Response 13

1. Anand Mohan

2. 26-30

3. Ramada Gurgaon Central

4. Sr. Sales Manager

5. no

6. No

7. Stress relief

8. In our industry, i.e, Hotels, it can be **problematic to the guests** and can cause **sanitary issues**

XIV. Response 14

1. Randip Singh

2. 20-25

3. Travelfolk

4. Marketing trainee

5. yes

6. Yes

7. Friendly and **stress free** work environment. Can help **dealing with Loneliness**

8. Some **employees can be uncomfortable**

9. **No strict measures.** Since we are a startup that deals with providing pet-friendly holidays to our clients, we ensure our office pet dodo is **well groomed, and trained** to be friendly, with clients and employees entering the office.
10. No Such zones
11. **Such incident has never occurred**
12. we let anyone joining a company that an office pet will be around, so they **are taught how to befriend with our office pet.**
13. we let anyone joining a company that an office pet will be around, so they are **taught how to befriend with our office pet.**
14. our offices in the same building as the owner's residence, so the office pet was looked after by the **company owner**
15. Yes

XV. Response 15

1. Janhvi Rustagi
2. 20-25
3. KPMG
4. Analyst
5. no
6. No
7. help in **dealing with stress**
8. Chance of **getting bitten by a pet**

XVI. Response 16

1. Pratima Nagpal
2. 26-30
3. Gati Ltd.
4. Financial Analyst
5. no
6. No

7. -
8. **Added expenses** to look after the pet
unclean workplace

XVII. Response 17

1. Vivek Gupta
2. 20-25
3. Roots Education
4. Receptionist
5. no
6. No
7. **Easy to manage pets** we leave at home
8. Pet litter can lead to a **dirty workplace**

XVIII. Response 18

1. Saimon Farooqui
2. 26-30
3. Zariya - NGO
4. Founder
5. yes
6. Yes
7. **Stress relief** option
Can help in **counselling / therapy**
8. -
9. Proper **food and water** for the pets
Veterinarian databases
Vaccination for pets
10. no
11. owners are allowed to bring pets to the workplace if they are well trained, so **such things are already prevented**

12. NA
13. NA
14. NA
15. Yes

XIX. Response 19

1. Adish Hirkane
2. 20-25
3. Urban Clap
4. Media intern
5. yes
6. Yes
7. **Stress free** culture
Security of offices
8. -
9. We have a **special pantry for pets**
Celebrating a Bring your pets to work day
10. **Cafeteria**
washrooms
11. Not sure since I am Working from Home
12. Notify the **HR**
13. Not sure since I am Working from Home
14. Not sure since I am Working from Home
15. Maybe

XX. Response 20

1. Ritwik Sehgal
2. 20-25
3. Casio, New Delhi
4. Sales executive

5. no

6. No

XXI. Response 21

1. Ramashish

2. 40+

3. DVC, Kolkata

4. Addl. Dir. HR

5. no

6. Yes

7. **Socializing** reason for employees

De-stress option

Fostering a **creative workforce**

8. **Sanitary issues/ Health Hazards**

9. We have campus **pets who are all vaccinated**

10. **Office building**, Usually dogs are allowed to roam in the open spaces in the campus area

11. Security is called and the **dogs are taken to their shelter**.

12. **NA**, since the dogs roam in free/ open spaces in the campus

13. NA

14. Taken care by the **gardening staff and security**. The expenses related to food etc. are provided by the company

15. No