

APPENDIX

Assessment and Impact – Supportive Leadership and Resources Correlate to Improved Employee Health Status

Summary/Abstract

Appendix 1 presents an impact model of organisational wellness culture and resources on employee health. Eight types of organisational wellness culture developed by top managers and other resources to promote employee health are assessed, including: congruence (fit), organisational values, wellness culture, work environment & safety, work control, work demands, manager support, and peer support. Four aspects of employee health were comprehensively assessed, including the financial, social, psychological, and physical health. Data were collected from 18 companies from more than eight countries including UK, Ireland, Brazil, Denmark, Mexico, Philippines, Sweden, and the USA, which employ 12,019 employees.

Keywords: financial, social, psychological, and physical health; leaders; wellness culture; organisational values; work environment & safety; manager support

Context

Trinity College Dublin was asked to independently analyze a data set from Healthy Place To Work International to determine the impact of organizational culture and resources on employee health. While we had seen first-hand the impact that individual leaders and the overall approach of organizations C-Suite had on the general level of health of employees we wanted to see if this was replicated across the board. It was important to any organization that was considering investing time and resources to support their people that they had data to support the overall view that the investment would result in an improvement in performance.

It was our experience that leaders could not take a half-hearted approach to employee health. They need to be seen as role model driving and supporting a wellness culture through their business. If the leaders were not seen as role models, wellbeing initiatives well doomed to failure as the necessary changes required would not receive support and gain traction.

It is about creating systems and a structure that recovery into everybody's daily routine. It is not about words but actions, it's not about programs but embedded changes, it's not nice to have but essential.

In the below subsections, we report the data collection (e.g., sample profile) and analysis results. In the analysis, we analyzed the impact of organisational wellness culture and resources on employee health.

12.2 Method

12.2.1 Data Collection

Between 2021 and 2022, the Healthy Place to Work worked with 18 companies from more than eight countries including UK, Ireland, Brazil, Denmark, Mexico, Philippines, Sweden, and the USA, which employ 12,019 employees.

An online survey was sent out to all employees in these organisations with the internal support from the senior management team. Reminders were sent out to encourage participation. In total, 6,049 responses were received, and the response rate was 49% (ranging from 27% to 94% at company level).

During the data screening and cleaning stage, invalid responses (e.g., selected the same response for all items) were removed (The valid response rate was 46% (ranging from 26% to 94% at company level), which is comparable to existing research focusing on employee experience and wellbeing (e.g., 39% in Conway et al. 2016).

Table 12.1 presents the sample and response rates across organisations.

Table 12.1 Sample and Response Rate

ID	Region	Sample size	N	Response rate
1	Europe	6367	2504	39%
2	North & South America	5386	3124	58%
3	Asia	112	98	88%
4	Global	154	92	60%
Total	18 companies in 8+ countries	12,019	5,818	48%

12.2.2 Sample Profile

Table 12.2 Demographic Characteristics of the Sample

Items	Sample distribution	
Gender	Male	50%
	Female	46%
	Other	4%
Age	Less than 25 years	14%
	Between 26 and 34 years	35%
	Between 35 and 44 years	30%
	Between 45 and 54 years	15%
	55 years or more	6%
Tenure	Less than 2 years	38%
	2 to 5 years	34%
	6 to 10 years	16%
	11 to 15 years	7%
	16 to 20 years	2%
Job grades	Over 20 years	3%
	Staff (non-management)	71%
	Manager/Supervisor	17%
	Middle Management	8%
Contract type	Executive/Senior Management	4%
	Full-time	78%
Country	Part-time	22%
	Brazil	7%
	Denmark	2%
	Ireland & UK	41%
	Mexico	46%
	Philippines	2%
	Sweden	.3%
	USA	.2%
Other (global)	1.5%	

Among the respondents shown in Table 12.2, 50% were male, 46% were female and 4% indicated other in gender. In terms of age, 14% were less than 25 years old, 35% were between 26 and 34 years old, 30% were between 35 and 44 years old, 15% were between 45 and 54 years old, and 6% were 55 years and more. For tenure, 38% had worked in their organizations less than 2 years, 34% were between 2 and 5 years, 16% were between 6 and 10 years, and 12% had more than 10 years' tenure. Majority of respondents (78%) were staff (non-management), 17% were managers/supervisors, 8% were at the middle management level, and 4% were at the executive/senior management level. Majority of respondents (78%) were full-time workers and 22% were part-time workers. Almost half of the respondents from Ireland & UK (46%) and Mexico (46%), followed by Brazil (7%), Denmark (2%), Philippines (2%), Sweden (.3%), USA (.2%), and other (global, 1.5%).

12.3 Key Findings

A series of explorative and confirmative factor analyses were conducted to establish the reliability and validity of the scales. The results are available upon request. Figure 12.1 presents the HPTW impact model where the key constructs and variables are included. The items for the constructs are presented in Appendix A.

In the model, four aspect of employee health were included, i.e., the financial, social, psychological, and physical health. For social and psychological health, each aspect has three dimensions (emotional expression, work relationships and inclusion for social health; learning mindset, self-efficacy in health, and self-efficacy in job & career for psychological health). For physical health, two dimensions are diet & fitness & energy & rest.

For the organizational resources, eight factors are included, i.e., congruence (fit), organisational values, wellness culture, work environment & safety, work control, manageable work demands, manager support and peer support).

Figure 12.1 HPTW Impact Model



12.3.1 Linking organizational resources with employee financial health

Financial health refers that employees have relatively stable and good financial status. Healthy places to work need to provide employees compensation and rewards to enable employees to live in a relatively good life.

As shown in Table 12.3, all organizational resources have significantly positive impact on employee financial health when entered individually. When they were all considered, wellness culture and manageable work demands are the most significant factors to increase employee financial health.

Wellness culture requires senior leaders care about the wellbeing of employees, and they demonstrate healthy behaviours, so employees perceive that their organisations genuinely care about its people’s health.

Providing employees with manageable work demands where employees can do their work within their normal working hours also requires organizational leaders to design the jobs to have the right level of work demands for their people.

Table 12.3 Impact of Organisational Resources on employee financial health

Organisational resources	Financial health	
	A	B
Wellness culture	+	+
Congruence (fit)	+	
Organisational values	+	
Work environment & safety	+	
Work control	+	
Manageable work demands	+	+
Manager support	+	
Peer support	+	

Note: Due to the high correlation between the organizational resources, separate regression models were tested for each organizational resource on financial health, shown in column A. Column B shows the results of the stepwise regression where only the most significant factors are retained. All regression analysis controlled for age, gender, tenure, job grades, and contract type (1 = full time; 0 = part-time).

12.3.2 Linking organizational resources with employee social health

Employee social health refers to employees’ relationships with their family and co-workers, as well as their individual emotional expression. It is an important aspect of employee health. Organizations need to provide sufficient resources for employees to express their emotions, and to develop good relationships with family members and co-workers.

As shown in Table 12.4, all organizational resources have significantly positive impact on employee overall social health and each aspect of it, when being entered individually. When they were all considered, different impacts were found.

Overall, wellness culture is significantly related to the employee overall social health and each aspect of it. The strong message is that senior managers and leaders need to develop a wellness culture which will be critical for building and maintaining employee social health. They can do that via shifting the mindset towards caring about the wellbeing of employees, and demonstrating healthy behaviours themselves, so employees perceive that their organisations genuinely care about its people’s health.

Similar messages were found via the significant impact of organisational values on the employee overall social health and each aspect of it. Three items were used to measure organizational values,

i.e., “People at this organisation act in line with our values”, “This organisation clearly values high performance”, and “This organisation will act effectively on the results of this survey”. Namely organisations need to live their values, which will help to build their employees’ social health.

In addition, both manager and peer support were found to be significantly related to overall social health and each aspect of it. This is consistent with the finding on the senior leaders’ role in creating wellness culture and living with values, which are important for employee social health. In the organizations with positive wellness culture and values, employees are more likely to experience higher level of support from their managers and colleagues, again, this is important for their health, socially.

Congruence (fit) is found to be positively associated with the overall social health, and work relationships. Work environment & safety is found to have a significant impact on work relationships. Work control is found to improve employee overall social health and individual emotional expression. Manageable work demands are positively linked with inclusion.

Table 12.4 Impact of Organisational Resources on employee social health

Organisational resources	Overall social health		Emotional expression		Work relationships		Inclusion	
	A	B	A	B	A	B	A	B
Wellness culture	+	+	+	+	+	+	+	+
Organisational values	+	+	+	+	+	+	+	+
Manager support	+	+	+	+	+	+	+	+
Peer support	+	+	+	+	+	+	+	+
Congruence (fit)	+	+	+		+	+	+	
Work environment & safety	+		+		+	+	+	
Work control	+	+	+	+	+		+	
Manageable work demands	+		+		+		+	+

Note: Due to the high correlation between the organizational resources, separate regression models were tested for each organizational resource on employee overall social health and the three aspects of social health, shown in column A. Column B shows the results of the stepwise regression where only the most significant factors are retained. All regression analysis controlled for age, gender, tenure, job grades, and contract type (1 = full time; 0 = part-time).

12.3.3 Linking organizational resources with employee psychological health

Employee psychological health refers to employees’ learning mindset, self-efficacy in their health, and self-efficacy in their jobs and careers. It is another important aspect of employee health. Organizations need to provide sufficient resources for employees to develop learning mindset, as well as to improve their self-efficacy in health and their jobs and careers.

As shown in Table 12.5, all organizational resources have significantly positive impact on employee overall psychological health and each aspect of it, when being entered individually. When they were all considered, different impacts were found.

Overall, wellness culture is significantly related to the employee overall psychological health and each aspect of it. The key point is that senior managers and leaders need to develop a wellness culture which will be critical for building and maintaining employee psychological health.

In addition, both work control and manageable work demands, two elements related to job design, are positively related to the employee overall psychological health and each aspect of it. This finding requires senior managers and leaders to invest in job design to enable employees to have some autonomy (e.g., deciding when to take a break; having a say over the way they work), and to have manageable job demands (e.g., achievable deadlines; being able to do their work within their normal working hours).

Congruence (fit), organisational values, and manager support are important for the overall psychological health, learning mindset and self-efficacy in jobs and careers. Work environment & safety is important for the overall psychological health, self-efficacy in health and jobs and careers.

Table 12.5 Impact of Organisational Resources on employee psychological health

Organisational resources	Overall psychological health		Learning mindset		Self-efficacy: Health		Self-efficacy: Job & career	
	A	B	A	B	A	B	A	B
Wellness culture	+	+	+	+	+	+	+	+
Work control	+	+	+	+	+	+	+	+
Manageable work demands	+	+	+	+	+	+	+	+
Congruence (fit)	+	+	+	+	+		+	+
Organisational values	+	+	+	+	+		+	+
Manager support	+	+	+	+	+		+	+
Work environment & safety	+	+	+		+	+	+	+
Peer support	+		+		+		+	

Note: Due to the high correlation between the organizational resources, separate regression models were tested for each organizational resource on employee overall social health and the three aspects of social health, shown in column A. Column B shows the results of the stepwise regression where only the most significant factors are retained. All regression analysis controlled for age, gender, tenure, job grades, and contract type (1 = full time; 0 = part-time).

12.3.4 Linking organizational resources with employee physical health

Employee physical health refers to employees' diet & fitness and energy & rest. It is another important aspect of employee health. Organizations need to provide sufficient resources for employees to develop physical health, which is directly influencing their productivity and performance.

As shown in Table 12.6, all organizational resources have significantly positive impact on employee overall psychological health and each aspect of it, when being entered individually. When they were all considered, different impacts were found.

Overall, work environment & safety and manageable work demands wellness are significantly related

to the employee overall physical health and both aspects of it. The critical finding is that senior managers and leaders need to design safe and healthy physical place (e.g., keeping employees safe at workplace, providing healthy food). Senior managers and leaders also need to invest in job design to enable employees to have manageable job demands (e.g., achievable deadlines; being able to do their work within their normal working hours).

Wellness culture, organisational values, and work control are found to be significantly related to employee overall physical health and energy & rest. Congruence (fit) is positively related to energy & rest.

Table 12.6 Impact of Organisational Resources on employee physical health

Organisational resources	Overall physical health		Diet & fitness		Energy & rest	
	A	B	A	B	A	B
Work environment & safety	+	+	+	+	+	+
Manageable work demands	+	+	+	+	+	+
Wellness culture	+	+	+		+	+
Organisational values	+	+	+		+	+
Work control	+	+	+		+	+
Congruence (fit)	+		+		+	+
Manager support	+		+		+	
Peer support	+		+		+	

Note: Due to the high correlation between the organizational resources, separate regression models were tested for each organizational resource on employee overall social health and the three aspects of social health, shown in column A. Column B shows the results of the stepwise regression where only the most significant factors are retained. All regression analysis controlled for age, gender, tenure, job grades, and contract type (1 = full time; 0 = part-time).

12.3.5 Linking employee health with employee and organisational outcomes

Regression analysis was conducted to test the impact of health on individual (general health) and organisation (intention to stay and sick leave) performance. As shown in Table 12.7, the four aspects of employee health are positively associated with employee intention to stay and general health; and negatively associated with sick leave, which is an important indicator for organisational productivity.

Table 12.7 Impact of Employee Health on Employee and Organisational Outcomes

Variables	General health	Intention to stay	Sick leave
Financial health	+	+	-
Social health	+	+	-
Psychological health	+	+	-
Physical health	+	+	-

Note: Due to the high correlation between the organizational resources, separate regression models were tested for each organizational resource on employee overall social health and the three aspects of social health. All regression analysis controlled for age, gender, tenure, job grades, and contract type (1 = full time; 0 = part-time).

12.4 Summary

Organizational resources are critical for employee health. Based on the data surveying over 12,000 employees in 18 companies from over eight countries, strong empirical evidence has been found for the impact of organizational resources on four aspects of employee health, i.e., financial, social, psychological, and physical health, which in turn increases employee general health, intention to stay, and reduces sick leave, important towards organisational performance.

In particular, organizational wellness culture, developed by senior leaders and managers, is found to be significantly linked to all four aspects of employee health, and almost every element in these health aspects. Similar findings are revealed in relation to organisational values, another important management practice that senior leaders and managers need to pay attention too. In addition, job design, e.g., providing work autonomy and manageable job demands, is also playing an important role in promoting employee health. These findings call for business leaders to take a significant step towards changing to prioritize workforce/workplace health in the belief that it will eventually deliver performance. This change needs to start with the leaders at the top of the organization.