

A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

Examining the effect of organizational support factors on employee participation in well-being initiatives

Sophie Rabel

Work project carried out under the supervision of:

Samantha Sim

21-05-2021

Abstract

This research investigates the effect of organizational support factors on employee participation in well-being programs within organizations. Based on existing literature, this thesis hypothesizes a positive relation between organizational support factors (variety of programs, perceived organizational and supervisor support) and employee participation in well-being initiatives offered by organizations. The conducted study (N = 241) demonstrates that variety of programs, perceived organizational support and perceived supervisor support are significantly positive related to employee participation. Variety of programs shows the strongest effect, followed by perceived organizational support, while perceived supervisor support shows the weakest effect on participation.

Key words: well-being, employee participation, perceived organizational support, perceived supervisor support

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

1. Introduction

The state of well-being and its positive effects on individuals as well as on the workplace have become crucial components in the business world. Many renowned companies offer well-being initiatives to improve the health and well-being of their employees. Nevertheless, to obtain the positive outcomes implied by well-being programs, employees have to participate in the offered well-being initiatives. The existing evidence regarding well-being programs at work highlights a few factors, that should be considered to promote employee participation. This study examines the effect of variety of programs, perceived organizational support and perceived supervisor support on employee participation in well-being programs offered by organizations. The analysis was performed by conducting qualitative and quantitative research.

2. Well-being in the workplace

There is more and more evidence that well-being practices have significantly positive impacts on people's state of health and welfare, as well as on organizational success. Practices like mindfulness training promote positive emotional states which then lead to an increased level of well-being (Brown & Ryan, 2003; Good et al., 2016). Gratitude practices (Emmons & Mccullough, 2003), training to an optimistic mindset, social relationships (De Neve et al., 2013) and physical exercise (Scully et al., 1998) are also evidence-based practices to increase well-being. Consequently, a higher well-being level not only leads to a higher happiness level and better health (Scorsolini-Comin et al., 2012), but also improves productivity (Harter et al., 2003).

Due to this rising attention and the positive outcomes of well-being practices, the importance of well-being has also emerged in the workplace (Danna & Griffin, 1999). Organizations increasingly become somewhat responsible for the health and well-being of their employees (Guest, 2017).

People spend a lot of time at work, on average between a quarter and a third of their waking life (Harter et al., 2003). Up to 25 percent of an adults life satisfaction constitute to job satisfaction (Campbell et al., 1976 in Harter et al., 2003). So, poor well-being, occurred from constant high workloads or recurring negative experiences at work, can lead to psychological and health problems, and have a negative impact on employee performance and productivity (Kowalski & Loretto, 2017; Van der Klink et al., 2001). Therefore, a low level of well-being does not only negatively affect the employee, but also the employer. Moreover, employee well-being and work satisfaction strongly influence turnover rates, affiliation at work, employee engagement and employer brand (Harter et al., 2003; Spence, 2015). Thus, it should be in the best interest of organizations to ensure a workforce with good well-being (Harter et al., 2003).

Many companies have already implemented well-being initiatives to encourage and support the health and well-being of employees (Volini et al., 2020). In the United States, large employers invested on average US\$3,6 million in well-being programs in 2019 (Volini et al., 2020). In addition, the corporate well-being market is forecasted to grow at a compound annual growth rate of seven percent within the next years (Precedence Research, 2020).

2.1 Most common well-being initiatives

There are three general dimensions of well-being: physical, mental and social (WHO 1948 in Spence, 2015). Well-being at work can be described as “creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation” (Chartered Institute of Personnel and Development, 2020).

Programs that refer to the physical well-being want to encourage and support physical health, but also reduce factors of health risk. Physical activity, healthy nutrition, physical comfort and a

positive environment are some of the key factors for physical health (Spence, 2015). In terms of mental well-being, a combination of cognitive and emotional well-being is crucial (Spence, 2015). Programs that focus on physical or mental health can be divided into programs of ill-health prevention, such as health education (Conrad, 1988), and health promotion, such as gym memberships (Spence, 2015). Social well-being relates to social support and positive relationships (De Simone, 2014; Innovative Workplace Institute, 2021). Additionally, Spence (2015) has identified three further categories with regards to well-being in the workplace: 1) Financial well-being initiatives which provide assistance to employees to manage and improve their financial status, 2) Career well-being programs which focus on personal growth and career development of employees and 3) Environmental well-being initiatives which are also part of physical well-being and strive to connect the employee with the natural world or create an optimal work environment to promote best-possible operations.

Well-Being Dimension	Example	Outcomes
Physical ill-health prevention	Flu vaccinations, ergonomic assessments, BP tests (Spence, 2015) Health education (Conrad, 1988) Regular inspections of the work environment (Sorensen et al., 2018)	Improved state of health and well-being (Conrad, 1988; Sorensen et al., 2018)
Physical health promotion	Gym membership (Spence, 2015) Healthy Food and health monitoring (Agarwal et al., 2018) Employee assistance programs for alcohol and drug addiction (Grawitch & Munz, 2006; Sorensen et al., 2018)	Improved fitness and state of health (Conrad, 1988; Grawitch & Munz, 2006) Increased employee commitment (Grawitch & Munz, 2006) and job satisfaction (Conrad, 1988)
Mental ill-health prevention	Workplace counseling (Spence, 2015) Stress management (Bunce, 2000)	Improved resilience to difficult (work) situations (Grant et al., 2009) Improved mental health (Bunce, 2000)
Mental health promotion	Workplace coaching, positive psychology seminars, meditation, yoga classes (Spence, 2015) Mindfulness (Brown & Ryan, 2003; Hülsheger et al., 2013; Slutsky et al., 2018) Introducing wellness behaviors in daily work (Volini et al., 2020)	Improved resilience, attentional focus and well-being (Good et al., 2016; Slutsky et al., 2018)

Social well-being	Social club support, volunteering schemes, lunchtime sport (Spence, 2015)	Higher quality and positive social relationships (De Neve et al., 2013)
Financial well-being	Financial advice, salary packaging, retirement planning (Spence, 2015)	Improved health (O'Neill et al., 2006)
Career well-being	Mentoring, flexible work practices (Spence, 2015) Coaching (Grant et al., 2009) Learning and development practices (Loon et al., 2019) Work-life balance (e.g. flexible scheduling, childcare, elderly care, job security) (Grawitch & Munz, 2006)	Improved resilience, reduced depression and stress, increased self-confidence (Grant et al., 2009) Increased organizational commitment and job satisfaction (Grawitch & Munz, 2006)
Environmental well-being	Creation of green spaces in office environments, workplace design (Spence, 2015) Physical workspace (e.g. standing desks) (Volini et al., 2020) Work equipment (Harter et al., 2003) Telecommuting (Agarwal et al., 2018) Working from home (Volini et al., 2020)	Reduced stress and increased productivity (Kohll, 2019) Increased job satisfaction (Harter et al., 2003)

Table 1. Overview of the most common well-being initiatives in organizations, adapted from Spence (2015) and added further initiatives based on the presented literature.

2.2 Outcomes of well-being initiatives

While Table 1 provides specific outcomes of example studies mentioned, well-being practices in organizations also have a whole wealth of other outcomes. These well-being practices become a higher priority to organizations because they provide extremely positive outcomes, not only to the individual but also to the organization. Overall, well-being initiatives help to improve job satisfaction, increase job productivity and performance, foster resilience in the workplace, enhance employee commitment, decrease work life conflicts and absenteeism, and lower turnover rates (Grawitch & Munz, 2006; Harter et al., 2003; Hülshager et al., 2013; Slutsky et al., 2018).

3. Employee participation in well-being initiatives at work

Nonetheless, these well-being initiatives only deliver positive results under certain conditions. Many companies already offer well-being programs but do not obtain the desired outcomes because

employees do not participate (Spence, 2015). A few factors were identified that can influence employee participation. Ambiguous communication about the existence of well-being initiatives as well as their purpose can be indicators for low participation (Grawitch & Munz, 2006). The change readiness of employees for personal change, that is stimulated by well-being programs, impacts participation (Spence, 2015). Furthermore, the awareness or existence of health risks are motives to participate in health-related well-being programs (Lakerveld et al., 2008). Also the support of the organization plays an important role when it comes to promote participation (Spence, 2015). A difficult access to programs (Grawitch & Munz, 2006), which goes hand in hand with ambiguous communication, and lack of offers that actually match employees' needs (Spence, 2015) can affect participation. The workload and time limitations can significantly impact participation rates (Lakerveld et al., 2008; Person et al., 2010). Moreover, organizational trust, referring to the belief of employees that employers have benign and fair reasons behind their actions, can influence employees' participation decisions (Dietz & Den Hartog, 2006). Overall, the organization's commitment to health and well-being is a considerable factor for participation in well-being programs (Sorensen et al., 2018; Spence, 2015).

The participation in well-being programs can trigger positive effects on employees. Ott-Holland et al. (2017) found that employees, who participated in well-being programs were more satisfied with their job and had higher intentions to stay in the company. Moreover, additional benefits that have been reported are improved employee health and fitness, improved employee mental alertness, increased production, lower absenteeism and turnover, as well as an ameliorated corporate image (Danna & Griffin, 1999; Edwards & Marcus, 2018).

4. Organizational Support Factors

In order to successfully obtain the positive outcomes of well-being initiatives and increase employee, as well as organizational well-being, organizations must encourage employees to participate. Well-being practices need to be implemented at an organizational level (Grawitch & Munz, 2006). Meaning, these programs need to be supported by the organization, its managers, and its employees. Employees will not participate in these programs if they are not informed about their existence, do not perceive the management support to make use of these programs and if there is very little offer in programs (Grawitch & Munz, 2006; Spence, 2015). Given the positive organizational outcomes of well-being initiatives, organizations implement these programs to gain competitive advantage, increase the organization's performance, improve productivity of employees, lower occupational health risks and reduce health care costs (Kowalski & Loretto, 2017; Spence, 2015). Nevertheless, if the focus of organizations mainly lies on the positive organizational outcomes of well-being practices, the initiatives will not generate the desired behavior in employees (Ott-Holland et al., 2017). Nishii and Wright (2008) found that employees must perceive the implementation of well-being initiatives by the company in a positive way to participate. With regards to organizations caring about the well-being of employees and not only focusing on reducing health care costs or forcing higher productivity. Furthermore, Ott-Holland et al. (2017) believe that perceived organizational support is positively correlated to participation in wellness programs, that focused on physical health, mediated by the intention of employees to participate. Therefore, it appears to be of importance that employees feel supported by their companies and managers to take part in specific well-being initiatives.

4.1 Variety of well-being programs within an organization

A factor that can be seen as an organizational support factor is the variety of well-being programs offered by an organization. As also mentioned in chapter 2, a lack of offer and a services-needs misalignment can negatively influence employee participation in well-being programs (Spence, 2015). The reason is that every well-being program fits different needs and uses various methods to do so, whereas every individual wants to satisfy different needs and prefers distinct methods. In this case the *person-activity fit* is essential for the success of well-being programs (Lyubomirsky & Layous, 2013). Additionally, well-being programs, that usually entail positive changes in people's lives, are more successful in promoting a higher level of well-being, if these programs are varied (Lyubomirsky & Layous, 2013). In particular, people who carry out the same well-being activities every week do not increase their well-being level as much as people who perform various well-being activities every week (Sheldon et al., 2012). This is the case because new activities are more promising to increase well-being over time, since they offer dynamic and diverse experiences that continue to boost well-being over time (Sheldon et al., 2012). The resulting possibility to vary between programs might contribute to participation (Sheldon et al., 2012). Furthermore, it might be clear that a broader offer in programs, leads to higher participation, however, participating in all programs offered all the time is not possible. Based on these findings, it is hypothesized that the more variety of well-being programs is offered within an organization, the more likely it is that employees find fitting programs of their needs and preferences, and to participate in these programs.

H1: The company's variety (access to a wide range of well-being programs and resources) of well-being initiatives is expected to have a positive effect on employee participation.

4.2 Perceived Organizational Support (POS)

The extent to which employees believe that their organization appreciates their contribution and attaches importance to their well-being is presented by POS (Rhoades & Eisenberger, 2002). Eisenberger et al. (1986) found that POS can influence the behavior and belief of employees, if employees feel encouraged and supported by organizations in their work. POS has a significant impact when it comes to employee behavior since employees personify organizations. This is the case because “(a) the organization has a legal, moral, and financial responsibility for the actions of its agents; (b) organizational precedents, traditions, policies, and norms provide continuity and prescribe role behaviors; and (c) the organization, through its agents, exerts power over individual employees“ (Levinson, 1965). Moreover, fairness, supervisor support and organizational rewards and favorable job conditions have been identified by Rhoades and Eisenberger (2002) to be connected to POS. If employees believe that organizational rewards and favorable job conditions are taken out by the organization voluntarily rather than because of external obligations, a higher level of POS can be attained (Rhoades & Eisenberger, 2002). A high level of POS can be beneficial to the organization, as employees that feel highly supported are more willing to help the organization to achieve its goals and be successful (Rhoades & Eisenberger, 2002). Additionally, employees integrate organizational membership in their social identity as the caring, respect and approval implied by POS might satisfy socioemotional needs (Rhoades & Eisenberger, 2002). A higher level of POS has been shown to reduce absenteeism and turnover, increase commitment and effectiveness and improve job satisfaction and performance of employees (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Thus, the presence of POS shows beneficial results for the organizations as well as for employees. Based on these findings, this thesis hypothesizes that:

H2: Perceived organizational support has a positive effect on employee participation in well-being initiatives.

4.3 Perceived Supervisor Support (PSS)

Besides perceived organizational support, another key factor that can affect participation in well-being initiatives is perceived supervisor support. PSS refers to the extent to which employees believe that their supervisors appreciate their contribution and attach importance to their well-being (Kottke & Sharafinski, 1988). Managers can be seen as representatives of an organization. As they act on behalf of the organization, employees perceive these actions to be taken out by the organization itself (Levinson, 1965). Consequently, the perceived supervisor support can be related to perceived organizational support (Kim et al., 2018; Rhoades & Eisenberger, 2002). Because of this strong connection, PSS can also have an impact on the behavior and performance of employees (Rhoades & Eisenberger, 2002). The reason is that supervisors, as agents of an organization, have the responsibility to direct and evaluate the performance of their subordinates (Eisenberger et al., 1986). So, employees see the favorable or unfavorable attitude of their supervisor towards them as representative of the support of the organization (Eisenberger et al., 1986). In addition, employees know that the assessments of employees, performed by supervisors, are transmitted to upper management and can affect the opinions of upper management (Eisenberger et al., 2002). This further indicates that employees associate PSS with POS.

PSS has been shown to negatively correlate with turnover (Eisenberger et al., 2002) and to have a positive relationship with job satisfaction (Babin & Boles, 1996). Pua et al. (2016) found that POS, PSS and perceived co-worker support strongly relate to employee's safety and health compliance, whereas PSS shows the strongest impact in ensuring employee's safety and health

compliance behavior. Consequently, this thesis believes a similar effect for well-being, as well-being is strongly correlated to health. Therefore, this thesis hypothesizes that:

H3: Perceived supervisor support has a positive effect on employee participation in well-being initiatives.

5. Methodology

5.1 Research Design and sample

The objective of this study is to determine whether perceived organizational and supervisor support, as well as variety of offered well-being programs have an impact on employee participation in well-being initiatives. To do this, data was collected by using the survey platform Qualtrics. Because of the concern over the length of the survey items and accompanying cognitive load imposed on the respondents, abbreviated scales for some variables were adopted. All variables were assessed by the employees.

The survey was distributed using a convenience sampling approach. It was online for two weeks and was distributed via WhatsApp, E-Mail, social media (e.g. Facebook, LinkedIn, Instagram). The survey was available in English and German. A total of 250 participants took part, whereas nine responses were excluded because they did not answer the first part of the survey about availability and participation of well-being initiatives at work, which is crucial to test the hypotheses. The final sample consisted of 241 participants (138 female, 103 male; mean age = 34.38 years, SD = 10.43). Participants were employees that are currently employed by a company with an average tenure of 2.41 years (SD = 1.04). As seen in table 1 in the appendix more than 80 percent of the respondents are from Austria or Germany, while the remaining 20 percent of respondents are from diverse countries all over the world. The majority of the respondents (68%)

were employees without having a leadership role and only 10 percent work in the HR department (see tables 2 and 3 in the appendix). Table 4 shows that only 40 percent of participants work in a company with more than 1000 employees (i.e. a large company).

5.2 Measures

The survey measured the following variables: variety of well-being programs offered in an organization, employee participation, perceived organizational support (POS) and perceived supervisor support (PSS). Control variables, that are mentioned in chapter 2. were also included in the questionnaire, such as organization's commitment, employees' perceived employer intentions for well-being programs and workload.

Variety of Well-Being Programs within an organization. Variety in well-being initiatives was assessed by a total of 16 items. Four of these items have been adapted from the subscale policies, programs, and practices highlighted in the Workplace Integrated Safety and Health Assessment (WISH TOOL) from Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being (2013). The WISH TOOL is a survey, that is “designed to assess the extent to which organizations effectively implement integrated approaches to worker safety, health and well-being” (Harvard T.H. Chan School of Public Health, 2013). The items of the WISH TOOL were adapted to statements assessing program variety and clarified with specific examples for the survey of this thesis (cf. Table 1). A sample item would be “The company ensures that employees take their earned times away from work, such as breaks, paid sick leave, vacation, and paid parental leave.” The other 12 items were established based on the most common well-being initiatives in companies (cf. Table 1), using a similar wording as the items from the WISH TOOL to maintain the consistency. In particular “My company offers programs for lowering health risks and supporting healthy behaviors, such as e.g., healthy food options or possibilities for physical

activity and medical services like vaccinations.” Participants were asked to indicate if the well-being program is offered at their organization, with subcategories as introduced in Table 1. Here participants respond on a four-point Likert scale with the following options: *1 not offered, 2 offered but only accessible at the office, 3 offered and also accessible virtually/ without being at the office, 4 do not know.*

The variety of well-being programs offered in an organization is assessed by three measures. The first measure (“total variety”) looks at overall variety in the total number of programs offered, operationalized as the sum of programs indicated by a participant to be offered in the organization (whether accessible only at the office or accessible virtually/ without being at the office). The “total variety” variable represents the sum of programs offered within one company. Based on this, variety was then defined as the availability of more than eight out of the 16 mentioned programs within an organization (“variety total if 8”). The other measure looks at the variety of programs offered across subcategories of well-being, operationalized as the number of subcategories of programs in which participants indicate are offered in the organization. Here the condition was defined that if at least one program of every category is offered, it means there is variety (“variety categorial”).

Participation In Well-Being Initiatives. Participation in well-being initiatives was assessed by the same 16 items as variety. The 16 items were adapted to statements assessing program participation in the last year. Participation is measured in terms of frequency. Here participants respond on a four-point Likert scale with the following options: *1 never, 2 some of the time, 3 most of the time, 4 all of the time.* Correlations between initiatives and participation can be found in table 5.

Perceived Organizational Support. Perceived Organizational Support (POS) was assessed with nine items (Eisenberger et al., 1986). Sample items are “The organization really cares

about my well-being.” and “If given the opportunity, the organization would take advantage of me.”. Participants responded on a five-point Likert response scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach's $\alpha = .88$.

Perceived Supervisor Support. Perceived Supervisor Support (PSS) was assessed with eight items adapted from Pua et al.'s assessment of supervisor support for safety and health compliance (2016). Instead of safety, items were modified to ask about well-being. A sample item is “My supervisor seems to care about well-being and health.” Here participants respond on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach's $\alpha = .94$.

Control Variables. As mentioned before, organization's commitment (Sorensen et al., 2018; Spence, 2015), perceptions of organizational instrumentality (Dietz & Den Hartog, 2006) and workload (Lakerveld et al., 2008; Person et al., 2010) can affect both the independent variable of POS and the outcome variable of participation in well-being programs, it is important to assess them as control variables. Participants responded on a five-point Likert response scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) for all three variables.

To assess the organization's commitment to well-being, the five items of the WISH TOOL subscale leadership commitment as well as three items of the subscale participation were used. The word *safety* was replaced with *well-being*. In particular “The company's leadership, such as senior leaders and middle managers, communicate their commitment to a work environment that supports employee health and well-being.” This measure differs from PSS, as the focus here does not lie on just one supervisor as in the previous section, but on the overall management of a company. The overall management represents the company and thus, the management's actions also reflect the organization's commitment (Kim et al., 2018; Rhoades & Eisenberger, 2002). Additionally, three items from the participation subscale of the WISH TOOL were included in the survey of this study

to measure organization's commitment. Particularly, "The organization seeks employee involvement and feedback in well-being program-decisions across all levels." Cronbach's $\alpha = .93$. To assess perceptions of instrumentality, two of the HR Attribution Scale Items by Nishii et al. (2008) was adapted, where word *training* was replaced with *well-being programs*. Two response options were converted into statements to keep the survey's consistency of response scales e.g. "The organization provides employees the well-being programs that it does to try to keep costs down." and "The organization provides employees the well-being programs that it does in order to get the most work out of employees". Cronbach's $\alpha = .53$.²

To assess workload the statement "I usually manage my workload in the given timeframe." has been adapted from the workload assessment of Gilbert and Kelloway (2014) "It is hard for me to keep up with the workload" for this survey.

Demographic Variables. Age, gender, working location, tenure (the number of years a participant already works in the current organization), role in the company, the company size in terms of employees and whether the participant works in the HR department were assessed (see appendix).

5.3 Results

An outline of means, standard deviations and correlations is seen in table 6 in the appendix. In this sample, the average participation rate is at 1.89, which means people are participating only "some of the time" in well-being programs on average.

² Initially, three items were used to measure instrumentality, including "so that employees will feel valued and respected—to promote employee well-being" from Nishii et al. (2008). However, including this item, the Cronbach's alpha was at -.34. Thus, these three items together do not reflect instrumentality well. Whereas the two remaining items show a positive Cronbach's alpha.

Variety. In this sample, on average seven well-being programs are offered within a company. When variety is defined as more than eight programs offered within a company, 70.5 percent of participants do not have a variety of programs offered within their organization (table 7). However, when variety is defined as at least one program offered in every category, 55.2 percent of participants do have a variety of well-being programs offered within their company. A significant strong positive correlation between total participation and “total variety” ($r = .72, p < .001$) as well as total participation and “variety total if 8” of well-being programs offered ($r = .56, p < .001$)³ can be noticed. Total participation and “variety categorial” are significant and moderately positive correlated ($r = .49, p < .001$). Interestingly, POS is significant but only moderately positive correlated with “total variety” ($r = .43, p < .001$), “variety total if 8” ($r = .32, p < .001$) and “variety categorial” ($r = .19, p = .003$). While PSS shows also a significant moderate positive relation with “total variety” ($r = .37, p < .001$), “variety total if 8” ($r = .23, p < .001$) and “variety categorial” ($r = .19, p = .003$). The correlation between the organization’s commitment and “total variety” ($r = .54, p < .001$), “variety total if 8” ($r = .44, p < .001$) and “variety categorial” ($r = .27, p < .001$) can be reported to be significant, where only “total variety” shows a strong positive relation. Moreover, all three variety variables (“total variety” $r = .26, p < .001$; “variety total if 8” $r = .13, p = .05$; “variety categorial” $r = .22, p < .001$) show a significant poorly positive relation with instrumentality. A slightly weaker relation can be noticed with workload, where “variety total” ($r = .16, p = .01$) and “variety total if 8” ($r = .15, p = .02$) are significant poorly positive related. But no significant relation can be shown between “variety categorial” and workload ($r = .09, p = .18$). An interesting result is that there is a significant moderately positive relation between the size of the company and variety (“total variety” $r = .29, p < .001$; “variety total if 8” $r = .22, p < .001$; “variety categorial” $r = .27, p < .001$).

³ The interpretation of R is according to Cohen (1988).

POS. The results show a significant moderate positive correlation between total participation and POS ($r = .43, p < .001$). A significant strong positive correlation between POS and PSS ($r = .72, p < .001$) can be reported. POS and organization's commitment show a similar correlation ($r = .76, p < .001$). Surprisingly, POS and workload are significant but only moderately positive correlated ($r = .34, p < .001$), and POS correlates significant but poorly positive with instrumentality ($r = .19, p = .003$). Another surprising finding is that POS is significant but poorly negative related with the size of the company ($r = -.14, p = .036$) and tenure ($r = -.16, p = .012$), while it is significant poorly positive related with role ($r = .17, p = .009$).

PSS. Also, PSS is significant moderately positive related to total participation ($r = .30, p < .001$). Like its relationship with POS, PSS shows a significant strong positive correlation to organization's commitment ($r = .71, p < .001$). It can further be reported that PSS is significant poorly positive related to instrumentality ($r = .22, p < .001$) and significant moderately positive related to workload ($r = .33, p < .001$).

Control variables and demographics. There is a significant moderate positive correlation between total participation and organization's commitment ($r = .43, p < .001$). Whereas total participation is significant poorly positive related with instrumentality ($r = .13, p = .044$), workload ($r = .14, p = .033$) and size of company ($r = .17, p = .007$).

Multiple regression analyses were performed to test the three hypotheses as seen in tables 8, 9, 10 and 11. Model 1 (table 8) represents the baseline model that includes organization's commitment and size of company as all other control and demographic variables were omitted because they were insignificant predictors. Organization's commitment and size of the company explain 22 percent of the variance in the dependent variable of participation.

Hypothesis 1. Model 2 demonstrates that “total variety” has a significant positive effect on total participation ($B = .136$, $SE = .011$, $t = 12.304$, $p < .001$) by strongly increasing the variance of the dependent variable by 31 percent ($F = 86.628$). This finding supports hypothesis 1, “total variety” has a positive effect on employee participation in well-being initiatives. Model 3 includes “variety total if 8”, which increases the variance in participation by 15.3 percent ($F = 45.825$). It can be noticed that “variety total if 8” has a significant positive effect on participation ($B = .499$, $SE = .067$, $t = 7.493$, $p < .001$), also supporting hypothesis 1. Finally, model 4 displays the model with “variety categorial”, which improves R^2 by 13.3 percent ($F = 41.925$). Variety in this form is also a significant factor with a positive effect on participation ($B = .403$, $SE = .059$, $t = 6.858$, $p < .001$) (See table 9 in the appendix).

Hypothesis 2. Table 10 demonstrates the results for hypothesis 2, adding POS to the model increases the variance in the dependent variable by 1.9 percent ($F = 69.992$) in model 2. An increase in R^2 can be seen for all variety variables. POS is a significant factor with a positive effect on total participation ($B = .165$, $SE = .052$, $t = 3.153$, $p = .002$) in model 2 and thus, supports hypothesis 2.

Hypothesis 3. Furthermore, including PSS in the model (table 11) also increases R^2 by three percent ($F = 56.340$). The overall model 2 is significant ($p < .001$), however, PSS is not a significant factor ($B = -.046$, $SE = .040$, $t = -.1153$, $p = .250$). The same results can be seen for model 3 and 4. This might be the case due to the issue of collinearity. PSS is significant strongly positive correlated to POS ($r = .71$) and organization’s commitment ($r = .71$). When looking at the regression of PSS alone (see table 12 in the appendix), excluding organization’s commitment as a control variable, then PSS is a significant factor with a positive effect on total participation ($B = .152$, $SE = .039$, $t = 3.932$, $p < .001$), which supports hypothesis 3.

Additional analysis. The collected data also allowed to do additional analyses with regards to availability of programs and participation. In this sample, the most often offered well-being

programs were in the categories of physical health, career well-being and social well-being (see table 13 in the appendix). Mental health programs were also frequently offered, whereas financial well-being programs were rather infrequently offered. Furthermore, the results reveal that physical health (*Mean*= 2.06), career well-being (*Mean*= 2.1) and social well-being (*Mean*= 2.2) programs are the program categories employees participated the most (see table 14 in the appendix).

Moreover, the survey assessed whether programs are offered only at the office and if they are accessible online or accessible without being at the office. Overall, the programs were offered online or could be accessed without being at the office rather than only at the office (see table 15). Additionally, a multiple regression analysis was performed to examine the effect of the type of offer (at the office or online) on participation. Table 16 illustrates that physical health programs offered at the office have a non-significant effect on total participation ($B = -.010$, $SE = .029$, $t = -.362$, $p = .718$), while these programs offered online or accessible without being at the office, do have a significant positive effect on participation ($B = .162$, $SE = .028$, $t = 5.600$, $p < .001$). Similar results can be reported for mental health programs (see table 17), financial well-being programs (table 18), career well-being programs (table 19) and social well-being programs (table 20).

6. Discussion

The objective of this study was to explore the effect of organizational support factors on employee participation in well-being initiatives. Whereas previous research has mainly focused on the outcomes of well-being programs to the individual and to the organization, this study is one of few, that focuses on the participation in these programs. This study found that variety of well-being programs offered within an organization has the strongest effect on participation. Specifically, if there is a variety of well-being programs, the more likely it is that employees find fitting programs

for their needs and preferences, and thus, participate in these programs. Nevertheless, the results also reveal a somewhat low average participation in this sample, while there is little variety of programs offered within companies. On average, seven programs are offered within a company, and when defining variety to have more than eight programs out of 16 available, more than the majority do not have variety in the offer of programs. Defining variety in categories, half of the participants have a variety of programs offered, though, participation rates are low. These results demonstrate the research of Spence (2015) and Lyubomirsky and Layous (2013). Spence (2015) argues that a services-needs misalignment can negatively influence employee participation in well-being programs, while Lyubomirsky and Layous (2013) found that the person-activity fit is essential for the success of well-being programs. Moreover, this study displays that feeling supported by one's organization (POS) is positively related to participation in well-being initiatives. In particular, employees who feel supported by their organization tend to participate more in well-being programs. Furthermore, the perceived support by one's supervisor (PSS) also positively relates to employee participation in well-being initiatives. The similar effect of PSS and POS can be explained by their strong correlation, which demonstrates that supervisors act as agents of the organization so employees perceive these actions to be taken out by the organization itself (Kim et al., 2018; Levinson, 1965; Rhoades & Eisenberger, 2002). Thus, the supervisors' actions are strongly linked to the intentions of the organization. Pua et al. (2016) found that POS, PSS, and perceived co-worker support strongly relate to employee's safety and health compliance, whereas PSS shows the strongest impact in ensuring employee's safety and health compliance behavior. Consequently, this thesis believed a similar effect for well-being, as well-being is strongly correlated to health. However, this belief is not entirely supported as POS shows a stronger effect on participation in well-being programs than PSS does. This might be the case because well-being programs in the workplace are provided by the overall organization and cannot necessarily

be led back to individual supervisors. So, the offer of well-being programs might be closely associated with POS rather than PSS. Overall, there is evidence that the organizational support factors, variety, POS, and PSS do positively relate to employee participation. The extent of these factors can influence participation in well-being initiatives, which reinforces the statement by Grawitch and Munz (2006) that well-being practices need to be implemented at an organizational level to obtain the desired outcomes.

The analysis of control variables shows that organization's commitment is strongly related to POS, PSS, and variety, while it is moderately correlated to participation. This again confirms the finding of Grawitch and Munz (2006) that the implementation of well-being programs needs to occur at an organizational level and supports the research of Spence (2015) and Sorensen et al. (2018) that the organization's commitment to health and well-being is a considerable factor for participation in well-being programs. Interestingly, instrumentality and workload relate only poorly positively to participation, while existing research demonstrates that workload significantly impacts participation rates (Lakerveld et al., 2008; Person et al., 2010) and that employees must perceive the implementation of well-being initiatives by the company in a positive way to participate (Dietz & Den Hartog, 2006; Nishii & Wright, 2008). A possible reason for this finding might be that the assessments of instrumentality and workload do not seem to be of high reliability in this study. The analysis of demographic variables shows that the significant positive correlation between size of the company and variety, as well as participation might also be explained by the research of Spence (2015) and Lyubomirsky and Layous (2013) that larger companies have the resources to offer more variety in programs and thus promote the person-activity fit. Further, the significant but negative relation of POS with size of the company supports research by Dekker and Barling (1995) who found that employees perceive to be less appreciated in larger companies. Somewhat similar to this study, Rhoades and Eisenberger (2002) found that tenure and POS are only slightly related,

whereas this study found a significant but negative relationship between those two variables. This is a surprising result as it was expected that employees, who stay with the same company for a longer period might also feel supported by their organization (Rhoades & Eisenberger, 2002).

The additional analyses demonstrate that in this sample the most common well-being programs were in the categories of physical health, career well-being and social well-being. More programs were offered online or could be accessed without being at the office rather than offered only at the office. However, the strong offer of online or external programs might be the case due to the current Covid-19 pandemic, which forced employees to mainly work from home and organizations to operate their business online. A differentiation between the offer of online programs and programs that can be accessed without being at the office, which are not necessarily meant to be offered online, cannot be made as it was provided as one combined answer choice in this study. Moreover, the results reveal that physical health, career well-being and social well-being programs are the program categories employees participated the most. Though, this might be the case as these program categories are also the most offered. Nevertheless, a surprising finding was that all programs offered online or that are accessible without being at the office do have a positive effect on participation. Whereas none of the programs offered only at the office serve as significant factors to participation. However, this finding might again be distorted due to the Covid-19 pandemic or because there has not been a differentiation between offered online and offered externally.

6.1 Practical Implications

Previous studies demonstrate the positive outcomes that well-being programs in the workplace have on the individual and on the organization. Some research also outlines the importance of participation in these programs in order to obtain the desired results. This study shows that there are a few factors that should be considered to promote participation in well-being initiatives.

For the successful implementation of well-being programs within an organization, the first approach should be a well-being needs assessment of employees. By doing this, the company gets a better understanding of which needs to satisfy, and which well-being initiatives to develop (McLeroy et al., 1988; Ungueranu et al., 2019). When implementing well-being programs, the organization should make sure to implement it at an organizational level. In particular, the organization should be committed to promote well-being programs and the actions by supervisors should be in line with the organization's intentions. In order to promote participation in these programs, organizations should actively educate, reach out and raise awareness to well-being (Ott-Holland et al., 2017). The organization should also allow employees to take the time to participate in these programs by adapting workload (Lakerveld et al., 2008). Furthermore, by offering diverse well-being programs, the company enhances the person-activity fit and can promote participation in these programs. These actions are strongly related to organization's commitment, POS, PSS and variety of offers, which have been proven to positively effect employee participation.

6.2 Limitations

This study tested if variety, POS and PSS have a positive effect on participation in well-being programs. However, it did not assess variety, POS, PSS and participation at different time periods. Thus, it cannot be unambiguously assumed that variety, POS or PSS lead to participation.

Nevertheless, a positive correlation between variety, POS, PSS and participation can be reported. Since all variables were measured at the same time, it might be the case that the positive relationship exists because employees have well-being initiatives available and participating in them makes them feel supported by their organization and supervisor. Another limitation in this study is the definition of variety. The operationalization that there is variety of programs when more than eight or at least one program in every category is arbitrary. However, other measures of variety, such as variety categorial and total variety, seem to provide the same results. In addition, the three items that were used from the HR Attribution Scale Items by Nishii et al. (2008), did not well reflect instrumentality as the index showed a negative Cronbach's alpha. The measure of workload is also limited, as it was assessed by only one item. Therefore, additional items should be used to better determine instrumentality and workload.

6.3 Directions for future research

This study assessed participation of different well-being categories as well as the availability of programs, offered only at the office or available online or rather without being at the office. A direction for further research would be to look deeper into whether participation varies between programs that are only offered at the office and programs that can be accessed without being at the office, and to also differentiate here between offered online and offered externally. This can play a crucial role for organizations when implementing well-being programs at work.

Another aspect could be to investigate which well-being category is the most popular amongst employees and which programs generate the most positive outcomes, so that companies include these in their program range. This information can be valuable to organizations to better tailor well-being initiatives and increase participation in order to improve the well-being of their employees.

Furthermore, it would be interesting to frequently assess POS and PSS over a certain period to examine the effect of these variables on the well-being of employees. This could help organizations to better understand the employees' perception of the company and its supervisors.

7. Conclusion

In conclusion, this study demonstrates, based on the findings of previous studies, that variety of well-being programs offered, perceived organizational support and perceived supervisor support have a positive effect on employee participation in well-being initiatives. In particular, the variety of programs is strongly related to participation, which implies that organizations should offer a wide range of well-being initiatives in order to promote participation and obtain the entailed positive outcomes of these programs. Furthermore, people who feel supported by their organization tend to participate in well-being programs. A similar relation was found for perceived supervisor support, though PSS has a weaker effect than POS on participation. This might be because the organization provides the well-being programs, rather than the individual supervisor. Thus, the offer of well-being initiatives is considerably associated with perceived organizational support. Additional research is required to further investigate predictors of participation in well-being programs. The subject matter of this thesis is of high relevance at present as health and well-being of employees have become important factors in the business world.

8. References

- Agarwal, D., Bersin, J., Lahiri, G., Schwartz, J., & Volini, E. (2018). *The rise of the social enterprise* (p. 100). Deloitte.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57–75. [https://doi.org/10.1016/S0022-4359\(96\)90005-6](https://doi.org/10.1016/S0022-4359(96)90005-6)
- Brown, K. W., & Ryan, R. M. (2003). The Benefits of Being Present: Mindfulness and Its Role in Psychological Well-Being. *Journal of Personality and Social Psychology*, 84(4), 822–848. <https://doi.org/10.1037/0022-3514.84.4.822>
- Bunce, D. (2000). Mediators of Change in Emotion-Focused and Problem-Focused Worksite Stress Management Interventions. *Journal Of Occupational Health Psychology*, 5(1), 156–163. <https://doi.org/10.1037//1076-8998.5.1.156>
- Campbell, A., Converse, P. E., & Rodgers, W. L. (1976). *The quality of American Life*. Russell Sage.
- Chartered Institute of Personnel and Development. (2020). *Well-Being at Work*. CIPD. <https://www.cipd.co.uk/knowledge/culture/well-being/factsheet>
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale Lawrence Erlbaum Associates. <http://www.utstat.toronto.edu/~brunner/oldclass/378f16/readings/CohenPower.pdf>
- Conrad, P. (1988). Worksite health promotion: The social context. *Social Science & Medicine*, 26(5), 485–489. [https://doi.org/10.1016/0277-9536\(88\)90381-4](https://doi.org/10.1016/0277-9536(88)90381-4)
- Danna, K., & Griffin, R. W. (1999). Health and Well-Being in the Workplace: A Review and Synthesis of the Literature. *Journal of Management*, 25(3), 357–384. <https://doi.org/10.1177/014920639902500305>
- De Neve, J.-E., Diener, E., Tay, L., & Xuereb, C. (2013). *The Objective Benefits of Subjective Well-Being* (CEP Discussion Paper No. 1236; pp. 1–35). London School of Economics and Political Science. https://www.researchgate.net/publication/255483372_The_Objective_Benefits_of_Subjective_Well-Being
- De Simone, S. (2014). Conceptualizing Wellbeing in the Workplace. *International Journal of Business and Social Science*, 5(12), 118–122.
- Dekker, I., & Barling, J. (1995). Workforce size and work-related role stress. *Work and Stress*, 9(1), 45–54. <http://dx.doi.org/10.1080/02678379508251584>
- Dietz, G., & Den Hartog, D. N. (2006). Measuring trust inside organisations. *Personnel Review*, 35(5), 557–588. <https://doi.org/10.1108/00483480610682299>
- Edwards, A. V., & Marcus, S. (2018). Employee Perceptions of Well-Being Programs. *Journal of Social, Behavioral, and Health Sciences*, 12(1), 100–113. <https://doi.org/10.5590/JSBHS.2018.12.1.07>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500–507.
- Eisenberger, R., Stinglhamer, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention. *Journal of Applied Psychology*, 87(3), 565–573. <https://doi.org/10.1037//0021-9010.87.3.565>

- Emmons, R., & McCullough, M. E. (2003). Counting Blessings Versus Burdens: An Experimental Investigation of Gratitude and Subjective Well-Being in Daily Life. *Journal of Personality and Social Psychology*, 84(2), 377–389. <https://doi.org/10.1037/0022-3514.84.2.377>
- Gilbert, S., & Kelloway, K. E. (2014). Using single items to measure job stressors. *International Journal of Workplace Health Management*, 7(3), 186–199. <https://doi.org/10.1108/IJWHM-03-2013-0011>
- Good, D. J., Lyddy, C. J., Glomb, T. M., Bono, J. E., Brown, K. W., Baer, R. A., Brewer, J. A., & Lazar, S. W. (2016). Contemplating Mindfulness at Work: An Integrative Review. *Journal of Management*, 42(1), 114–142. <https://doi.org/10.1177/0149206315617003>
- Grant, A. M., Curtaayne, L., & Burton, G. (2009). Executive coaching enhances goal attainment, resilience and workplace well-being: A randomised controlled study. *The Journal of Positive Psychology*, 4(5), 396–407. <https://doi.org/10.1080/17439760902992456>
- Grawitch, M. J., & Munz, D. C. (2006). The path to a healthy workplace: A critical review linking healthy workplace practices, employee well-being and organizational improvements. *Consulting Psychology Journal Practice and Research*, 58(3), 129–147. <https://doi.org/10.1037/1065-9293.58.3.129>
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytical framework. *Human Resource Management Journal*, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Harter, J. K., Keyes, C. L. M., & Schmidt, F. L. (2003). *Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies*. 1–22.
- Harvard T.H. Chan School of Public Health. (2013). *Workplace Integrated Safety and Health (WISH) Assessment* (pp. 1–5) [Questionnaire]. Center for Work, Health and Well-Being. <http://centerforworkhealth.sph.harvard.edu/resources/workplace-integrated-safety-and-health-wish-assessment>
- Hülshager, U. R., Alberts, H. J. E. M., Feinholdt, A., & Lang, J. W. B. (2013). Benefits of Mindfulness at Work: The Role of Mindfulness in Emotion, Regulation, Emotional Exhaustion, and Job Satisfaction. *Journal of Applied Psychology*, 98(2), 310–325. <https://doi.org/10.1037/a0031313>
- Innovative Workplace Institute. (2021). *Workplace Wellbeing Assessment: Prowell*. Innovative Workplace Institute. <https://www.innovativeworkplaceinstitute.org/workplace-wellbeing-prowell.php>
- Kim, D., Woo Moon, C., & Shin, J. (2018). Linkages between empowering leadership and subjective well-being and work performance via perceived organizational and co-worker support. *Leadership and Organization Development Journal*, 39(7), 844–858. <https://doi.org/10.1108/LODJ-06-2017-0173>
- Kohll, A. (2019). How your office space impacts employee well-being. *Forbes Magazine*. <https://www.forbes.com/sites/alankohll/2019/01/24/how-your-office-space-impacts-employee-wellbeing/>
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring Perceived Supervisory and Organizational Support. *Educational and Psychological Measurement*, 48(4), 1075–1079. <https://doi.org/10.1177/0013164488484024>
- Kowalski, T. H. P., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *The International Journal of Human Resource Management*, 28(16), 2229–2255. <https://doi.org/10.1080/09585192.2017.1345205>

- Lakerveld, J., Ijzelenberg, W., Van Tulder, M. W., Hellemans, I. M., Rauwerda, J. A., Van Rossum, A. C., & Seidell, J. C. (2008). Motives for (not) participating in a lifestyle intervention trial. *BMC Medical Research Methodology*, 8(17). <https://doi.org/10.1186/1471-2288-8-17>
- Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 9(4), 370–390. <https://doi.org/10.2307/2391032>
- Loon, M., Otaye-Ebede, L., & Stewart, J. (2019). The paradox of employee psychological well-being practices: An integrative literature review and new directions for research. *The International Journal of Human Resource Management*, 30(1), 156–187. <https://doi.org/10.1080/09585192.2018.1479877>
- Lyubomirsky, S., & Layous, K. (2013). How Do Simple Positive Activities Increase Well-Being? *Association for Psychological Science*, 22(1), 57–62. <https://doi.org/10.1177/0963721412469809>
- McLeroy, K. R., Bibeau, D., Steckler, A., & Glanz, K. (1988). An Ecological Perspective on Health Promotion Programs. *Health Education Quarterly*, 15(4), 351–377. <https://doi.org/10.1177/109019818801500401>
- O’Neill, B., Prawitz, A., Sorhaindo, B., Kim, J., & Garman, T. E. (2006). Changes in Health, Negative Financial Events and Financial Distress/ Financial Well-Being for Debt. *Journal of Financial Counseling and Planning*, 17(2), 46–62.
- Ott-Holland, C. J., Shepherd, W. J., & Ryan, A. M. (2017). Examining Wellness Programs Over Time: Predicting Participation and Workplace Outcomes. *Journal Of Occupational Health Psychology*, 24(1), 163–179. <https://doi.org/10.1037/ocp0000096>
- Person, A. L., Colby, S. E., Bulova, J. A., & Whitehurst Eubanks, J. (2010). Barriers to participation in a worksite wellness program. *Nutrition Research and Practice*, 4(2), 149–154. <https://doi.org/10.4162/nrp.2010.4.2.149>
- Precedence Research. (2020). *Corporate Wellness Market to Garner Growth 7.1% by 2027*. GlobeNewswire. <https://www.globenewswire.com/news-release/2020/11/16/2127486/0/en/Corporate-Wellness-Market-to-Garner-Growth-7-1-by-2027.html>
- Puah, L. N., Ong, L. D., & Chong, W. Y. (2016). The effects of perceived organizational support, perceived supervisor support and perceived co-worker support on safety and health compliance. *International Journal of Occupational Safety and Ergonomics*, 22(3), 333–339. <http://dx.doi.org/10.1080/10803548.2016.1159390>
- Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of Literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037//0021-9010.87.4.698>
- Scorsolini-Comin, F., Fontaine, A. M., Koller, S. H., & Santos, M. (2012). From Authentic Happiness to Well-Being: The Flourishing of Positive Psychology. *Psicologia: Reflexao e Critica*, 26(4), 663–670. <https://doi.org/10.1590/S0102-79722013000400006>
- Scully, D., Kremer, J., Meade, M. M., Graham, R., & Dudgeon, K. (1998). Physical exercise and psychological well being: A critical review. *British Journal of Sports Medicine*, 32(2), 111–120. <https://doi.org/10.1136/bjism.32.2.111>
- Sheldon, K. M., Boehm, J., & Lyubomirsky, S. (2012). Variety is the spice of happiness: The hedonic adaptation pervention (HAP) model. In *Oxford handbook of happiness* (pp. 901–914). Oxford University Press. <https://books.google.pt/books?id=HwQRpIZYh3AC&lpg=PA1067&ots=DV2MG0Apcb>

&dq=Oxford+Handbook+of+Happiness&pg=PA901&redir_esc=y#v=onepage&q&f=false

- Slutsky, J., Chin, B., Raye, J., & Creswell, D. J. (2018). Mindfulness Training Improves Employee Well-Being: A Randomized Controlled Trial. *Journal Of Occupational Health Psychology, 2018*, 1–36. <https://doi.org/10.1037/ocp0000132>
- Sorensen, G., Sparer, E., Williams, J. A. R., Gundersen, D., Boden, L. I., Dennerlein, J. T., Hashimoto, D., Katz, J., McLellan, D., Okechukwu, C., Pronk, N. P., Revette, A., & Wagner, G. R. (2018). Measuring best practices for workplace safety, health and well-being: The Workplace Integrated Safety and Health Assessment. *Journal Of Environ Med., 60*(5), 430–439. <https://doi.org/10.1097/JOM.0000000000001286>.
- Spence, G. B. (2015). Workplace wellbeing programs: If you build it they may NOT come...because it's not what they really need! *International Journal of Wellbeing, 5*(2), 109–124. <https://doi.org/10.5502/ijw.v5i2.7>
- Ungueranu, P., Bertolotti, F., & Pilati, M. (2019). What drives alignment between offered and perceived well-being initiatives in organizations? A cross-case analysis of employer-employee shared strategic intentionality. *European Management Journal, 37*(6), 742–759. <https://doi.org/10.1016/j.emj.2019.03.005>
- Van der Klink, J. J., Blonk, R. W., & Van Dijk, F. J. (2001). The benefits of interventions for work related stress. *American Journal of Public Health, 91*(2), 270–276. <https://doi.org/10.2105/ajph.91.2.270>
- Volini, E., Schwartz, J., Denny, B., Mallon, D., Van Durme, Y., Hauptmann, M., Yan, R., & Poynton, S. (2020). *The social enterprise at work: Paradox as a path forward* (p. 124). Deloitte.

9. Appendix

Table 1

Breakdown of work countries

Work country	Frequency	Percentage
Germany	77	32.0
Austria	126	52.3
Switzerland	6	2.5
Ireland	2	.8
Portugal	5	2.1
Finland	2	.8
New Zealand	2	.8
United Kingdom	3	1.2
Netherlands	4	1.7
France	2	.8
South Africa	1	.4
India	1	.4
Italy	1	.4
USA	9	3.7
Total	241	100.0

Table 2

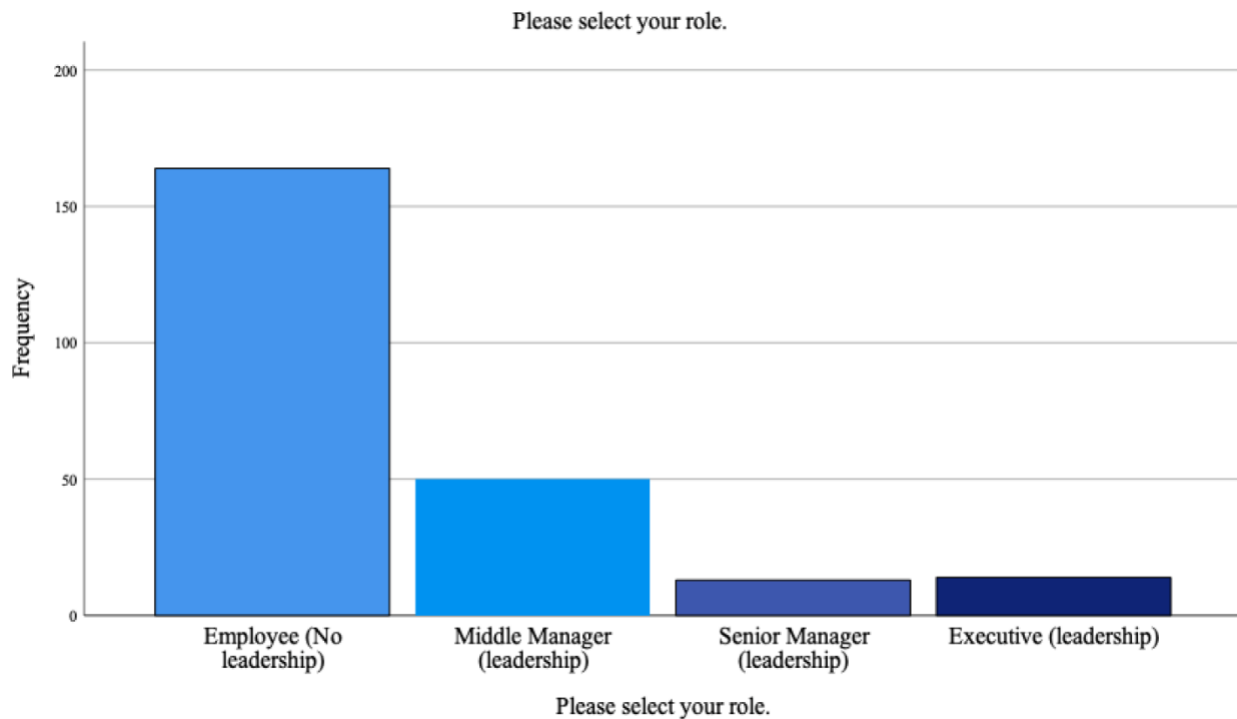


Table 3

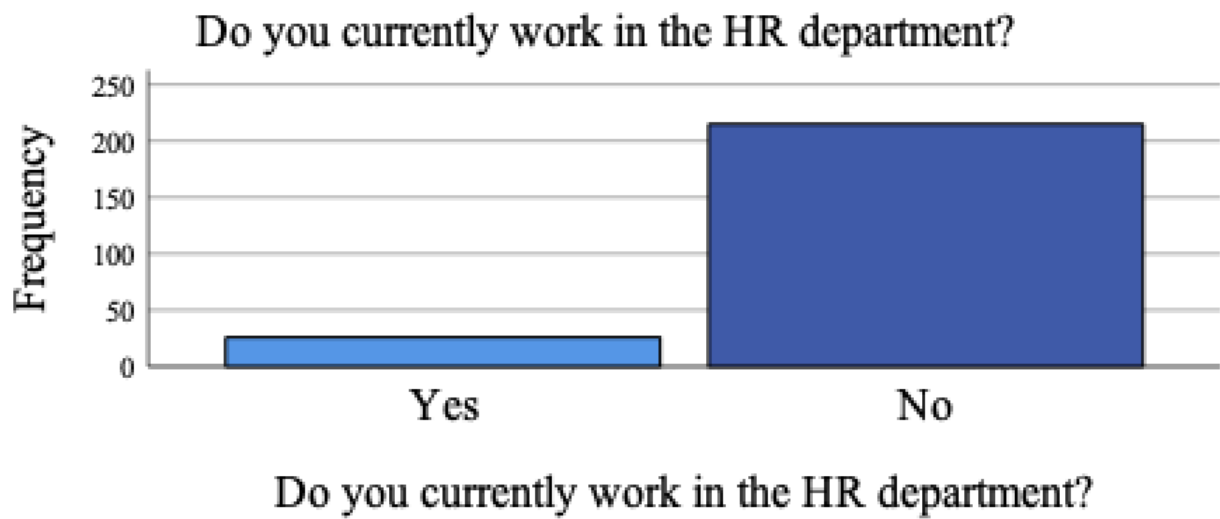


Table 4

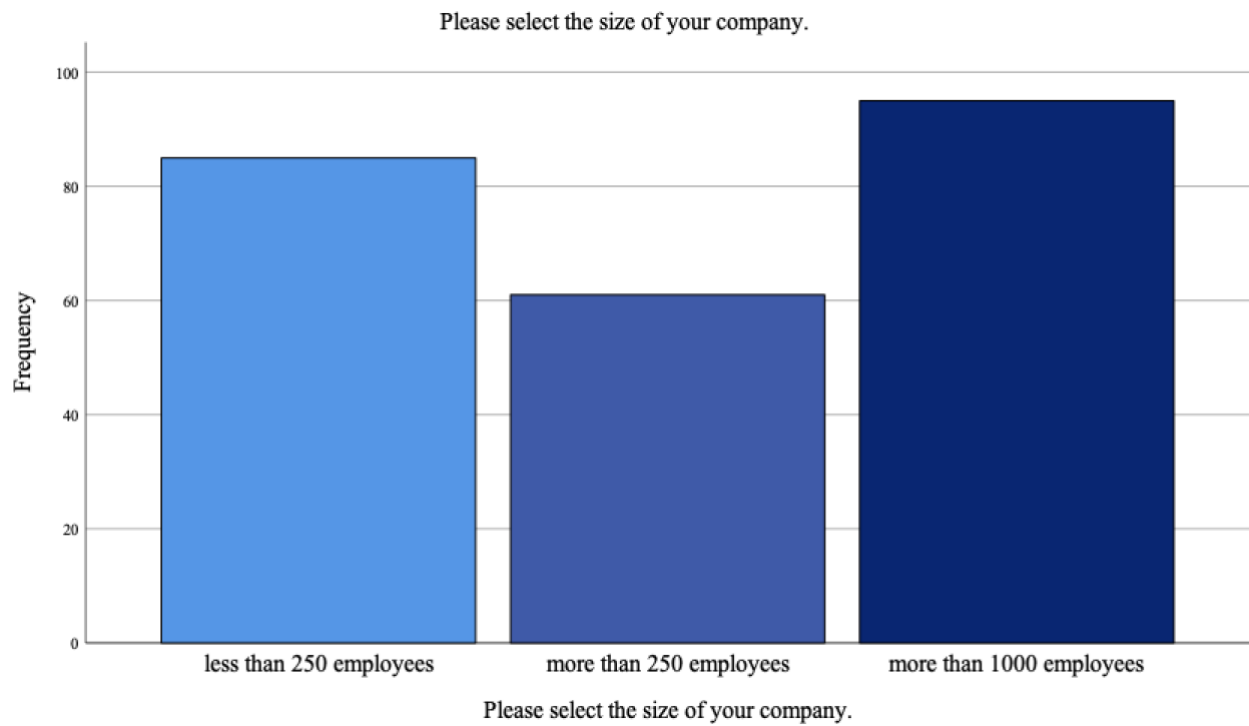


Table 5

Correlations Initiative Availability and Participation

Availability	Participation Cat. 1	Participation Cat. 2	Participation Cat. 3	Participation Cat. 4	Participation Cat. 5
1. Physical Health Programs	.59**	-			
2. Mental Health Programs		.65**	-		
3. Financial Well-being Programs			.70**	-	
4. Career Well-being Programs				.43**	-
5. Social Well-being Programs					.71**

Notes

** Correlation is significant at the 0.01 level (2-tailed).

Table 6

Means, Standard Deviations and Correlations (a)

Variable	Means	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Total Participation	1.88	.50	-												
2. Total Variety	1.29	.46	.72**	-											
3. Variety if 8 (b)	1.55	.49	.56**	.78**	-										
4. Variety Categorical (c)	7.00	2.63	.50**	.66**	.53**	-									
5. Perceived Organizational Support	3.64	.70	.43**	.43**	.32**	.19**	-								
6. Perceived Supervisor Support	3.63	.88	.30**	.37**	.23**	.19**	.72**	-							
7. Organization's commitment	3.32	.86	.43**	.54**	.44**	.27**	.76**	.71**	-						
8. Instrumentality	2.93	.84	.13*	.27**	.13*	.22**	.19**	.22**	.30**	-					
9. Workload	3.67	1.12	.14*	.16*	.15*	.09	.34**	.33**	.34**	.05	-				
10. Age	34.35	10.42	-.07	-.07	-.01	-.05	-.11	-.06	-.02	.12	-.13*	-			
11. Size of company (d)	2.04	.86	.17**	.29**	.22**	.27**	-.14*	.03	.05	.12	-.09	.05	-		
12. Role (e)	1.49	.84	.02	.04	.05	-.07	.17**	.09	.09	.06	-.01	.46**	-.16*	-	
13. Tenure (f)	2.41	1.04	-.03	-.01	.00	-.00	-.16*	-.12	-.12	-.05	-.11	.61**	.04	.25**	-
14. Gender (g)	1.43	.49	.01	.13*	.18**	-.03	.10	.07	.11	.15*	-.06	.12	.04	.25**	.04

Notes

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

(a) N = 241

(b) Variety if 8 represents variety if more than 8 programs are offered within an organization

(c) Variety Categorical represents variety if at least one program in every category is offered within an organization

(d) Coded as 1 = "less than 250 employees" 2 = "more than 250 employees" 3 = "more than 1000 employees"

(e) Coded as 1 = "Employee (No leadership)" 2 = "Middle Manager (leadership)" 3 = "Senior Manager (leadership)" 4 = "Executive (leadership)"

(f) Coded as 1 = "less than 1 year" 2 = "1 year but less than 5 years" 3 = "5 years but less than 10 years" 4 = "10 years or more"

(g) Coded as 1 = "Female" 2 = "Male"

Table 7

Frequency of variety in programs

Variety	Frequency	Percentage
Variety if 8		
No variety	170	70.5
Variety	71	29.5
Variety Categorical		
No variety	108	44.8
Variety	133	55.2
Total	241	100

Notes

Response values: 0 = Not offered/ I do not know, 1 = Offered

Table 8

Regression results baseline model

DV: Total Participation	Model 1			
	B	SE	t	p
Organization's commitment	.255	.034	7.500	.000*
Size of the company	.093	.034	2.708	.007
<i>R</i> ² & ΔR^2	F(2, 230) = 32.803, p < .001 <i>R</i> ² = .222, ΔR^2 = .215			

Notes

N = 233

*p<.001

Table 9

Regression results for testing hypothesis 1

DV: Total Participation	Model 2				Model 3				Model 4			
	B	SE	t	p	B	SE	t	p	B	SE	t	p
Organization's commitment	.033	.032	1.038	.300	.141	.034	4.149	.000*	.196	.032	6.097	.000*
Size of the company	-.013	.028	-.447	.655	.041	.032	1.287	.200	.032	.033	.987	.325
Total Variety / Variety if 8 / Variety Categorical	.136	.011	12.304	.000*	.499	.067	7.493	.000*	.403	.059	6.858	.000*
<i>R</i> ² & ΔR^2	F(3, 229) = 86.628, p < .001 <i>R</i> ² = .532, ΔR^2 = .525				F(3, 229) = 45.825, p < .001 <i>R</i> ² = .375, ΔR^2 = .367				F(3, 229) = 41.925, p < .001 <i>R</i> ² = .355, ΔR^2 = .346			

Notes

N = 233

*p<.001

Table 10

Regression results for testing hypothesis 2

DV: Total Participation	Model 2				Model 3				Model 4			
	B	SE	t	p	B	SE	t	p	B	SE	t	p
Organization's commitment	-.066	.044	-1.484	.139	.003	.050	.069	.945	.069	.050	1.393	.165
Size of the company	.015	.029	.523	.602	.074	.032	2.314	.022	.065	.033	1.939	.054
Total Variety / Variety if 8 / Variety Categorical	.133	.011	12.166	.000*	.495	.065	7.618	.000*	.391	.058	6.792	.000*
POS	.165	.052	3.153	.002	.219	.060	3.669	.000*	.203	.061	3.324	.001
<i>R</i> ² & ΔR^2	F(4, 228) = 69.992, p < .001 <i>R</i> ² = .551, ΔR^2 = .543				F(4, 228) = 39.605, p < .001 <i>R</i> ² = .410, ΔR^2 = .400				F(4, 228) = 35.587, p < .001 <i>R</i> ² = .384, ΔR^2 = .374			

Notes

N = 233

*p<.001

Table 11

Regression results for testing hypothesis 3

DV: Total Participation	Model 2				Model 3				Model 4			
	B	SE	t	p	B	SE	t	p	B	SE	t	p
Organization's commitment	-.047	.047	-.994	.321	.018	.054	.330	.742	.101	.052	1.922	.056
Size of the company	.020	.029	.677	.499	.078	.033	2.394	.017	.072	.033	2.143	.033
Total Variety	.132	.011	12.017	.000*								
/												
Variety if 8					-.487	.066	7.386	.000*				
/												
Variety Categorical									.389	.057	6.786	.000*
POS	.191	.057	3.351	.001	.238	.065	3.644	.000*	.250	.066	3.780	.000*
PSS	-.046	.040	-1.153	.250	-.033	.046	-.724	.470	-.083	.046	-1.796	.074
R^2 & ΔR^2	F(5, 227) = 56.340, p < .001 $R^2 = .554$, $\Delta R^2 = .544$				F(5, 227) = 31.723, p < .001 $R^2 = .411$, $\Delta R^2 = .398$				F(5, 227) = 29.393, p < .001 $R^2 = .393$, $\Delta R^2 = .380$			

Notes
N = 233
*p<.001

Table 12

Regression results for testing hypothesis 3 (excluding organization's commitment)

DV: Total Participation	Model 5			
	B	SE	t	p
PSS	.152	.039	3.932	.000*
Instrumentality	.036	.040	.904	.367
Workload	.028	.030	.919	.359
Size of company	.114	.038	2.995	.003
Role	.058	.047	1.235	.218
HR department	-.067	.112	-.598	.550
Gender	-.039	.068	-.578	.564
Age	-.008	.004	-1.796	.074
Tenure	.044	.039	1.108	.269
R^2 & ΔR^2	F(2, 230) = 32.803, p < .001 $R^2 = .222$, $\Delta R^2 = .215$			

Notes
N = 233
*p<.001

Table 13

<i>Frequency of program availability</i>		
Number of programs available	Frequency	Percentage
Physical Health		
1 Program	34	14.1
2 Programs	44	18.3
3 Programs	83	34.4
4 Programs	80	33.2
Mental Health		
No Program offered	38	15.8
1 Program	80	33.2
2 Programs	62	25.7
3 Programs	61	25.3
Financial Well-being		
No Program offered	85	35.3
1 Program	86	35.7
2 Programs	45	18.7
3 Programs	25	10.4
Career Well-being		
No Program offered	4	1.7
1 Program	36	14.9
2 Programs	111	46.1
3 Programs	90	37.3
Social Well-being		
No Program offered	24	10.0
1 Program	34	14.1
2 Programs	61	25.3
3 Programs	122	50.6
Total	241	100

Table 14

<i>Frequency of program participation</i>	
Program	Mean
Physical Health	2.06
Mental Health	1.65
Financial Well-being	1.45
Career Well-being	2.1
Social Well-being	2.2

Notes

Response values: 1 = "Never", 2 = "Some of the time", 3 = "Most of the time", 4 = "All of the time"

Table 15

Frequency of program availability (office/ online)

Program	Mean	Number of programs
Physical Health		4
Offered at office	1.09	
Offered online	1.80	
Mental Health		3
Offered at office	.33	
Offered online	1.30	
Financial Well-being		3
Offered at office	.15	
Offered online	.91	
Career Well-being		3
Offered at office	.28	
Offered online	1.9	
Social Well-being		3
Offered at office	.84	
Offered online	1.31	

Table 16

Regression results for additional analysis: Physical health Program Availability

DV: Total Participation	Model 1				Model 2			
	B	SE	t	p	B	SE	t	p
Organization's commitment	.259	.039	6.631	.000*	.187	.038	4.875	.000*
Instrumentality	-.004	.039	-.116	.908	-.029	.036	-.795	.428
Workload	-.001	.029	-.030	.976	.003	.027	.129	.897
Size of company	.106	.036	2.929	.004	.025	.036	.697	.486
Role	.051	.044	1.154	.250	.066	.041	1.605	.110
HR Department	-.032	.106	-.305	.761	.006	.099	.057	.955
Gender	-.063	.064	-.974	.331	-.075	.060	-1.245	.214
Age	-.008	.004	-1.962	.051	-.006	.004	-1.513	.132
Tenure	.053	.037	1.418	.158	.024	.035	.689	.492
Physical Health Program available at the office	-.010	.029	-.362	.718				
Physical Health Program available online/ externally					.162	.028	5.800	.000*
<i>R</i> ² & ΔR^2	F(10, 222) = 7.096, p < .001 <i>R</i> ² = .242, ΔR^2 = .208				F(10, 222) = 11.515, p < .001 <i>R</i> ² = .342, ΔR^2 = .312			

Notes

N = 233

*p < .001

Table 17

Regression results for additional analysis: Mental health Program Availability

DV: Total Participation	Model 1				Model 2			
	B	SE	t	p	B	SE	t	p
Organization's commitment	.261	.039	6.717	.000*	.160	.038	4.191	.000*
Instrumentality	-.007	.039	-.191	.849	-.017	.035	-.494	.622
Workload	-.002	.029	-.061	.951	-.009	.026	-.351	.726
Size of company	.109	.036	3.018	.003	.034	.034	.993	.322
Role	.052	.044	1.177	.241	.040	.040	.994	.321
HR Department	-.033	.106	-.316	.752	.002	.096	.025	.980
Gender	-.062	.064	-.967	.335	-.057	.058	-.976	.330
Age	-.008	.004	-2.026	.044	-.005	.004	-1.438	.152
Tenure	.049	.037	1.309	.192	.040	.034	1.192	.235
Mental Health Program available at the office	.030	.048	.616	.539				
Mental Health Program available online/ externally					.209	.030	6.911	.000*
<i>R</i> ² & ΔR^2	F(10, 222) = 7.129, p < .001 <i>R</i> ² = .243, ΔR^2 = .209				F(10, 222) = 13.379, p < .001 <i>R</i> ² = .376, ΔR^2 = .348			

Notes

N = 233

*p < .001

Table 18

Regression results for additional analysis: Financial Well-being Program Availability

DV: Total Participation	Model 1				Model 2			
	B	SE	t	p	B	SE	t	p
Organization's commitment	.260	.039	6.672	.000*	.203	.035	5.872	.000*
Instrumentality	-.005	.038	-.127	.899	-.015	.034	-.455	.650
Workload	.000	.029	-.007	.995	-.007	.025	-.271	.787
Size of company	.109	.036	3.022	.003	.009	.034	.261	.794
Role	.051	.044	1.141	.255	.051	.039	1.330	.185
HR Department	-.033	.106	-.314	.754	.084	.093	.902	.368
Gender	-.065	.064	-1.015	.311	-.074	.056	-1.310	.192
Age	-.008	.004	-2.043	.042	-.003	.004	-.867	.387
Tenure	.052	.037	1.402	.162	.032	.033	.980	.328
Financial Well-being Program available at the office	.039	.067	.575	.566				
Financial Well-being Program available online/ externally					.259	.031	8.311	.000*
<i>R</i> ² & ΔR^2	F(10, 222) = 7.122, p < .001 <i>R</i> ² = .243, ΔR^2 = .209				F(10, 222) = 16.187, p < .001 <i>R</i> ² = .422, ΔR^2 = .396			

Notes

N = 233

*p < .001

Table 19

Regression results for additional analysis: Career Well-being Program Availability

DV: Total Participation	Model 1				Model 2			
	B	SE	t	p	B	SE	t	p
Organization's commitment	.258	.039	6.647	.000*	.209	.040	5.209	.000*
Instrumentality	-.002	.038	-.050	.960	-.001	.037	-.035	.972
Workload	-.003	.029	-.114	.909	-.002	.028	-.071	.943
Size of company	.105	.036	2.938	.004	.088	.035	2.488	.014
Role	.053	.044	1.197	.232	.059	.043	1.369	.172
HR Department	-.029	.105	-.275	.783	.000	.103	.003	.997
Gender	-.063	.064	-.984	.326	-.084	.063	-1.342	.181
Age	-.007	.004	-1.768	.078	-.007	.004	-1.733	.084
Tenure	.056	.037	1.521	.130	.046	.036	1.273	.204
Career Well-being Program available at the office	-.070	.047	-1.492	.137				
Career Well-being Program available online/ externally					.138	.037	3.780	.000*
<i>R</i> ² & ΔR^2	F(10, 222) = 7.372, p < .001 <i>R</i> ² = .249, ΔR^2 = .215				F(10, 222) = 8.963, p < .001 <i>R</i> ² = .288, ΔR^2 = .256			

Notes

N = 233

*p < .001

Table 20

Regression results for additional analysis: Social Well-being Program Availability

DV: Total Participation	Model 1				Model 2			
	B	SE	t	p	B	SE	t	p
Organization's commitment	.261	.039	6.709	.000*	.193	.038	5.014	.000*
Instrumentality	-.003	.039	-.089	.929	.003	.036	.072	.943
Workload	.000	.029	-.012	.990	.003	.027	.096	.923
Size of company	.103	.037	2.812	.005	.065	.035	1.882	.061
Role	.054	.044	1.211	.227	.047	.041	1.142	.255
HR Department	-.022	.107	-.204	.838	.070	.101	.692	.489
Gender	-.063	.064	-.988	.324	-.087	.060	-1.437	.152
Age	-.008	.004	-2.017	.045	-.005	.004	-1.318	.189
Tenure	.053	.037	1.429	.154	.066	.035	1.880	.061
Social Well-being Program available at the office	-.020	.029	-.687	.493				
Social Well-being Program available online/ externally					.145	.026	5.570	.000*
<i>R</i> ² & ΔR^2	F(10, 222) = 7.141, p < .001 <i>R</i> ² = .243, ΔR^2 = .209				F(10, 222) = 11.171, p < .001 <i>R</i> ² = .335, ΔR^2 = .305			

Notes

N = 233

*p < .001

English Version of the survey

Thank you for participating in this survey! In the top right corner, you can choose whether the survey should be displayed in German or English. It is recommended to perform the survey on a computer/laptop.

This survey is part of two Master theses and will take you around 10 minutes to complete all questions. The following survey addresses all types of current employees of an organization.

By participating, you will contribute to research conducted about well-being initiatives at work. Your participation in this study is voluntary, your refusal to participate or your withdrawal from this study will involve no penalty, and you may discontinue participation at any time.

PLEASE NOTE:

It will really help us if you complete the survey by giving your fullest attention, reading all instructions and statements carefully, and then responding accordingly to all the items.

Possible Risks of Study: There are no anticipated risks or adverse effects in this study beyond what one would typically experience in daily life.

Confidentiality and Privacy of Research Data: The information provided by all respondents will be anonymous and confidential and will be used for research purposes only. The survey responses contain no identifying information (e.g., email, names, etc.). Also, no one will have access to your completed survey except for the Principal Investigators (PI). Your supervisor will not know your responses! As such, please answer all questions as honestly and accurately as possible.

Principal Investigators: Sophie Rabel, Professor Samantha Sim, Bianca Udhöfer, Professor Sofia Kousi

If you do not wish to participate in the survey, you may close the browser now to exit.

The following questions refer to well-being programs offered by your company and your participation. Please read the statements below. You find multiple possible answers, if a program is offered or not, and then for each one a participation scale ranging from 1. never to 4. all of the time.

Physical health programs

	Availability				Do/did you participate in these programs within the last year ?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
1. My company offers programs for lowering health risks and supporting healthy behaviors, such as e.g. healthy food options or possibilities for physical activity and medical services like vaccinations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My company provides resources, such as ergonomic equipment (standing desk, screen glasses, etc.) that support my well-being on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My company has programs to prevent harm to employees from abuse, harassment, discrimination, and violence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The company ensures that employees take their earned times away from work, such as breaks, paid sick leave, vacation, and paid parental leave.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mental health programs

	Availability				Do/did you participate in these programs within the last year?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
5. In my company are programs in place to support employees when they are dealing with personal or family issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. There are proactive measures that ensure that the workload is reasonable, for example, employees can usually complete their assigned job tasks within their shift.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My company offers programs or training that support my mental health, such as stress management, meditation, coaching, or mindfulness programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Financial well-being programs

	Availability				Do/did you participate in these programs within the last year?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
8. My company offers programs to improve my financial status, such as financial advice (e.g. financial counselling, financial education)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My company offers programs to improve my financial status, such as salary splits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. My company offers programs to improve my financial status, such as retirement planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Career well-being programs

	Availability				Do/did you participate in these programs within the last year?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
11. My company provides a program that supports employees who are returning to work after time off.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. My company offers the possibilities of flexible working time and practices and/or remote work (homeoffice).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. My company provides programs that support personal growth and development, such as mentoring, coaching, learning, and development practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Social well-being programs

	Availability				Do/did you participate in these programs within the last year?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
14. My company offers programs to encourage social relations within the organization, such as a corporate social network.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. My company provides programs to encourage social relations within the organization, such as team building (e.g. set team lunch).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. My company offers programs to encourage social relations within the organization, such as social after-work events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following statements refer to your organization. Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best reflects your agreement with the statement.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1. The organization really cares about my well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The organization cares about my general satisfaction at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Help is available from the organization when I have a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The organization cares about my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The organization strongly considers my goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The organization would forgive an honest mistake on my part.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
7. The organization is willing to help me if I need a special favor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The organization shows very little concern for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. If given the opportunity, the organization would take advantage of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Worker health and well-being are part of the organization's mission, vision or business objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The organization allocates enough resources such as enough workers and money to implement policies or programs to protect and promote worker well-being and health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The importance of health and well-being is communicated across all levels of the organization, both formally and informally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. The company's leadership, such as senior leaders and middle managers, communicate their commitment to a work environment that supports employee health and well-being.

14. The company's leadership, such as senior leaders and managers, take responsibility for ensuring a healthy and well-being supportive work environment.

15. The company encourages employees to voice their concerns about well-being.

16. The organization seeks employee involvement and feedback in well-being program-decisions across all levels.

17. Managers and employees work together in planning, implementing, and evaluating health and well-being programs, policies, and practices for employees.

18. The organization provides employees the well-being programs that it does so that employees feel valued and respected-to promote employee well-being.

Strongly disagree Somewhat disagree Neutral Somewhat agree Strongly agree

19. The organization provides employees the well-being programs that it does to try to keep costs down.

20. The organization provides employee well-being programs that it does in order to get the most work out of employees.

21. I usually manage my workload in the given timeframe.

The following statements refer to your supervisor. Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best reflects your agreement with the statement.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1. My supervisor seems to care about well-being and health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My supervisor places a strong emphasis on well-being and health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My supervisor is concerned about the welfare of those under him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My supervisor encourages me to make changes to improve my health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
5. My supervisor is willing to listen to my well-being and health-related problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My supervisor provides feedback to reinforce my well-being and health practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My supervisor encourages us to report well-being and health discrepancies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My supervisor pays attention to what I am saying.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following statements refer to your co-workers. Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best reflects your agreement with the statement.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1. Your co-workers take a personal interest in you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. You feel close to your co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. You feel appreciated by your co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Your co-workers are helpful in getting your job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
5. Your co-workers would fill in while you are absent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Your co-workers care about your well-being and health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Your co-workers encourage you to pay attention to your well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Your co-workers encourage to participate in well-being activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D1 Please select the size of your company.

▼ less than 250 employees (1) more than 250 employees (2) more than 1000 employees (3)

D2 Please select your role.

▼ Employee (No leadership) (1) Middle Manager (leadership) (2) Senior Manager (leadership) (3) Executive (leadership) (4)

D3 Do you currently work in the HR department?

Yes (1)

No (2)

D5 Please select your gender.

▼ Female (1) Male (2) Non-binary (3) Prefer not to say (4)

D6 Please indicate your age.

D7 In which country do you work?

Germany (1)

Austria (2)

Switzerland (3)

Other (4) _____

D8 Please indicate your tenure with your current employer.

less than 1 year (1)

1 year but less than 5 years (2)

5 years but less than 10 years (3)

10 years or more (4)

Your response has been recorded.

Thank you for your support of our master theses. Please feel free to contact us in case you have any questions at 43294@novasbe.pt or 41807@novasbe.pt!

The purpose of conducting this research study is to understand how perceived organizational support factors, such as perceived organizational, supervisor, and co-worker support, affect employee participation in well-being initiatives.

German Version of the survey

Vielen Dank, dass Sie an dieser Umfrage teilnehmen! Sie können oben rechts auswählen ob Ihnen die Umfrage in Deutsch oder Englisch angezeigt werden soll. Es wird empfohlen, die Umfrage an einem Computer/Laptop durchzuführen.

Diese Umfrage ist Teil von zwei Masterarbeiten und Sie werden **ca. 10 Minuten** benötigen, um alle Fragen zu beantworten. Die folgende Umfrage richtet sich an aktuelle Mitarbeitende eines Unternehmens.

Durch Ihre Teilnahme tragen Sie zur Forschung über Initiativen zum Wohlbefinden (Well-being) am Arbeitsplatz bei. Ihre Teilnahme an dieser Studie ist freiwillig, Ihre Verweigerung der Teilnahme oder Ihr Rücktritt von dieser Studie zieht keine Folge nach sich und Sie können die Teilnahme jederzeit abbrechen.

BITTE BEACHTEN:

Es würde uns sehr helfen, wenn Sie der Umfrage Ihre volle Aufmerksamkeit widmen und alle Anweisungen und Aussagen sorgfältig lesen, um dann entsprechend zu antworten.

Mögliche Risiken der Studie: Es sind keine Risiken oder unerwünschten Wirkungen in dieser Studie zu erwarten, die über das hinausgehen, was man im täglichen Leben typischerweise erlebt.

Vertraulichkeit und Datenschutz der Forschungsdaten: Die von allen Befragten zur Verfügung gestellten Informationen werden anonym und vertraulich behandelt und nur für Forschungszwecke verwendet. Die Umfrageantworten enthalten keine identifizierenden Informationen (z.B. E-Mail, Namen, etc.). Außerdem hat niemand außer den Forschern Zugriff auf Ihre ausgefüllte Umfrage. Ihr Vorgesetzter wird Ihre Antworten nicht kennen! Bitte beantworten Sie daher alle Fragen so ehrlich und genau wie möglich.

Forscherinnen und Studienleiterinnen: Sophie Rabel, Professor Samantha Sim, Bianca Udhöfer, Professor Sofia Kousi

Wenn Sie nicht an der Umfrage teilnehmen möchten, können Sie den Browser jetzt schließen, um die Umfrage zu beenden.

Die folgenden Fragen beziehen sich auf die von Ihrem Unternehmen angebotenen Well-being Programme und Ihre Teilnahme. Bitte lesen Sie die folgenden Aussagen. Sie finden mehrere Antwortmöglichkeiten, ob ein Programm angeboten wird oder nicht, gefolgt von einer Teilnahmeskala, die von "nie" bis "immer" reicht.

Programme für die körperliche Gesundheit

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
1. Mein Unternehmen bietet Programme zur Senkung von Gesundheitsrisiken und zur Unterstützung gesunder Verhaltensweisen an, wie z. B. gesunde Ernährungsoptionen oder Möglichkeiten zur körperlichen Betätigung und medizinische Leistungen wie Impfungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Mein Unternehmen stellt Ressourcen zur Verfügung, wie z. B. ergonomische Geräte (Stehpult, Bildschirmbrille, etc.), die mein Wohlbefinden am Arbeitsplatz unterstützen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mein Unternehmen bietet Programme zur Vermeidung von Schäden an Mitarbeitenden durch Missbrauch, Belästigung, Diskriminierung und Gewalt an.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Das Unternehmen stellt sicher, dass die Mitarbeitenden ihre verdienten Auszeiten wie Pausen, bezahlte Krankheitstage, Urlaub und bezahlte Elternzeit nehmen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programme für die psychische Gesundheit

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
5. In meinem Unternehmen gibt es Programme, die Mitarbeitende bei persönlichen oder familiären Problemen unterstützen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Es gibt proaktive Maßnahmen, die sicherstellen, dass die Arbeitsbelastung angemessen ist, z. B. können Mitarbeitende in der Regel die ihnen zugewiesenen Arbeitsaufgaben innerhalb der Frist erledigen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Mein Unternehmen bietet Programme oder Schulungen an, die meine psychische Gesundheit unterstützen, z. B. Stressmanagement, Meditation, Coaching oder Achtsamkeitsprogramme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programme für finanzielles Wohlergehen

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
8. Mein Unternehmen bietet Programme zur Verbesserung meines finanziellen Status an, wie Finanzberatung oder Finanzbildung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Mein Unternehmen bietet Programme an, um meinen finanziellen Status zu verbessern, z. B. Gehaltsaufteilung/vorauszahlungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Mein Unternehmen bietet Programme zur Verbesserung meines finanziellen Status an, z. B. zur Altersvorsorge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Karriereprogramme

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
11. Mein Unternehmen bietet ein Programm an, das Mitarbeitende unterstützt, die nach einer Auszeit (Elternzeit, Krankheit) an ihren Arbeitsplatz zurückkehren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Mein Unternehmen bietet die Möglichkeit flexibler Arbeitszeiten und -praktiken und/oder Remote-Arbeit (Homeoffice).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Mein Unternehmen bietet Programme an, die persönliches Wachstum und Entwicklung unterstützen, wie z. B. Mentoring, Coaching, Lern- und Entwicklungsmöglichkeiten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Soziale Wohlfühlprogramme

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Meistens	Immer
14. Mein Unternehmen bietet Programme zur Förderung sozialer Beziehungen innerhalb der Firma an, wie z.B. ein soziales Unternehmensnetzwerk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Mein Unternehmen bietet Programme zur Förderung sozialer Beziehungen innerhalb der Firma an, wie Teambuilding (z. B. festgelegtes Teamessen).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Mein Unternehmen bietet Programme zur Förderung sozialer Beziehungen innerhalb der Firma an, wie z. B. soziale After-Work-Veranstaltungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Die folgenden Aussagen beziehen sich auf Ihr Unternehmen. Bitte lesen Sie die folgenden Aussagen. Zu jeder Aussage finden Sie fünf mögliche Antworten, die von "stimme überhaupt nicht zu" bis "stimme voll zu" reichen. Bitte wählen Sie die Antwort, die Ihre Zustimmung zu der Aussage am besten wiedergibt.

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
1. Das Unternehmen kümmert sich sehr um mein Wohlbefinden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Das Unternehmen kümmert sich um meine allgemeine Zufriedenheit bei der Arbeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Das Unternehmen bietet mir Hilfe an, wenn ich ein Problem habe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Das Unternehmen interessiert sich für meine Meinung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Das Unternehmen berücksichtigt stark meine Ziele und Werte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Das Unternehmen würde einen ehrlichen Fehler meinerseits verzeihen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
7. Das Unternehmen ist bereit, mir zu helfen, wenn ich einen besonderen Gefallen brauche.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Das Unternehmen zeigt sehr wenig Interesse an mir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Wenn das Unternehmen die Möglichkeit hätte, würde es einen Vorteil aus mir ziehen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Die Gesundheit und das Wohlbefinden der Mitarbeitenden sind Teil der Mission, der Vision oder der Geschäftsziele des Unternehmens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Das Unternehmen stellt genügend Ressourcen wie z. B. genügend Mitarbeitende und Geld zur Verfügung, um Richtlinien oder Programme zum Schutz und zur Förderung des Wohlbefindens und der Gesundheit der Mitarbeitenden umzusetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Die Bedeutung von Gesundheit und Wohlbefinden wird auf allen Ebenen des Unternehmens kommuniziert, sowohl formell als auch informell.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
13. Die Führung des Unternehmens, wie z. B. leitende Angestellte und mittlere Manager, kommunizieren ihr Engagement für ein Arbeitsumfeld, das die Gesundheit und das Wohlbefinden der Mitarbeitenden unterstützt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Die Führungskräfte des Unternehmens, wie z. B. leitende Angestellte und Manager, übernehmen die Verantwortung für die Gewährleistung eines gesunden und das Wohlbefinden fördernden Arbeitsumfelds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Das Unternehmen ermutigt die Mitarbeitenden, ihre Bedenken zum Wohlbefinden zu äußern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Das Unternehmen sucht auf allen Ebenen die Beteiligung und das Feedback der Mitarbeitenden bei Entscheidungen über Wohlfühlprogramme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Führungskräfte und Mitarbeitende arbeiten bei der Planung, Umsetzung und Bewertung von Programmen, Richtlinien und Praktiken für Gesundheit und Wohlbefinden der Mitarbeitenden zusammen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Das Unternehmen bietet ihren Mitarbeitenden Wohlfühlprogramme an, damit sich die Mitarbeitenden wertgeschätzt und respektiert fühlen - um das Wohlbefinden der Mitarbeitenden zu fördern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
19. Das Unternehmen bietet seinen Mitarbeitenden Wohlfühlprogramme an, um die Kosten niedrig zu halten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Das Unternehmen bietet Programme zum Wohlbefinden der Mitarbeitenden an, um das Beste aus den Mitarbeitenden herauszuholen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. In der Regel schaffe ich mein Arbeitspensum im vorgegebenen Zeitrahmen zu erledigen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Die folgenden Aussagen beziehen sich auf Ihre:n Vorgesetzte:n. Bitte lesen Sie die folgenden Aussagen. Sie finden jeweils fünf Antwortmöglichkeiten, die von "stimme überhaupt nicht zu" bis "stimme voll zu" reichen. Bitte wählen Sie die Antwort, die Ihre Zustimmung zu der Aussage am besten wiedergibt.

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
1. Meinem/meiner Vorgesetzten scheint das Wohlbefinden und die Gesundheit wichtig zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Mein:e Vorgesetzte:r legt großen Wert auf Wohlbefinden und Gesundheit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Mein:e Vorgesetzte:r ist um das Wohlergehen der ihm/ihr unterstellten Personen besorgt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Mein:e Vorgesetzte:r ermutigt mich, Änderungen vorzunehmen, um meine Gesundheit zu verbessern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
5. Mein:e Vorgesetzte:r hat ein offenes Ohr für mein Wohlbefinden und meine gesundheitlichen Probleme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Mein:e Vorgesetzte:r gibt mir Feedback, um mein Wohlbefinden und meine Gesundheitspraktiken zu stärken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Mein:e Vorgesetzte:r ermutigt uns, Unstimmigkeiten in Bezug auf Wohlbefinden und Gesundheit zu melden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Mein:e Vorgesetzte:r achtet auf das, was ich sage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Die folgenden Aussagen beziehen sich auf Ihre Kolleg:innen.
 Bitte lesen Sie die folgenden Aussagen. Zu jeder Aussage finden Sie fünf Antwortmöglichkeiten, die von "stimme überhaupt nicht zu" bis "stimme voll zu" reichen. Bitte wählen Sie die Antwort, die Ihre Zustimmung zu der Aussage am besten wiedergibt.

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
1. Ihre Kolleg:innen zeigen ein persönliches Interesse an Ihnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Sie fühlen sich Ihren Kolleg:innen nahe/verbunden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Sie fühlen sich von Ihren Kolleg:innen wertgeschätzt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Ihre Kolleg:innen sind hilfreich, um Ihre Arbeit zu erledigen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
5. Ihre Kolleg:innen würden einspringen, während Sie abwesend sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Ihre Kolleg:innen sorgen sich um Ihr Wohlbefinden und Ihre Gesundheit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Ihre Kolleg:innen weisen Sie darauf hin, auf Ihr Wohlbefinden zu achten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Ihre Kolleg:innen ermutigen zur Teilnahme an Wohlfühl-Aktivitäten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D1 Bitte wählen Sie die Größe Ihres Unternehmens.

▼ weniger als 250 Mitarbeitende (1) mehr als 250 Mitarbeitende (2) mehr als 1000 Mitarbeitende (3)

D2 Bitte wählen Sie Ihre Position.

▼ Mitarbeiter:in (Keine Führungsfunktion) (1) Mittlere Führungskraft (2) Senior Manager (3) Geschäftsleitung (4)

D3 Arbeiten Sie derzeit in der Personalabteilung?

Ja (1)

Nein (2)

D4 Bitte wählen Sie Ihr Geschlecht aus.

▼ weiblich (1) männlich (2) nicht-binär (3) keine Angabe (4)

D5 Bitte geben Sie Ihr Alter an.

D6 In welchem Land arbeiten Sie?

Deutschland (1)

Österreich (2)

Schweiz (3)

Andere (4) _____

D7 Bitte geben Sie Ihre Betriebszugehörigkeit bei Ihrem derzeitigen Arbeitgeber an.

weniger als 1 Jahr (1)

1 Jahr aber weniger als 5 Jahre (2)

5 Jahre aber weniger als 10 Jahre (3)

10 Jahre oder mehr (4)