



Learning

is a key driver of workplace wellbeing

Fostering **a culture of continuous learning** yields several benefits to employee performance and wellbeing. Empowering employees with autonomy and access to learning and development opportunities elevates engagement and job satisfaction, facilitates flexibility and adaptation, and improves productivity.



Learning Interventions

Give employees autonomy to accelerate their learning

Employees who possess autonomy overcome workplace challenges quickly through accelerated learning and adaptation.¹ Autonomy means employees having control of how they do their job. This sense of empowerment and achievement increases their confidence and wellbeing at work.² However, the benefits of autonomy are only revealed when employees feel trusted by their supervisors.³ One step that managers can take to build trust and increase employee autonomy is to avoid micromanaging. (See section on **Trust**). This is also known as job enrichment, and can involve introducing more challenging tasks that employees welcome to continue their development.

Several longitudinal studies have demonstrated the benefits of autonomy to learning:

- High autonomous call center employees learned and adapted to a new internal software system more quickly than their low autonomous peers.⁴
- Empowered manufacturing workers identified and fixed production faults more often than their less empowered peers, and effects were greater for novice workers.²



Sources:

1. Schooler et al. (2004)
2. Leach et al. (2003)
3. Learing and Kubovcikova (2022)
4. Bond and Flaxman (2006)



Learning Interventions

Offer relevant and diverse learning opportunities

Employees who continuously engage in learning opportunities relevant to their field are more creative, engaged, and better equipped to deal with contemporary challenges. Evidence tells us that employee learning is a key driver of their professional development and wellbeing.¹

There are several types of learning initiatives that impact wellbeing. The strongest evidence supports learning that develops personal resources for wellbeing, and emerging evidence supports learning that develops professional capabilities such as leadership training.¹ Encourage your team to complete a training needs analysis to identify areas where they would benefit from enhanced learning support.



Sources:

1. Watson et al. (2018)



Learning Interventions

Foster a culture of continuous learning

Organisations that value continuous learning not only invest into their employees' professional development, but embed learning into their daily activities. Wide adoption of this mindset can yield several benefits such as enhanced employee engagement, job satisfaction, and retention. It also increases ROI from training by motivating employees to apply their newly acquired knowledge on the job.¹

A survey of 2,810 employees in the United Kingdom revealed that expansive learning opportunities will likely benefit 'deep learners' but can cause stress for 'surface learners.'²



Sources:

1. Egan et al. (2004)
2. Felstead et al. (2015)



Learning References

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Egan, TM, Yang, B, & Bartlett, KR (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279-301.

Felstead, A, Gallie, D, Green, F, & Inanc, H. (2015). Fits, misfits and interactions: Learning at work, job satisfaction and job-related well-being. *Human Resource Management Journal*, 25(3), 294-310.

Lauring, J, & Kubovcikova, A. (2022). Delegating or failing to care: Does relationship with the supervisor change how job autonomy affect work outcomes? *European Management Review*, 19(4), 549-563.

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Watson, D, Tregaskis, O, Gedikli, C, Vaughn, O, & Semkina, A. (2018). Well-being through learning: A systematic review of learning interventions in the workplace and their impact on well-being. *European Journal of Work and Organizational Psychology*, 27(2), 247-268.

Making the most of this resource



The Work Wellbeing Playbook is a concise guide derived from a systematic literature review of workplace wellbeing interventions. It offers a high-level summary of evidence-based interventions categorised by 12 key drivers of workplace wellbeing, distilled from over 3,000 academic studies.

Aimed at busy professionals, it provides accessible insights to improve employee wellbeing.

This playbook builds upon the World Wellbeing Movement's science-based recommendations for how to measure both [*how employees are feeling at work*](#), and [*why they are feeling that way*](#). You can then use the Work Wellbeing Playbook to address the areas for improvement within your organisation.

Business leaders are recommended to keep diversity top of mind when leveraging the playbook to craft a **holistic** employee wellbeing strategy for their organisation. While no single intervention guarantees success, combining multiple interventions across various levels and drivers of wellbeing can yield positive results for organisations.