



# Support

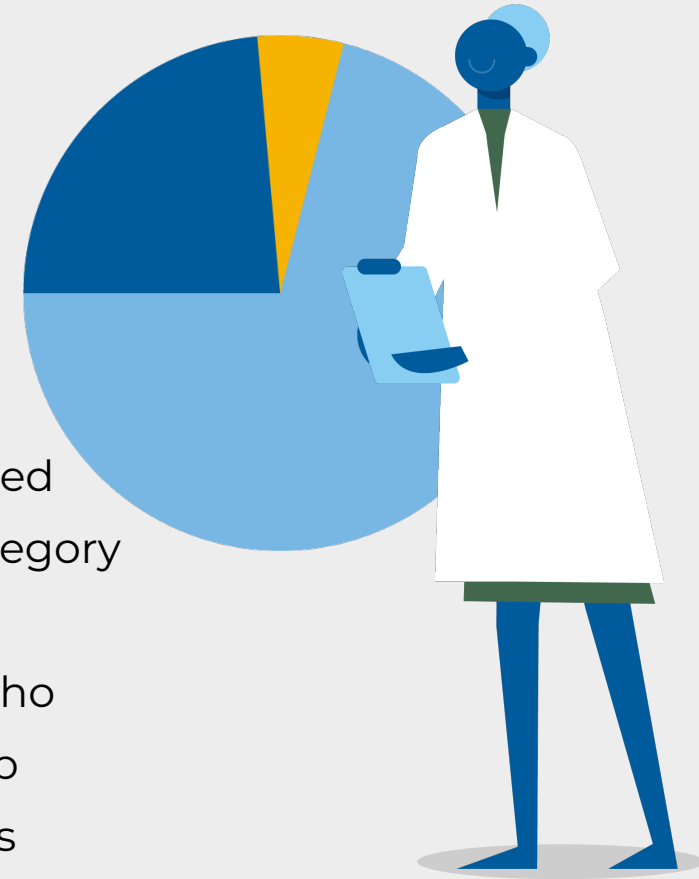
is a key driver of workplace  
wellbeing

**Employees who feel supported** by their organisation, manager, and peers are less stressed, more satisfied with their job and perform better than employees who feel neglected.

## Seek feedback from your employees

Providing employees with an outlet to share their thoughts and concerns about different aspects of their job can positively influence working conditions, job satisfaction and retention. Examples include one-on-one or team meetings and employee surveys. Employees should be asked the best way to share feedback.

- A randomised control trial of a US manufacturing company aiming to improve workplace safety, productivity, and teamwork revealed that managers who received quality feedback from their teams achieved significant improvements in each category compared to managers who did not.<sup>1</sup>
- A randomised control trial in Indian garment factories revealed that employees who provided feedback on their job conditions, supervisor performance, and overall job satisfaction through an anonymous survey were 20% less likely to quit five months following a disappointing wage hike.<sup>2</sup>

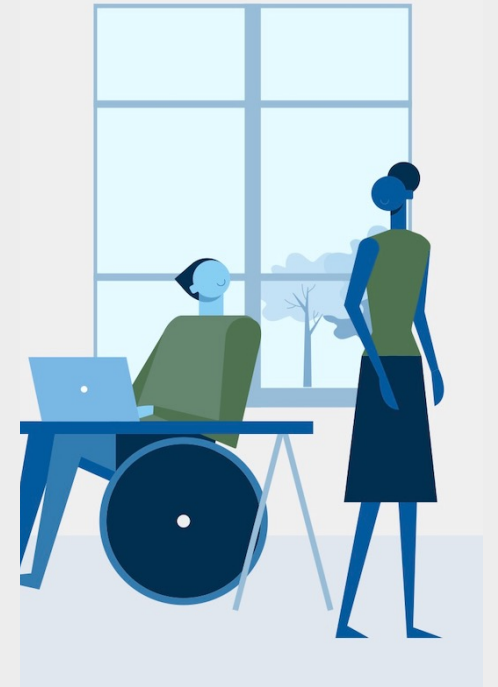


## Support employee autonomy

Organisations that support employee autonomy consider employees' perspectives, provide greater choice, and encourage self-initiation.

Employees who feel supported by their manager and broader organisation are more likely to benefit from autonomy through enhanced motivation and job satisfaction.<sup>1</sup>

A randomised control trial of managers from a Fortune 500 company who participated in a training programme designed to improve their autonomy-supportive capabilities led to higher levels of employee motivation and engagement among their teams five weeks post-training.<sup>2</sup>



### Sources

1. Gilet et al. (2013)
2. Hardre and Reeve (2009)

## Offer prosocial leadership training

A positive relational atmosphere in the workplace is an essential factor for long-term business success. Employees who have positive social interactions with their managers and peers cultivate healthier professional relationships and in turn, exhibit higher levels of wellbeing, engagement, motivation, and performance.<sup>1</sup>

Evidence demonstrates that managers play a key role in fostering healthy relational dynamics at work. A prosocial leadership training programme offered to white-collar professionals in large Turkish corporations improved workplace social networks, perceptions of support, and collegiality.<sup>1</sup> The programme covered the following themes using creative techniques such role-play, and imagery:

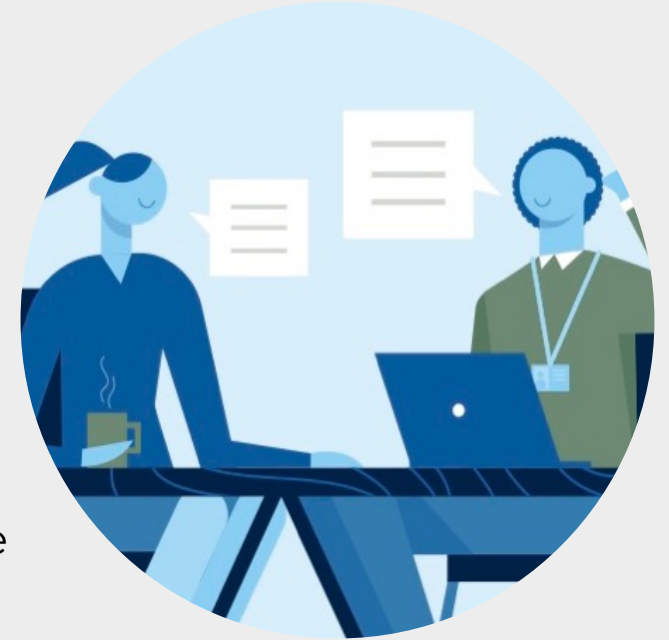
- Respectful and peaceful communication
- Understanding and tolerating other points of views
- Learning to rely on others by accepting vulnerability



## Facilitate peer support

Employees who support others and feel supported by their peers can experience wellbeing benefits such as positive emotions and improved career satisfaction.<sup>1, 2</sup> Peer support can foster collegiality, enhance recognition and appreciation, and support workplace learning and development, all of which can lead to stronger business performance.<sup>1</sup>

- A systematic review of 26 mentoring programme evaluations revealed positive impacts to both employee wellbeing and organisational performance.<sup>1</sup>
- A 6-month peer support intervention designed to improve coping and resilience among junior doctors to prevent burnout resulted in wellbeing improvements and enhanced confidence.<sup>3</sup>



### Sources

1. Giacumo et al. (2020)
2. Angelopoulou and Panagopoulou (2020)
3. Elamin and Cussons (2020)

## Nurture work-life balance

Managers who proactively implement strategies to support work-life balance within their team can reduce employee stress arising from work-life conflict and in turn, improve job satisfaction and physical health.<sup>1,2,3</sup> See the flexibility tab.

- Two one-hour training sessions designed to help managers exhibit family supportive behaviours in a grocery chain led to improvements in employee wellbeing 9-months post-training.<sup>2</sup>
- A randomised control trial of a programme implemented in a Fortune 500 tech company designed to enhance employee control and manager support showed improvements in stress, perceived work-life balance, job satisfaction and retention.<sup>3</sup>



### Sources

1. Hammer et al. (2011)
2. Kelly et al. (2014)
3. Moen et al. (2016)



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Angelopoulou, P, & Panagopoulou, E (2020). Is wellbeing at work related to professional recognition: A pilot intervention. *Psychology, Health & Medicine*, 25(8), 950-957.

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# 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.