



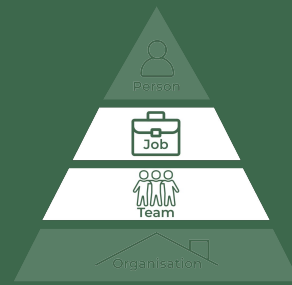
Achievement

is a key driver of workplace
wellbeing

Achievement results from overcoming challenge through skill, effort, and dedication. Employee wellbeing is linked to the achievement of work-related goals that that employees themselves consider valuable. Organisations that support employees in achieving goals that are meaningful to them will see improvements in both their wellbeing and productivity.



Achievement Interventions



Co-develop the performance review process

Enlisting employees to help design an effective, fair, and supportive performance review process and/or performance measures promotes greater transparency, generates higher quality feedback, and can lead to better performance outcomes.^{1,2}

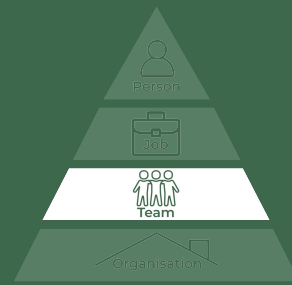
Involving employees in the selection of performance measurements for evaluative purposes, and the weighting of how those measures should be considered in evaluation, clarifies performance expectations for both employees and managers, thereby improving the integrity of the system.³



Organisations should be cautious if using co-developed performance measures as a basis for monetary compensation or non-monetary rewards since evidence for this remains mixed.³



Achievement Interventions



Set goals as a team to drive performance

Determining what goals to tackle as a team and then basing individual goals on these targets is an effective approach to optimising group performance.⁴



However, it is important to consider the personality traits and preferences of team members, since evidence suggests some employees are more satisfied with jobs that involve goal-setting than others.⁵



Specific and challenging goals yield higher group performance compared to nonspecific or easy goals.⁴ Individual goals aimed at maximising the individual's contribution to the group have a positive impact on group outcomes. In contrast, individual goals aimed at maximising individual performance can spur competition and erode trust, thereby undermining group performance.



Achievement References

1. Kleingeld, A, Van Tuijl, H, & Algera, JA (2004). Participation in the design of performance management systems: A quasi-experimental field study. *Journal of Organizational Behavior*, 25(7), 831-851.
2. Lam, SSK, & Schaubroeck, J (1999). Total quality management and performance appraisal: An experimental study of process versus results and group versus individual approaches. *Journal of Organizational Behavior*, 20(4), 445-457.
3. Groen, BAC, Wouters, MJF, & Wilderom, CPM (2017). Employee participation, performance metrics, and job performance: A survey study based on self-determination theory. *Management Accounting Research*, 36, 51-66.
4. Kleingeld, A, Van Mierlo, H, & Arends, L (2011). The Effect of Goal Setting on Group Performance: A Meta-Analysis. *Journal of Applied Psychology*, 96(6), 1289-1304.
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Making the most of this resource

1 Measure

Conduct an employee survey to assess four core dimensions of employee wellbeing: **job satisfaction, happiness, stress, and sense of purpose.**

Collectively, these provide a scientifically validated, multidimensional view of how employees experience work.

Equally important, organisations should measure **the drivers of workplace wellbeing** - the underlying working conditions, relationships, and organisational factors that shape those experiences.

2 Understand

Once you've got the data, the next step is to **identify which drivers most strongly predict wellbeing outcomes within your organisation.**

Workplace wellbeing is multidimensional, shaped by a range of drivers, but not all drivers exert equal influence in every context.

By applying **data analysis at scale**, organisations can uncover which factors most powerfully explain wellbeing within their organisation.

3 Act

Once you have identified your priority drivers, the next task is to **select and implement interventions** that address them effectively.

The Playbook provides a curated selection of **evidence-based interventions** to help you act with confidence to choose interventions that are both empirically grounded and contextually feasible.

Don't forget to build **evaluation** plans into your intervention design.



Read [our guidance](#) document before getting started, to ensure you get the most out of the resources.

Sharing this resource



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Achievement

is just one key driver of
workplace wellbeing

These are just some of many evidence-based interventions recommended in the Work Wellbeing Playbook.



All recommendations and academic citations, organised by driver, are available for free on our website:

www.worldwellbeingmovement.org/playbook