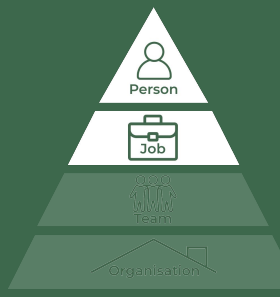




# Learning

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.



## Give employees autonomy to accelerate their learning

Employees who possess autonomy overcome workplace challenges quickly through accelerated learning and adaptation.<sup>1</sup> Autonomy means employees having control of how they do their job. This sense of empowerment and achievement increases their confidence and wellbeing at work.<sup>2</sup> However, the benefits of autonomy are only revealed when employees feel trusted by their supervisors.<sup>3</sup>

One step that managers can take to build trust and increase employee autonomy is to avoid micromanaging. This is also known as job enrichment, and can involve introducing more challenging tasks that employees welcome to continue their development.



Refer also to:  
◦ **Trust** driver

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.<sup>4</sup>
- Empowered manufacturing workers identified and fixed production faults more often than their less empowered peers, and effects were greater for novice workers.<sup>2</sup>



# 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.<sup>5</sup>



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.<sup>5</sup> Encourage your team to complete a training needs analysis to identify areas where they would benefit from enhanced learning support.



# 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.<sup>6</sup>



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.'<sup>7</sup>





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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



## Cite this resource:

Regier, C., Cunningham, S., Fleming, W., Kirienko, A., Kaats, M., & De Neve, J. (2025). *Work Wellbeing Playbook: A Systematic Review of Evidence-Based Interventions to Improve Employee Wellbeing*. World Wellbeing Movement.

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William Fleming's research is supported by the National Institute for Health and Care Research (NIHR) Oxford Health Biomedical Research Centre [NIHR203316]. The views expressed are those of the author and not necessarily those of the NIHR or the Department of Health and Social Care.



# Learning

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](http://www.worldwellbeingmovement.org/playbook)