



Support

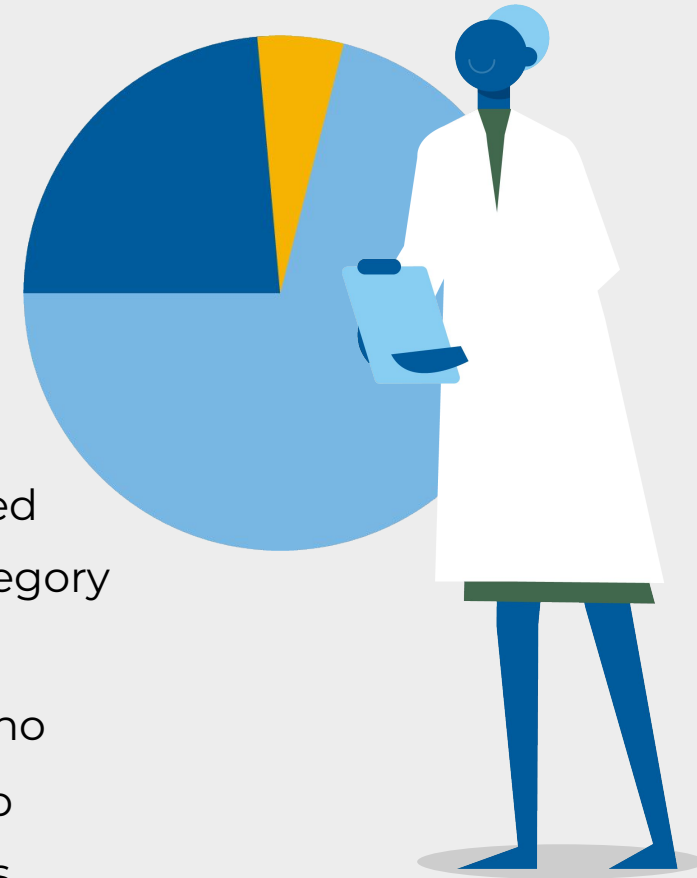
is a key driver of workplace
wellbeing

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.¹
- 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.²

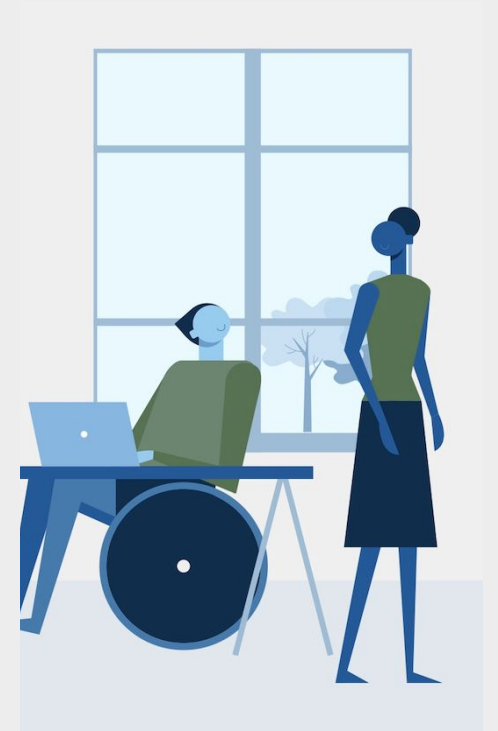


Support employee autonomy

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.³

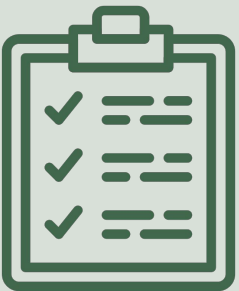
A randomised control trial of managers from a Fortune 500 company who participated in a training programme designed to improve their autonomy-supportive capabilities led to higher levels of employee motivation and engagement among their teams five weeks post-training.⁴



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.⁵

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.⁵



The programme covered the following themes using creative techniques such as role-play and imagery:⁵

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

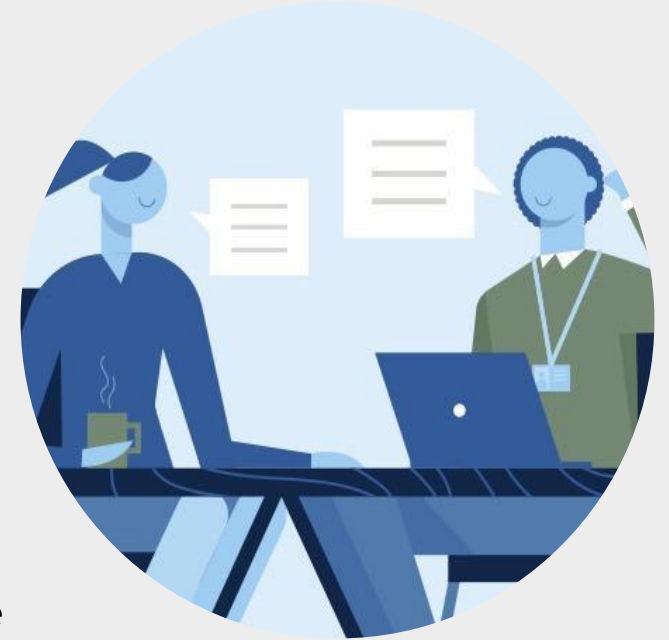


Facilitate peer support

Employees who support others and feel supported by their peers can experience wellbeing benefits such as positive emotions and improved career satisfaction.^{6,7}

Peer support can foster collegiality, enhance recognition and appreciation, and support workplace learning and development, all of which can lead to stronger business performance.⁶

- A systematic review of 26 mentoring programme evaluations revealed positive impacts to both employee wellbeing and organisational performance.⁶
- 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.⁸



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.^{9,10,11}



Refer also to:
◦ **Flexibility** driver

- 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.¹⁰
- 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.¹¹





Support References (1/2)

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Support

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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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Support

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