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The influence of organizational support factors on employee participation in well-being programs

Examining the effects of Perceived Co-Worker and Perceived Organizational Support, perceived organisation's commitment, and variety of programs

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Abstract

Previous research has mainly focused on the effectiveness of workplace well-being programs. Information on (determinants of) participation in these programs is essential. This study goes beyond previous research by examining the relationships between perceived organizational support and commitment, perceived co-worker support, and variety of program offerings as determinants of participation in well-being programs.

A survey was conducted among 241 employees, and the statistical analysis results indicate that organizational support and commitment, as well as co-worker support, have a significant effect on employee participation in well-being programs, with variety in the company's well-being program offerings most strongly predicting employee participation.

Keywords

- Human Resource Management
- Well-being programs
- Participation
- Perceived Organizational Support
- Perceived Co-Worker Support
- Variety of well-being programs

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1. Introduction & Literature Background

Workplace health and well-being continue to be an issue of global significance (Spence, 2015). As workplace health and well-being continues to be an issue of international importance, Volini et al. (2020) present employee well-being as the most crucial trend and priority in their Global Human Capital trends survey of 2020 across all industries. Employee well-being and health are a top priority for companies, as they have a costly impact on employees, assets, and reputation (Puah et al., 2016). For employers, Crowther et al. (2004) suggest that targeted attempts to increase employee well-being are economically rewarding because they can improve performance (either by increasing engagement or by reducing absenteeism/presentism), morale and teamwork, employee retention, and the corporate or brand image. Certainly, the most recognizable manifestations of this interest are the workplace health and well-being programs that can be found in many companies in various forms (Ott-Holland et al., 2017). The global corporate well-being market has grown at a 7 % CAGR and is likely to continue growing from $53.6 billion (2018) to $90.7billion by 2026 (Volini et al., 2020). Interestingly, participation rates in employer-sponsored health and well-being programs have historically been relatively low, and there are very few studies on information on (determinants of) participation (Linnan et al., 2008). This study aims to expand insight into the determinants of employee well-being program participation to enable companies to design appropriate programs and increase participation rates and their ROI of these initiatives.

In this study, evidence that supports positive relationships between perceived organizational support factors (Perceived Organisational Support, perceived organization's commitment, variety of well-being programs, and Perceived Co-worker Support) and well-being and health program participation, as well as evidence to the contrary, is reviewed. In doing so, the five hypotheses are build to examine how individual perceptions of organizational support factors contribute to participation.

1.1 Well-being at Work

Psychological and social well-being is a central element of well-being and consists of the following features: (a) subjective ratings of satisfaction, which in the work context may include job satisfaction (Daniels et al., 2017; Harter et al., 2003; Ryff & Keyes, 1995). Up to a quarter of the variation in life satisfaction can be accounted for by job satisfaction (Campbell et al., 1976; Harter et al., 2003). Furthermore, it consists of; (b) hedonic feelings, such as positive emotions (e.g., joy, engagement) and the absence of negative emotions (e.g., lack of anxiety); and (c) eudemonic well-being, which includes experiences of autonomy, personal growth, positive relationships with others, purpose and meaning in (work) life (Daniels et al., 2017; Harter et al., 2003; Ryff & Keyes, 1995).

From the well-being perspective, a healthy workforce means positive feelings and perceptions in the worker, addressing physical, financial, (emotional) health, which results in happier and more productive workers. (Harter et al., 2003; Volini et al., 2020). Therefore, the WHO has demanded developing strategies to secure workers' physical, psychological, and social health and well-being (WHO, 2007).

1.1.1 Programs & Outcomes

Based on the well-being (see Chapter 1.1) definition, a broad range and variety of employer-sponsored services or offerings can be considered relevant (Ott-Holland et al., 2017; Spence, 2015). Most respondents of Volini et al. (2020) indicate that, at a minimum, their well-being strategy addresses the physical, mental, social and financial health of their employees. In addition, some stated their well-being strategy also integrated a positive workforce experience to ensure purpose and meaning.

For the present study, the term "well-being (and health) programs or initiatives" will be used to refer to any configuration (program) of health and well-being products or services (policies, practices) of a company that: (a) concerns itself with both health promotion and illness

prevention activities and efforts to advance worker well-being and improve working conditions, and (b) possesses some formality and structure, which include activities with instructions, employee participation, health or well-being benefits, particular budgets to support health or well-being and some form of organizational evaluation (National Institute for Occupational Safety and Health [NIOSH], 2021; Spence, 2015). Sorensen et al. (2018), Volini et al. (2020), and Spence (2015) identified programs and initiatives to improve the protection and enhancement of employee health and well-being through a meta-analysis (literature review) and recent global surveys and assessments; shown in Table 1 below.

Table 1: Most common corporate well-being programs, adapted from Spence (2015)

Well-Being Dimension	Description	Example
Physical ill-health - prevention	Any offering that seeks to prevent employee's physical health or lower health risk factors or design office spaces that support optimal functioning.	Flu vaccinations, blood pressure tests (Spence, 2015) Regular inspections of the work environment, guards against job strain, work overload, and prevent ensures that policies/training to prevent harm to employees from discrimination, abuse, harassment, and violence (Sorensen et al., 2018) Ergonomic workplace design (e.g., standing tables, screen glasses, high-quality protective clothing), natural/adjustable light, air condition, creation of green spaces and rest areas in office environments (Sorensen et al., 2018)
Physical health - promotion	Any offering that encourages, supports, or improves the physical health status and healthy behaviors	Fitness Centre access, Gym membership, Movement in breaks (e.g.) yoga classes,

		walking on Wednesdays) Global Corporate Challenge, Healthy food options (e.g., fruit deliveries) (Spence, 2015) Health education (Conrad, 1988) Tobacco control policies. return to work support after an illness or injury, encouraged to entitled breaks, meal breaks, sick leave, vacation time, parental leave (Sorensen et al., 2018)
Mental ill-health – prevention	Any offering that helps employees to manage work stress or recover	EAP offerings, workplace counseling (personal or family issues) (Spence, 2015) Stress management (Bond & Bunce, 2000) Proactive measures to ensure that the employee's workload is appropriate (Sorensen et al., 2018)
Mental health - promotion	Any offering that enhances flourishing psychological health	Types of education, coaching, Positive Psychology seminars, mindfulness, meditation (Spence, 2015) Introducing wellness behaviors in day to day work (Volini et al., 2020)
Financial well-being	Any offering that supports employees to improve their financial status	Financial advice, salary splits, retirement plan, participation bonus, or incentive for well-being programs (Spence, 2015)
Career well-being	Any offering that seeks to support the professional growth and development	Mentoring, flexible work practices (Spence, 2015) more autonomy, increase flexible and or predictable

		scheduling, remote work opportunities (Volini et al., 2020) Learning and development coaching, returning to work support after time off (Loon et al., 2019)
Social well-being	Any offering that encourages social relations within organizations	Use of technology for connectivity and collaboration (e.g., Tools, corporate social networks) (Volini et al., 2020) Teambuilding, social after-work events, open space office, social club or network support, volunteering schemes, Team lunch, onside childcare (Spence, 2015; Ungureanu et al., 2019)

These individual measures (cf. Table 1) should be implemented in an integrated approach if the company is committed to well-being, as an overall well-being strategy (Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being, 2013; Sorensen et al., 2018).

The WISH Assessment is a tool that informs about the organization's commitment, defined as organizational priority-setting and communication to protect and promote worker safety, health, and well-being; an adapted version is shown in Table 2. The tool is used in the present study to provide insights into the well-being commitment of a company, to what extent the individual programs are embedded in an approach or an overall strategy.

Table 2: Workplace Integrated Safety and Health (WISH) Assessment, cf. Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being (2013)

Awareness and Communication	• Company's leadership (senior leaders, middle managers, team

	leader) communicate the commitment to employee health and well-being • It is shared across all levels of the organization (formally/informally) • It is reflected in actions across all levels of the organization (formally/informally)
Strategy & Involvement	• Worker health, well-being, and safety are part of the organization's mission, vision, or business objectives • joint worker-management committee addresses and promote worker well-being and health • Employees are encouraged to voice feedback and concerns about well-being (programs) • New initiatives are tested with employees in different departments and at different levels

Ott-Holland et al. (2017) and Edwards and Marcus (2018) link positive outcomes to well-being program participation: Employee well-being, job satisfaction, and stress levels have improved in subjective ratings before and after participating in well-being programs/initiatives. Moreover, HR systems have relied on employee participation to create positive working

conditions (Benders et al., 2017; Thiele Schwarz et al., 2015). Interestingly, participation rates in employer-sponsored health and well-being programs have historically been relatively low (Linnan et al., 2008).

1.1.2 Participation/Involvement and perceptions

In this study, the focus is on well-being program participation, not just their existence. Participation is defined as the extent to which employees behaviourally engage in a voluntary workplace health and well-being program (Ott-Holland et al., 2017). Previous studies of participation in well-being programs have tended to focus on demographic or organizational climate factors that influence participation (Brown et al., 2013; Thompson et al., 2005; Weiner et al., 2009) or individual motivation and attitudes (Bright et al., 2012; Lakerveld et al., 2008; Ott-Holland et al., 2017; Robroek et al., 2009) and barriers to participation (Bright et al., 2012; Lakerveld et al., 2008; L. A. Linnan et al., 2001; Person et al., 2010; Robroek et al., 2009). The measured findings were that several individual-level factors could act to explain low employee engagement in well-being programs, such as misalignment of service-needs (relevance and interest given to employees' needs (Person et al., 2010)), access to various resources (availability of programs is attractive because they provide opportunities that employees would struggle to create for themselves (Bright et al., 2012; Spence, 2015)), time and workload constraints (Lakerveld et al., 2008), the balance of responsibility for change (many well-being interventions aim at a behavioral change of the individual rather than the organization (Brown et al., 2013)). This factor relates to the employee-perception of the employer's intention to offer well-being programs (Brown et al., 2013; Spence, 2015). Therefore, instrumental reasons from employers are an organization-level factor, which is why this factor is integrated as a control variable, as well as time and workload constraints. Organizations play an essential role in ensuring that cultural norms do not work against what is recommended by some program offerings (e.g., corporate cultures that do not support employees taking lunch breaks) (Brown et al., 2013; Thompson et al., 2005; Weiner et al., 2009).

This study wants to expand the knowledge of how individual perceptions of organizational support factors contribute to participation. For instance, empirical studies show that employees can develop negative perceptions of HR practices either because they are not adequately informed about them or because employers implicitly do not encourage their use (Arthur & Boyles, 2007; Li et al., 2011). Volini et al. (2020) recommend that organizations focus on processes to engage employees in work-well-being so that HR is not alone responsible for well-being. This study aims to capture company-level well-being policies and programs and gain insight into participation rates by examining the organization's extent of support, commitment, variety of programs, and co-worker support.

1.2 Organisational support factors

The results of Puah et al.'s (2016) study show that the support from organizations and co-workers was significantly related to employees' proactive behaviors towards health and safety beyond their standard role requirements. These behaviors help develop an attitude and an environment supporting health and safety, and this research expects the same for well-being. Spence (2015) points out that further research should be focused on organizational-level factors that might help explain well-being program participation rates, including the changing nature of HR's sole responsibility, perceptions of corporate social support, and service-needs-offer diversity. This study aims to address the research gap in this area and is particularly interested in four essential organizational support forms: Perceived Organizational Support (POS), the perceived organization's commitment (POC), variety of available well-being programs (access to diverse programs and resources) and Perceived Co-Worker Support (PCS), with the research question: Do Perceived Organizational Support and the perceived organization's commitment to well-being, the variety of well-being programs and Perceived Co-Worker Support affect the participation rates in organizational well-being programs? The four individual factors are explained below. When these factors work together, it signals that there is an integrated

organizational approach to well-being; all levels of the company (the organization as a facilitator for commitment, support and communication as well as the offer of various programs, and the support of employees measured by PCS) create an overall environment that is perceived as supportive, and thus employees are more likely to participate in well-being programs.

Therefore, this study hypothesizes the overall model (see Graphic 1, Appendix 6.2) that:

H1: Perceived organizational support factors (POS, POC, variety of well-being programs, and PCS) have a positive effect on employee participation in well-being programs.

1.2.1 Perceived Organisational Support (POS)

Perceived Organisational Support (POS) is defined as the extent to which employees perceive their organization values and cares for their well-being and health (Eisenberger & Rhoades, 2002). Eisenberger and Rhoades (2002) found that POS refers to well-being and work performance because it fulfills employees' socio-emotional needs connected to social identity and a perception that help is available if required and through social exchange processes. Moreover, POS encouraged employee reciprocity through improved performance and more positive job attitudes. In conclusion, employees' commitment to organizational practices is strongly influenced by their perception of organizational support (Eisenberger et al., 1986; Spence, 2015). Using archival HR system data over three years, Ott-Holland et al. (2017) found beliefs about the value of employee well-being programs and POS for well-being to be linked to well-being program participation willingness. Consistent, this study raises the second hypothesis:

H1a: POS has a positive effect on employee participation in well-being programs; *specifically, the participation will be higher for employees who feel more supported by their organization.*

1.2.2 The perceived organization's commitment to well-being (POC)

Individual well-being programs should be implemented in an integrated approach if the company aims to be committed to well-being, as in an overall well-being strategy (Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being, 2013; Sorensen et al., 2018). The WISH Assessment is a tool that informs about the organization's commitment, defined as organizational priority-setting and communication to protect, and promote worker safety, health, and well-being (cf. Chapter 1.1.1, Table 2). With more awareness through the communication of well-being as a priority, employees are more likely to react positively to offered programs by displaying more significant proactive attitudes towards them (Ungureanu et al., 2019). Moreover, ambiguous communication about the existence of these initiatives can be perceived as low commitment and, consequently, be an indicator of low participation rates (Grawitch et al., 2006). Noteworthy is the extent to which employees 'hear' consistent messages, formally and informally, such as the regular promotion of programs, well-being as a part of the organization's mission, vision, or business objectives, and the perception that the organization has the skills and knowledge to successfully manage such programs (Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being, 2013; Spence, 2015). In conclusion, based on the above, it is hypothesized that employee participation in well-being programs is strongly influenced by their perception of the organizational commitment towards well-being.

H1b: POC has a positive effect on employee participation in well-being programs; *specifically, the participation will be higher for employees who perceive their organization as more committed to well-being.*

1.2.3 Variety

As described in Chapter 1.1.2, individual-level barriers to participation in well-being programs have already been investigated. Like previous studies, Person et al. (2010) have shown that disinterest and low personal relevance of the well-being topics presented discourage employees from participating. The study recommends offering programs tailored to the target group's

preferences and diverse programs in order to overcome various timing and scheduling barriers. Bright et al. (2012) highlight that further research about which kinds of programs have the potential to reach many employees is needed to increase the generalizability across different employees and, therefore, the participation. This study aims to explore the number of well-being programs offered in the categories described in Table 1 and the frequency of participation in the categories. It is assumed that the more different programs and resources are offered, the more overall participation from different employees will follow, as with more choice, there is a higher chance of matching different personal preferences and schedules. Based on the research findings described above, this study hypothesizes that:

H1c: The variety of well-being programs offered positively affects employee participation in well-being programs; *specifically, the participation will be higher for employees who have access to more well-being programs.*

1.2.4 Perceived Co-worker Support (PCS)

Organizational behavior researchers have argued for a greater focus on interpersonal relationships at work (Chiaburu & Harrison, 2008). To capture social interactions among employees, "co-workers" is defined as a peer group of employees who work for the same company; additionally, co-workers usually have the same or similar status and rank within the organization (Kim et al., 2018). At the group level, social support and collective job crafting within a workgroup through knowledge-sharing and helping behaviors are associated with well-being, engagement, and performance (Simon et al., 2010; Warr & Nielsen, 2018). Chiaburu and Harrison (2008) meta-analytically found that employees who receive support from their co-workers are likely to feel obliged to reciprocate by exhibiting positive and proactive work behaviors. Tucker et al. (2008) also found that the probability of employees taking action to enhance workplace safety increases if they receive higher support from co-workers, particularly in communication, consistent this study assumes the same for well-being. Therefore, this study

expects that explicitly support and positive behaviors of co-workers towards well-being can positively influence participation rates.

H1d: PCS has a positive effect on employee participation in well-being programs; *specifically, the participation will be higher for employees who feel more supported by their co-workers.*

2. Methods

In order to test the three hypotheses, a quantitative survey was conducted and statistically analyzed with IBM SPSS Statistics.

2.1 Procedure and Participants Sample

The self-administered web survey questionnaire via the SAP tool "Qualtrics" in English and German was distributed via email and social media. The duration of the data collection was 19 days from 1st of April to the 19th, and the deadline of the survey was included in the communication sent. Participation in the study was voluntary, and respondents had the chance to withdraw from answering the questions at any time. In total, 250 responses were received, with 241 valid questionnaires and nine invalid ones due to incomplete responses.

The descriptive data shows that 35% of the participants in this study worked for companies with less than 250 employees, 25% for companies with more than 250-1000 employees, and 39% of the participants work in a company with more than 1000 employees. 57% of the participants were female, and 43% male. The average age of the participants is 34,38 years (SD = 10.435), with a range from 20 to 77 years. All kinds of employees in terms of hierarchy were asked; 68% of this sample had no leadership function, 21% are middle managers, 5% senior and 6% executive managers, and 10% worked in the HR department. The tenure with the current employer was assessed; 19% of the participants worked in their company for less than one year, 44% for less than five years, 13% less than ten years, and 23% for ten years or more. The breakdown of work countries can be seen in Table 3 in the Appendix 6.1, but the majority of the participants worked in Austria (52%) and Germany (32%).

2.2 Instrumentation / Measures/ Data collection

The participants responded to a 6-page self-report questionnaire, including a cover page explaining the process and the purpose of the study on the last page (see Appendix 6.3). Scales that have been utilized and therefore tested for reliability and validity by researchers in previous studies were used. According to Puah et al. (2016), this study has adopted the tactic by using scales that have been used in previous studies and have adapted them to the current context. The survey questionnaire measured the following variables with overall 77 questions: Participation, Variety, POS, POC and PC, in addition to the control variables and demographics. It used two different Likert-type response scales, one ranging *from 1 (strongly disagree) to 5 (strongly agree)* and the other for participation *1 never 2. some of the time, 3. most of the time, 4. always.* Due to the concern over the length of the survey items and accompanying cognitive load imposed on the respondents, shortened scales for some variables were adopted.

2.2.1 Participation and Variety: The questions of the WISH TOOL from Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being (2013) were adapted to statements with the timeframe of the past year and clarified with specific well-being categories and examples of programs in this category (cf. Table 1). The word *safety* was replaced with *well-being*, as described; the presented evidence suggests that the measured effects for health & safety also apply to well-being. A "side by side" question option was used to first ask about the offer of this well-being program, with the answer options "*1. not offered, 2. Yes, offered but I can only access them at the office, 3. Yes, offered and I can access them virtually/without being at the office*" and *"4. I do not know"*. On the side, it was asked how regularly the person participated within the last year in every program, with the answer options *"1. Never, 2. Some of the time, 3. Most of the time"* and *"4. All of the time"*.

2.2.2 POS: POS was measured using the eight items short form of the 36 items Survey of Perceived Organizational Support (Eisenberger et al., 1986) which Eisenberger et al. (1997) had been found to load highly on the main factor and that seemed applicable to a wide array of organizations (Eisenberger et al., 1997). One high-loading item of factor analysis results was added of the large scale in a prior study by Eisenberger et al. (1986), namely *2. The organization cares about my general satisfaction at work.*

The α coefficient for the perceived organizational support items is .89.

2.2.3 POC: The five items of the WISH TOOL subscale organizational commitment as well as three of the subscale participation were used where the word *safety* again was replaced with *well-being* to measure the organizational prioritization and communication about the well-being programs (Harvard T.H. Chan School of Public Health, Center for Work, Health, and Well-being, 2013).

The α coefficient for the Wish Tool organizational well-being commitment items is .93.

2.2.4 Control variables: As described in Chapter 1.1.2, the following individual-level factors are integrated as control variables; time and workload constraints with the statement "I usually manage my workload in the given timeframe." and perceived instrumental employer intentions through 3 items of the HR Attribution Scale Items (Nishii et al., 2008), where the word *training* was replaced with *well-being programs.* The three items matching the well-being programs employer intentions were used, e.g., *The organization provides employees the well-being programs that it does to try to keep costs down.*

The HR Attribution scale item's reliability is not satisfactory since the Cronbach's α scores are negative with -,342. By excluding one item, Cronbach's alpha is 0.5; therefore, with only two items, Spearman correlation was used rSp = 0.335.

2.2.5 PCS: Following the practices of prior studies that examined the relationship between PCS and individual well-being (e.g., Puah et al. (2016), the extent to which employees perceive their co-workers care about them to measure PCS. Seven items were adapted from the scale developed by Ducharme and J.K. Martin. (2000) where three questions were left out because of substantial similarity to a previous question; two subscale items of POS of Eisenberger et al. (1986), which directly refer to PCS, and the subscale with three items that measure perceived co-worker support for safety (PCSS) of Tucker et al. (2008), where the word *safety* was adapted to *well-being*.

The survey instrument's reliability is satisfactory since Cronbach's α score is .87.

2.2.6 Demographic Variables: Age, gender, country of work, tenure, meaning the number of years a participant already works in the current organization, company size in terms of employees, as well as the role (if employee without leadership function, middle to executive manager) and if the person is working in HR, were assessed.

2.3 Statistical analysis

The SPSS 27 program was used for the calculations. Based on this data set, it was first checked for the respective test procedure whether the sample met the statistical requirements to allow parametric tests. The statistical calculations performed included frequency analyses, correlation analyses, and multiple regression.

2.3.1 Descriptive statistics

The means, standard deviations, and correlations for the main variables of this study were calculated and reported in Table 5 in the Appendix 6.1.

The respondents had average total participation of M = 1.89 (SD = 0.51), while the meaning of 1 equals "Never" and 2 equals "Some of the time", the end points were 3 “Most of the time” and 4 “All of the time”. This shows that the participation rate is still rather low, consistent with previous findings (Linnan et al., 2008). The average participation in the five following

categories differ slightly (cf. Table 5 Appendix 6.1), with M = 2.06 (SD = 0.63) "Some of the time" for physical health programmes, M = 1.65 (SD = 0.69) for mental health, M = 1.45 (SD = 0.61) for financial well-being programmes, M = 2.10 (SD = 0.64) for career well-being programmes and M = 2.17 (SD = 0.89) for social well-being. This means that participation is most frequent in career and social well-being programs.

The average POS amounts to M = 3.65 (SD = 0.71), with the meaning of 3 "Neutral" and 4 "Somewhat agree" (end point 5 “Strongly agree), indicating a rather high level of perceived organizational support of the participants. The means of POC with M = 3.33 (SD = 0.87) indicates a rather high level of perceived organizational commitment as well, like PCS with M = 3.99 (SD = 0.61) (cf. Table 5 Appendix 6.1).

Variety can be determined in three different variables. Firstly, the total variety, i.e., the more programs there are, the higher the variety. The mean of the total variety of well-being programs is 7 (SD = 2.63), so out of the 16 programs out of the five categories, the participants had 7 different offerings on average. The second way to measure variety is the availability of at least one program per category. 55.2% of the participants stated that they have access to at least one program in each of the five categories. The average number of available programs in the categories is as follows: in the physical health category M = 2.87 (SD = 1.03) programs are offered, in mental health M = 1.61 (SD = 1.03), in financial well-being M = 1.04 (SD = 0.98), in career well-being M = 2.19 (SD = 0.75) and in the social well-being category M = 2.17 (SD = 1.01) (cf. Table 4 in the Appendix 6.1). This means that there are the most programs for physical health and significantly the fewest in the area of financial well-being. Thirdly, more than half of the 16 programs surveyed are generally offered, i.e., more than 8. Only 29.5% of the participants stated that they had access to more than 8 of the 16 programs surveyed.

2.3.2 Inferential statistics and hypothesis testing

A correlation analysis was conducted using Pearson's *r* to account for linear association of the different quantitative variables and to test for H1 (see Table 5 in the Appendix 6.1) interpreted according to Cohen (1988). The analysis included all variables, total participation and the average participation in each category, POS, POC, variety, and PCS, in addition, the control variables HR instrumentality, workload, and the seven demographic control variables.

There was a significant positive moderate to strong correlation between total participation and the variables POS ($r = 0.425$, $p < 0.01$) and POC ($r = 0.432$, $p < 0.01$), while variety correlates strongly ($r = 0.722$, $p < 0.01$) and PCS ($r = 0.187$, $p < 0.01$) correlates low to medium. Thus, as expected, it can be stated that POS, POC, variety and PCS are positively related to participation. Surprisingly, a significant control variable is the size of the company ($r = 0.174$, $p < 0.01$), which correlates positively low with participation.

In order to test H1a-d, five regression analysis were conducted and revealed in the Appendix 6.1. The regression model examines the effects of POS, POC, variety, and PCS on participation. The regression analysis was split into two parts. In the first part of the regression analysis, an overall model as a starting point was used to account for the direct effects of all variables to test H1, namely the four presented independent variables (IV), the control variables HR instrumentality and workload, and six demographic variables (without work country) and participation as the dependent variable (DV) (cf. Table 6 Appendix 6.1). Secondly, the H1a to d were tested in individual regressions with the control variables (cf. Table 7 Appendix 6.1).

As shown in Table 6, the overall model explains 57.1% (R^2) of the variance in the dependent variable participation, indicative for a high goodness-of-fit according to Cohen (1988). Graphic 2 in the Appendix 6.2 illustrates this result. However, a closer look at the results shows that POS has a strong effect on this relationship (unstandardized B = -.169, SE = .055, t = 3.085, $p < 0.01$) as well as the variety (unstandardized B = -.137, SE = .011, t = 12.298, $p < 0.01$).

Surprisingly, only gender serves as another significant factor (unstandardized B = -.109, SE = .049, t = -2.217, $p < 0.05$) but POC and PCS and the other control variables do not have a significant influence.

However, individual regressions for H1a POS, H1b POC, H1c variety, H1d PCS were performed, shown in Table 7 in the Appendix 6.1. They reveal that if POC and PCS are tested individually, they have a significant effect on participation, although the regression coefficient for POC and PCS is not significant in the overall model. Since the four predictors measure similar factors, they correlate with each other (cf. Table 5 in the Appendix 6.1). Therefore, multicollinearity was checked and excluded by the tolerance/VIF (variance influence factor) value. In the individual model, both POC and PCS are significant and contribute to the variance explanation, and H1a POS, b POC, c variety, and d PCS are supported.

In Table 7 the direct effects of POS as independent variable (IV), the 2 control variables HR instrumentality and workload and the six demographic variables and participation as the dependent variable (DV) were tested, with the result of 26% (R^2) of variance explanation (unstandardized B = .34, SE = .047, t = 7.203, $p < 0.01$). Graphic 3 in the Appendix 6.2 illustrates this result. The model with POC explains 24.2% (R^2) with unstandardized B = .261, SE = .039, t = 6.725, $p < 0.01$, shown in Graphic 4 in the Appendix 6.2. The model with variety as independent variable shows 54.4% (R^2), so the highest goodness-of-fit (cf. Graphic 5), with unstandardized B = .148, SE = .010, t = 14.939, $p < 0.01$. Surprisingly, therefore a single variable is accountable for the explanation of around half of the variance in participation. PCS in the model as independent variable has a positive effect on participation (unstandardized B = .131, SE = .057, t = 2.312, $p < 0.05$) and 10.9% (R^2) of the variance explanation, illustrated in Graphic 6 in the Appendix 6.2.

Interestingly, is the control variable size of company significant in three of the four models, for POS (unstandardized B = .152, SE = .036, t = 4.258, $p < 0.01$), POC (unstandardized B = .107,

SE = .036, t = 2.986, p < 0.01) and PCS (unstandardized B = .111, SE = .039, t = 2.825, p < 0.01) while none of the other control variables are significant.

Table 8 in the Appendix 6.1 presents a summary of all five hypotheses and outcomes and Graphic 1 in the Appendix 6.2 illustrates the conceptual model.

3. Discussion

The main objective of this study was to investigate previously unknown associations between perceived organizational support, perceived organization's commitment to well-being, variety of well-being programs, perceived co-worker support, and participation in well-being programs, as previous studies have mainly focused on individual factors influencing participation, or on the effectiveness of these well-being programs and their outcomes in the company. As in previous studies (Bright et al., 2012; Linnan et al., 2008; Person et al., 2010), the average participation rate among employees for well-being programs in this sample is rather low, between "Never" and "Some of the time". The study found a positive relationship between higher perceived POS, POC, variety and PCS, and participation (results of hypothesis testing summarized in Table 8 in the Appendix 6.1).

In other words, employees who feel more supported by their company and direct colleagues, and the company demonstrates commitment to well-being, and offers several different well-being programs embedded in a multi-component strategy, participate more in organizational well-being programs, compared to those with lower levels of these forms of support. As stated in Chapter 2.3.2, the regression coefficient for POC and PCS is not significant in the overall model, which is why H1 is partly supported. Furthermore, in the individual model, both are significant and thus contribute to the variance explanation in participation, and H1a POS, b POC, c variety, and d PCS are supported. These observations are in line with expectations but surprisingly clearly showing that variety has a stronger influence on well-being program participation than POS and POC, and PCS has a rather low effect on participation compared to

the three other variables. This illustrates, as hypothesized, that the more variety of programs and resources offered, the more participation will occur from diverse employees overall, as with more choice, there is a higher chance of accommodating different personal preferences, trends, and schedules. This result is in line with Bright et al.'s (2012) assumptions and recommendations for more diverse offerings of well-being programs. 55.2% of participants reporting that they have access to at least one program in each of the five categories, but only 29.5% of participants reporting that they have access to more than 8 of the 16 programs surveyed. Physical health and social well-being include the most offerings of programs in this sample, financial well-being programs the least. The programs in the career and social-well-being categories are the most popular in terms of participation, in line with Spence's (2015) findings.

Surprisingly, the size of the company correlates positively with a low to medium significance with participation, implying that a higher number of employees leads to more participation. A plausible explanation could be since company size is also strongly correlated with variety, that larger companies have more well-being programs on offer and consequently, as described, more participation. Since gender was a significant factor in the overall regression model for H1, it could be said that consistent with Bright et al.'s (2012) previous findings, that female employees have higher participation than men. But this difference was not observed within the individual regressions and correlation, so it is not considered a consistent effect on participation. Contrary to Bright's findings, no gender participation difference was found within the five categories. He found that men participated more in the physical health category. Likewise, no higher participation was observed among younger employees in this sample either. The low explained variance and insignificance of the control and demographic variables show that the choice should be improved in future models. The findings, therefore, provide important insights into participation determinants and offer opportunities for future research.

3.1 Practical implications & further research directions

An important reason for choosing the workplace as a setting for well-being programs is the ability to reach a large group of different people. This study suggests that several factors become important if organizations are to successfully implement well-being programs and maximize participation and, therefore, benefits. Recommendations for increasing participation include providing many thematically diverse program offerings. Other fundamental factors are the overall perceived support of the organization and that of colleagues. Through the perceived value and care of the organization and the co-workers for the employee's well-being and health, an environment can be created in which the programs are promoted, and one is encouraged to participate. It is important to embed the various programs in a transparent strategy that focuses on the needs of the employees. This information can be provided before the start of the program through a survey of needs and interests to all employees. Through feedback and a joint employee committee, the well-being program can be developed and adapted to meet these needs. According to the results of this study, very little is offered in the category of financial well-being, so there is potential for improvement. Career and social well-being programs are in demand, so more could be introduced here as a first measure. Incentives can also be introduced for the categories and programs. Different incentives and their effects are implications for future studies, as well as other factors influencing participation (further demographics and other control variables). Furthermore, more in-depth research can be conducted on how the mentioned factors POS, POC, variety and PCS influence each other. Information about (determinants of) participation in these programs is essential in order to gain benefits from them and thus increase the use of well-being programs.

3.2 Limitations

A survey was used as the main instrument for data collection of this study. The data was collected in a 19-day time frame; therefore, these data do not adequately capture the potential

changes over time and only represent one point in time. The period of participation was determined to be the last year, and fluctuations in the perceived POS, POC, and PCS are not accounted for and may be subject to misinformation and respondent bias. It should also be noted that the Covid-19 pandemic was prevalent during the survey period. Therefore, the option between program availability in the office as well as in the home office was queried in a time frame of a full year. Thus, it is assumed, that this does not have a major impact on the results.

The low explained variance and the insignificance of the control and demographic variables indicate that the choice of these should be improved in future models. For example, it may be that the participation and program offerings may be unique to certain industries.

4. Conclusion

This paper examined factors that influence participation in workplace well-being programs. After reviewing the relevant literature and the analysis of the survey research, it is concluded that participation is enhanced by variety of programs, perceived company and co-worker support for employee well-being, and the organization's prioritization and communication of well-being topics.

Few studies examined the influence of work-related factors on participation, making it difficult to gain insight into the underlying determinants. This insight is an important step for further research and to tailor well-being programs to reach those who need them.

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6. Appendix

6.1 Tables

Table 3: Breakdown of countries of work

Breakdown of countries of work

Nationality	Frequency	Percent
Germany	77	32.0
Austria	126	52.3
Switzerland	6	2.5
Ireland	2	.8
Portugal	5	2.1
Finland	2	.8
New Zealand	2	.8
United Kingdom	3	1.2
Netherlands	4	1.7
France	2	.8
South Africa	1	.4
India	1	.4
Italy	1	.4
USA	9	3.7
Total	241	100.0

Table 4: Number of available programs within the categories

Category program variety

	Mean	Median	SD
php_programs	2.87	3	1.03
mhp_programs	1.61	2	1.03
fwp_programs	1.04	1	0.98
cwp_programs	2.19	2	0.75
swp_programs	2.17	3	1.01

*max. 3 programs possible

Table 5: Means, standard deviations, and correlations

Correlation matrix

		Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1	total_participation_avg	1.89	0.51																			
2	php_participation_avg	2.06	0.63	.716**																		
3	mhp_participation_avg	1.65	0.69	.808**	.567**																	
4	fwp_participation_avg	1.45	0.61	.686**	.398**	.496**																
5	cwp_participation_avg	2.10	0.64	.722**	.448**	.453**	.391**															
6	swp_participation_avg	2.17	0.89	.734**	.306**	.465**	.330**	.407**														
7	POS_index	3.65	0.71	.425**	.231**	.336**	.161*	.292**	.468**													
8	POC_wish_index	3.33	0.87	.432**	.289**	.376**	.199**	.277**	.402**	.760**												
9	variety	7.00	2.63	.722**	.501**	.580**	.544**	.491**	.534**	.428**	.542**											
10	PCS_index	3.99	0.61	.187**	.075	.090	.091	.112	.268**	.329**	.264**	.134*										
11	control_index_instrumen	2.94	0.84	.130*	.178**	.062	.026	.121	.094	.188**	.303**	.256**	-.085									
12	control_workload	3.67	1.12	.138*	.051	.182**	.058	.026	.159*	.341**	.338**	.163*	.226**	.047								
13	company size	2.04	0.87	.174**	.203**	.039	.264**	.193**	.003	-.135*	.045	.289**	.044	.121	-.085							
14	role	1.49	0.84	.017	-.016	.036	-.020	-.006	.050	.168**	.096	.039	.045	.061	-.010	-.160*						
15	HR	1.89	0.31	-.058	.017	.000	-.079	-.084	-.062	-.110	-.055	-.111	-.049	-.050	.101	.017	-.163*					
16	gender	1.43	0.50	.010	.031	-.015	-.036	.055	.004	.102	.114	.130*	-.118	.149*	-.062	.036	.245**	.111				
17	age	34.35	10.43	-.074	.121	-.066	-.067	-.002	-.196**	-.107	-.017	-.067	-.176**	.120	-.131*	.047	.464**	-.019	.118			
18	work country	2.69	2.98	.106	.086	.007	.169**	.084	.061	.033	.069	.084	.033	.030	.030	.128*	.102	-.081	-.034	-.053		
19	tenure	2.41	1.05	-.030	.193**	-.021	-.050	.015	-.181**	-.161*	-.121	-.011	-.134*	-.049	-.110	.037	.251**	-.057	.041	.613**	-.069	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 6: Regression model POS, POC, variety, PCS results

Regression model POS, POC, variety, PCS

	Unstandardized				Collinearity Statistics	
	B	Std. Error	t	Sig.	Tolerance	VIF
(Constant)	.334	.286	1.168	.244		
POS_index	.169	.055	3.085	.002	.334	2.995
variety	.137	.011	12.298	.000	.589	1.697
PCS_index	.040	.041	.975	.331	.800	1.250
POC_wish_index	-.057	.046	-1.228	.221	.312	3.205
control_index_instrumentality	-.025	.030	-.855	.393	.811	1.233
control_workload	-.017	.022	-.789	.431	.825	1.212
company size	.013	.030	.451	.652	.759	1.318
role	.009	.034	.270	.788	.633	1.579
HR	.126	.081	1.550	.123	.901	1.110
gender	-.109	.049	-2.217	.028	.846	1.182
age	-.001	.003	-.184	.854	.458	2.184
tenure	.017	.028	.608	.544	.582	1.720
R^2	.571					
Adjusted R^2	.548					
F	24.432					
p (sig. of F)	.000					
Durbin-Watson	1.491					

a. Dependent Variable: total_participation_avg

Table 7: Individual Regression models POS, POC, variety, PCS results

Regression models

	Model POS				*Model POC*				*Model variety*				*Model PCS*			
	B	Std. Error	t	Sig.	B	Std. Error	t	Sig.	B	Std. Error	t	Sig.	B	Std. Error	t	Sig.
(Constant)	.410	.312	1.317	.189	1.060	.283	3.741	.000	.915	.217	4.211	.000	.933	.387	2.412	.017
POS_index	.340	.047	7.203	.000												
POC_wish_index					.261	.039	6.725	.000								
variety									.148	.010	14.939	.000				
PCS_index													.131	.057	2.312	.022
control_index_instrumentality	.020	.037	.534	.594	-.005	.038	-.133	.895	-.027	.029	-.922	.357	.074	.040	1.852	.065
control_workload	-.004	.029	-.133	.894	-.002	.029	-.055	.956	.002	.021	.103	.918	.052	.030	1.744	.083
company size	.152	.036	4.258	.000	.107	.036	2.986	.003	-.010	.029	-.355	.723	.111	.039	2.825	.005
role	.028	.044	.635	.526	.052	.044	1.179	.240	.030	.034	.876	.382	.056	.048	1.162	.246
HR	.011	.105	.108	.914	-.032	.106	-.299	.765	.096	.083	1.169	.244	-.062	.114	-.545	.586
gender	-.070	.063	-1.100	.273	-.064	.064	-.992	.322	-.106	.050	-2.132	.034	-.008	.070	-.115	.909
age	-.006	.004	-1.519	.130	-.008	.004	-2.005	.046	-.002	.003	-.482	.630	-.007	.004	-1.566	.119
tenure	.058	.037	1.583	.115	.052	.037	1.402	.162	.005	.029	.163	.871	.036	.040	.906	.366
R^2	.26				.242				.544				.109			
Adjusted R^2	.23				.211				.526				.073			
F	8.712				7.901				29.582				3.042			
p (sig. of F)	0.000				0.000				0.000				0.002			
Durbin-Watson	1.289				1.356				1.558				1.332			

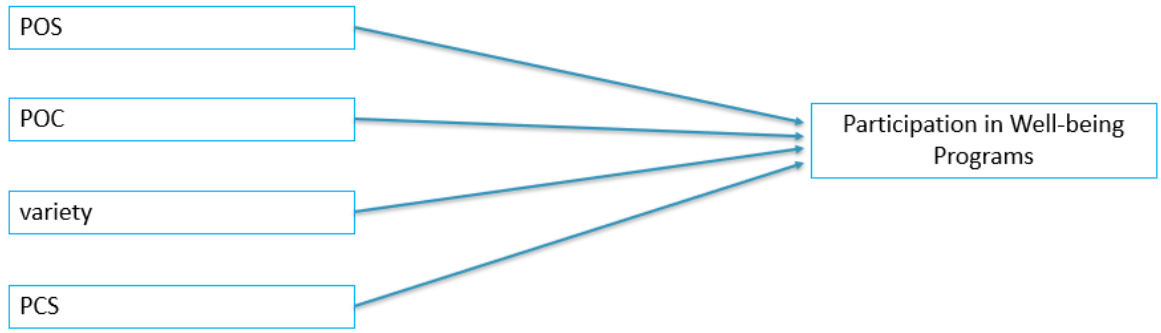
a. Dependent Variable: total_participation_avg

Table 8: Summary of the tested hypothesis

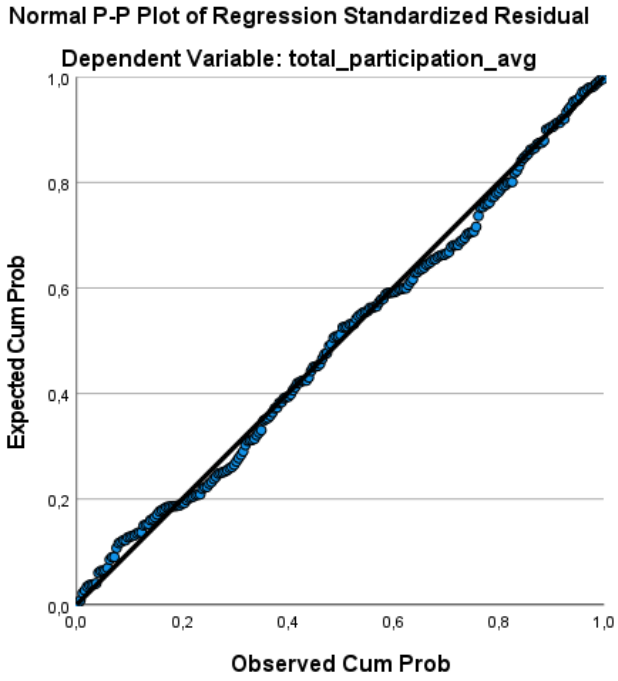
Hypothesis	**Outcome**
H1: Perceived organizational support factors (POS, POC, variety of well-being programs, and PCS) have a positive effect on employee participation in well-being programs.	partly supported
H1a: POS has a positive effect on employee participation in well-being programs; *specifically, the participation will be higher for employees who feel more supported by their organization.*	supported
H1b: POC has a positive effect on employee participation in well-being programs; *specifically, the participation will be higher for employees who perceive their organization as more committed to well-being.*	supported
H1c: The variety of well-being programs offered positively affects employee participation in well-being programs; *specifically, the participation will be higher for employees who have access to more well-being programs.*	supported
H1d: PCS has a positive effect on employee participation in well-being programs; *specifically, the participation will be higher for employees who feel more supported by their co-workers.*	supported

6.2 Figures

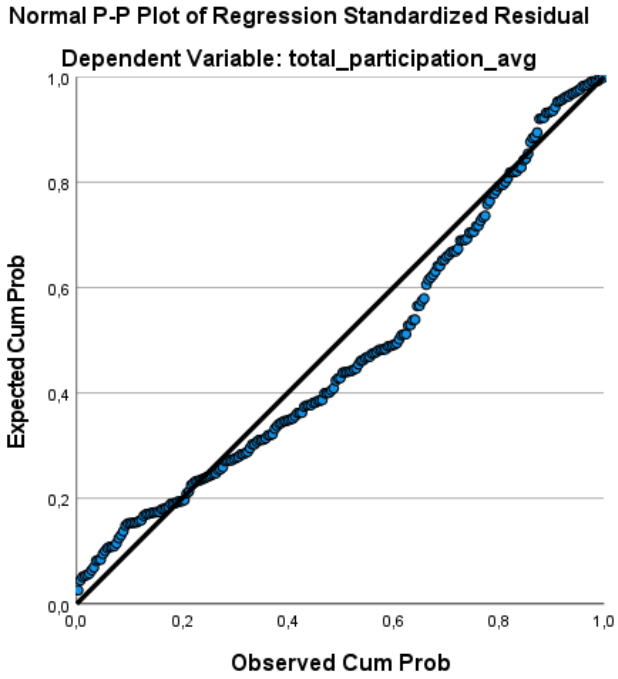
Graphic 1: Conceptual model of the study



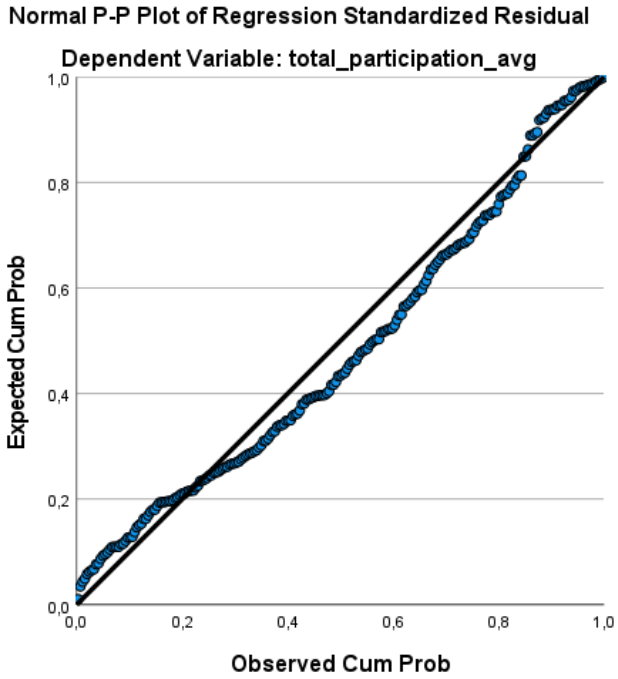
Graphic 2: Graphical illustration of the result for hypothesis 1, the overall model PCS POS, POC, variety, PCS on participation



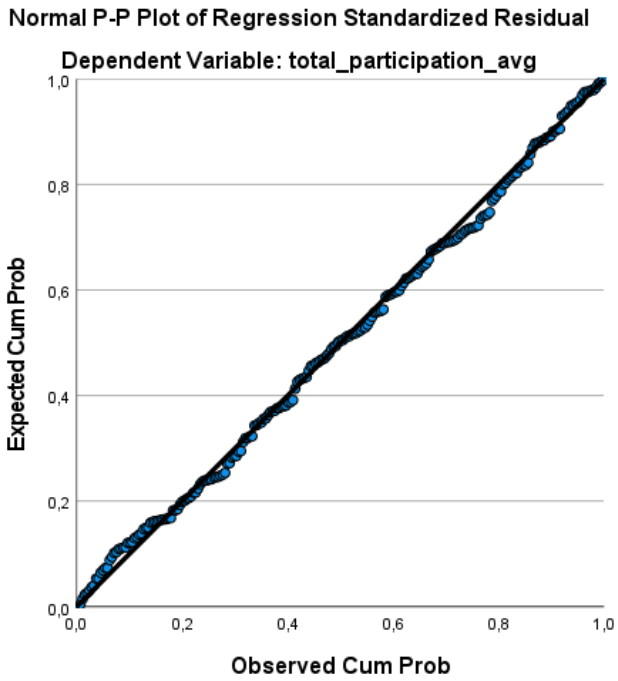
Graphic 3: Graphical illustration of the result for hypothesis 1a POS



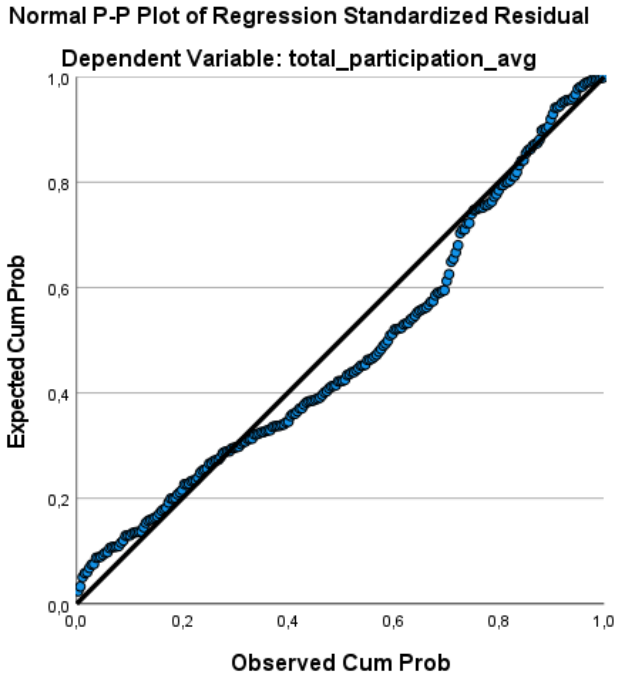
Graphic 4: Graphical illustration of the result for hypothesis 1b POC



Graphic 5: Graphical illustration of the result for hypothesis 1c variety



Graphic 6: Graphical illustration of the result for hypothesis 1d PCS



6.3 Survey

6.3.1 English version of the survey

English

Thank you for participating in this survey! In the top right corner you can choose whether the survey should be displayed in German or English. It is recommended to perform the survey on a computer/laptop.

This survey is part of two Master theses and will take you **around 10 minutes** to complete all questions. The following survey addresses all types of current employees of an organization.

By participating, you will contribute to research conducted about well-being initiatives at work. Your participation in this study is voluntary, your refusal to participate or your withdrawal from this study will involve no penalty, and you may discontinue participation at any time.

PLEASE NOTE:
It will really help us if you complete the survey by giving your fullest attention, reading all instructions and statements carefully, and then responding accordingly to all the items.

Possible Risks of Study: There are no anticipated risks or adverse effects in this study beyond what one would typically experience in daily life.

Confidentiality and Privacy of Research Data: The information provided by all respondents will be anonymous and confidential and will be used for research purposes only. The survey responses contain no identifying information (e.g., email, names, etc.). Also, no one will have access to your completed survey except for the Principal Investigators (PI). Your supervisor will not know your responses! As such, please answer all questions as honestly and accurately as possible.

Principal Investigators: Sophie Rabel, Professor Samantha Sim, Bianca Udhöfer, Professor Sofia Kousi

If you do not wish to participate in the survey, you may close the browser now to exit.

Click here to consent & get started!

The following questions refer to well-being programs offered by your company and your participation. Please read the statements below. You find multiple possible answers, if a program is offered or not, and then for each one a participation scale ranging from 1. never to 4. all of the time.

Physical health programs

	Availability				Do/did you participate in these programs **within the last year**?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
1. My company offers programs for lowering health risks and supporting healthy behaviors, such as e.g. healthy food options or possibilities for physical activity and medical services like vaccinations.	○	○	○	○	○	○	○	○
2. My company provides resources, such as ergonomic equipment (standing desk, screen glasses, etc.) that support my well-being on the job.	○	○	○	○	○	○	○	○
3. My company has programs to prevent harm to employees from abuse, harassment, discrimination, and violence.	○	○	○	○	○	○	○	○
4. The company ensures that employees take their earned times away from work, such as breaks, paid sick leave, vacation, and paid parental leave.	○	○	○	○	○	○	○	○

Mental health programs

	Availability				Do/did you participate in these programs **within the last year**?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
5. In my company are programs in place to support employees when they are dealing with personal or family issues.	○	○	○	○	○	○	○	○
6. There are proactive measures that ensure that the workload is reasonable, for example, employees can usually complete their assigned job tasks within their shift.	○	○	○	○	○	○	○	○
7. My company offers programs or training that support my mental health, such as stress management, meditation, coaching, or mindfulness programs.	○	○	○	○	○	○	○	○

Financial well-being programs

	Availability				Do/did you participate in these programs **within the last year**?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
8. My company offers programs to improve my financial status, such as financial advice (e.g. financial counselling, financial education)	○	○	○	○	○	○	○	○
9. My company offers programs to improve my financial status, such as salary splits.	○	○	○	○	○	○	○	○
10. My company offers programs to improve my financial status, such as retirement planning.	○	○	○	○	○	○	○	○

Career well-being programs

	Availability				Do/did you participate in these programs **within the last year**?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
11. My company provides a program that supports employees who are returning to work after time off.	○	○	○	○	○	○	○	○
12. My company offers the possibilities of flexible working time and practices and/or remote work (homeoffice).	○	○	○	○	○	○	○	○
13. My company provides programs that support personal growth and development, such as mentoring, coaching, learning, and development practices.	○	○	○	○	○	○	○	○

Social well-being programs

	Availability				Do/did you participate in these programs **within the last year**?			
	No, not offered	Yes, offered but I can only access them at the office	Yes, offered and I can access them virtually/without being at the office	I do not know	Never	Some of the time	Most of the time	All of the time
14. My company offers programs to encourage social relations within the organization, such as a corporate social network.	○	○	○	○	○	○	○	○
15. My company provides programs to encourage social relations within the organization, such as team building (e.g. set team lunch).	○	○	○	○	○	○	○	○
16. My company offers programs to encourage social relations within the organization, such as social after-work events.	○	○	○	○	○	○	○	○

English

The following statements refer to your organization. Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best reflects your agreement with the statement.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1. The organization really cares about my well-being.	○	○	○	○	○
2. The organization cares about my general satisfaction at work.	○	○	○	○	○
3. Help is available from the organization when I have a problem.	○	○	○	○	○
4. The organization cares about my opinions.	○	○	○	○	○
5. The organization strongly considers my goals and values.	○	○	○	○	○
6. The organization would forgive an honest mistake on my part.	○	○	○	○	○

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
7. The organization is willing to help me if I need a special favor.	○	○	○	○	○
8. The organization shows very little concern for me.	○	○	○	○	○
9. If given the opportunity, the organization would take advantage of me.	○	○	○	○	○
10. Worker health and well-being are part of the organization's mission, vision or business objectives.	○	○	○	○	○
11. The organization allocates enough resources such as enough workers and money to implement policies or programs to protect and promote worker well-being and health.	○	○	○	○	○
12. The importance of health and well-being is communicated across all levels of the organization, both formally and informally.	○	○	○	○	○

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
13. The company's leadership, such as senior leaders and middle managers, communicate their commitment to a work environment that supports employee health and well-being.	○	○	○	○	○
14. The company's leadership, such as senior leaders and managers, take responsibility for ensuring a healthy and well-being supportive work environment.	○	○	○	○	○
15. The company encourages employees to voice their concerns about well-being.	○	○	○	○	○
16. The organization seeks employee involvement and feedback in well-being program-decisions across all levels.	○	○	○	○	○
17. Managers and employees work together in planning, implementing, and evaluating health and well-being programs, policies, and practices for employees.	○	○	○	○	○
18. The organization provides employees the well-being programs that it does so that employees feel valued and respected-to promote employee well-being.	○	○	○	○	○

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
19. The organization provides employees the well-being programs that it does to try to keep costs down.	○	○	○	○	○
20. The organization provides employee well-being programs that it does in order to get the most work out of employees.	○	○	○	○	○
21. I usually manage my workload in the given timeframe.	○	○	○	○	○

→

English

The following statements refer to your co-workers. Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best reflects your agreement with the statement.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1. Your co-workers take a personal interest in you.	○	○	○	○	○
2. You feel close to your co-workers.	○	○	○	○	○
3. You feel appreciated by your co-workers.	○	○	○	○	○
4. Your co-workers are helpful in getting your job done.	○	○	○	○	○

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
5. Your co-workers would fill in while you are absent.	○	○	○	○	○
6. Your co-workers care about your well-being and health.	○	○	○	○	○
7. Your co-workers encourage you to pay attention to your well-being.	○	○	○	○	○
8. Your co-workers encourage to participate in well-being activities.	○	○	○	○	○

→

English

Please select the size of your company.

Please select your role.

Do you currently work in the HR department?

Yes

No

Please select your gender.

Please indicate your age.

In which country do you work?

- Germany
- Austria
- Switzerland
- Other

Please indicate your tenure with your current employer.

- less than 1 year
- 1 year but less than 5 years
- 5 years but less than 10 years
- 10 years or more

Submit & Finish

6.3.2 German version of the survey

Deutsch

In the top right corner you can choose whether the survey should be displayed in German or English.

- -

Vielen Dank, dass Sie an dieser Umfrage teilnehmen! Sie können oben rechts auswählen ob Ihnen die Umfrage in Deutsch oder Englisch angezeigt werden soll. Es wird empfohlen, die Umfrage an einem Computer/Laptop durchzuführen.

Diese Umfrage ist Teil von zwei Masterarbeiten und Sie werden **ca. 10 Minuten** benötigen, um alle Fragen zu beantworten. Die folgende Umfrage richtet sich an aktuelle Mitarbeitende eines Unternehmens.

Durch Ihre Teilnahme tragen Sie zur Forschung über Initiativen zum Wohlbefinden (Well-being) am Arbeitsplatz bei. Ihre Teilnahme an dieser Studie ist freiwillig, Ihre Verweigerung der Teilnahme oder Ihr Rücktritt von dieser Studie zieht keine Folge nach sich und Sie können die Teilnahme jederzeit abbrechen.

BITTE BEACHTEN:
Es würde uns sehr helfen, wenn Sie der Umfrage Ihre volle Aufmerksamkeit widmen und alle Anweisungen und Aussagen sorgfältig lesen, um dann entsprechend zu antworten.

Mögliche Risiken der Studie: Es sind keine Risiken oder unerwünschten Wirkungen in dieser Studie zu erwarten, die über das hinausgehen, was man im täglichen Leben typischerweise erlebt.

Vertraulichkeit und Datenschutz der Forschungsdaten: Die von allen Befragten zur Verfügung gestellten Informationen werden anonym und vertraulich behandelt und nur für Forschungszwecke verwendet. Die Umfrageantworten enthalten keine identifizierenden Informationen (z.B. E-Mail, Namen, etc.). Außerdem hat niemand außer den Forschern Zugriff auf Ihre ausgefüllte Umfrage. Ihr Vorgesetzter wird Ihre Antworten nicht kennen! Bitte beantworten Sie daher alle Fragen so ehrlich und genau wie möglich.

Forscherinnen und Studienleiterinnen: Sophie Rabel, Professor Samantha Sim, Bianca Udhöfer, Professor Sofia Kousi

Wenn Sie nicht an der Umfrage teilnehmen möchten, können Sie den Browser jetzt schließen, um die Umfrage zu beenden.

Click here to consent & get started!

Deutsch

Die folgenden Fragen beziehen sich auf die von Ihrem Unternehmen angebotenen Well-being Programme und Ihre Teilnahme. Bitte lesen Sie die folgenden Aussagen. Sie finden mehrere Antwortmöglichkeiten, ob ein Programm angeboten wird oder nicht, gefolgt von einer Teilnahmeskala, die von "nie" bis "immer" reicht.

Programme für die körperliche Gesundheit

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
1. Mein Unternehmen bietet Programme zur Senkung von Gesundheitsrisiken und zur Unterstützung gesunder Verhaltensweisen an, wie z. B. gesunde Ernährungsoptionen oder Möglichkeiten zur körperlichen Betätigung und medizinische Leistungen wie Impfungen.	O	O	O	O	O	O	O	O
2. Mein Unternehmen stellt Ressourcen zur Verfügung, wie z. B. ergonomische Geräte (Stehpult, Bildschirmbrille, etc.), die mein Wohlbefinden am Arbeitsplatz unterstützen.	O	O	O	O	O	O	O	O
3. Mein Unternehmen bietet Programme zur Vermeidung von Schäden an Mitarbeitenden durch Missbrauch, Belästigung, Diskriminierung und Gewalt an.	O	O	O	O	O	O	O	O
4. Das Unternehmen stellt sicher, dass die Mitarbeitenden ihre verdienten Auszeiten wie Pausen, bezahlte Krankheitstage, Urlaub und bezahlte Elternzeit nehmen.	O	O	O	O	O	O	O	O

Programme für die psychische Gesundheit

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
5. In meinem Unternehmen gibt es Programme, die Mitarbeitende bei persönlichen oder familiären Problemen unterstützen.	O	O	O	O	O	O	O	O
6. Es gibt proaktive Maßnahmen, die sicherstellen, dass die Arbeitsbelastung angemessen ist, z. B. können Mitarbeitende in der Regel die ihnen zugewiesenen Arbeitsaufgaben innerhalb der Frist erledigen.	O	O	O	O	O	O	O	O
7. Mein Unternehmen bietet Programme oder Schulungen an, die meine psychische Gesundheit unterstützen, z. B. Stressmanagement, Meditation, Coaching oder Achtsamkeitsprogramme.	O	O	O	O	O	O	O	O

Programme für finanzielles Wohlergehen

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
8. Mein Unternehmen bietet Programme zur Verbesserung meines finanziellen Status an, wie Finanzberatung oder Finanzbildung.	O	O	O	O	O	O	O	O
9. Mein Unternehmen bietet Programme an, um meinen finanziellen Status zu verbessern, z. B. Gehaltsaufteilung/vorrauszahlungen.	O	O	O	O	O	O	O	O
10. Mein Unternehmen bietet Programme zur Verbesserung meines finanziellen Status an, z. B. zur Altersvorsorge.	O	O	O	O	O	O	O	O

Karriereprogramme

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Oft	Immer
11. Mein Unternehmen bietet ein Programm an, das Mitarbeitende unterstützt, die nach einer Auszeit(Elternzeit, Krankheit) an ihren Arbeitsplatz zurückkehren.	O	O	O	O	O	O	O	O
12. Mein Unternehmen bietet die Möglichkeit flexibler Arbeitszeiten und -praktiken und/oder Remote-Arbeit (Homeoffice).	O	O	O	O	O	O	O	O
13. Mein Unternehmen bietet Programme an, die persönliches Wachstum und Entwicklung unterstützen, wie z. B. Mentoring, Coaching, Lern- und Entwicklungsmöglichkeiten.	O	O	O	O	O	O	O	O

Soziale Wohlfühlprogramme

	Angebot				Wie oft haben Sie innerhalb des letzten Jahres an diesen Programmen teilgenommen?			
	Nicht verfügbar	Verfügbar, aber ich kann nur im Büro darauf zugreifen	Verfügbar, und ich kann virtuell/ohne im Büro zu sein darauf zugreifen	Ich weiß es nicht	Nie	Manchmal	Meistens	Immer
14. Mein Unternehmen bietet Programme zur Förderung sozialer Beziehungen innerhalb der Firma an, wie z.B. ein soziales Unternehmensnetzwerk.	O	O	O	O	O	O	O	O
15. Mein Unternehmen bietet Programme zur Förderung sozialer Beziehungen innerhalb der Firma an, wie Teambuilding (z. B. festgelegtes Teamessen).	O	O	O	O	O	O	O	O
16. Mein Unternehmen bietet Programme zur Förderung sozialer Beziehungen innerhalb der Firma an, wie z. B. soziale After-Work-Veranstaltungen.	O	O	O	O	O	O	O	O

→

Deutsch

Die folgenden Aussagen beziehen sich auf Ihr Unternehmen. Bitte lesen Sie die folgenden Aussagen. Zu jeder Aussage finden Sie fünf mögliche Antworten, die von "stimme überhaupt nicht zu" bis "stimme voll zu" reichen. Bitte wählen Sie die Antwort, die Ihre Zustimmung zu der Aussage am besten wiedergibt.

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
1. Das Unternehmen kümmert sich sehr um mein Wohlbefinden.	O	O	O	O	O
2. Das Unternehmen kümmert sich um meine allgemeine Zufriedenheit bei der Arbeit.	O	O	O	O	O
3. Das Unternehmen bietet mir Hilfe an, wenn ich ein Problem habe.	O	O	O	O	O
4. Das Unternehmen interessiert sich für meine Meinung.	O	O	O	O	O
5. Das Unternehmen berücksichtigt stark meine Ziele und Werte.	O	O	O	O	O
6. Das Unternehmen würde einen ehrlichen Fehler meinerseits verzeihen.	O	O	O	O	O

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
7. Das Unternehmen ist bereit, mir zu helfen, wenn ich einen besonderen Gefallen brauche.	O	O	O	O	O
8. Das Unternehmen zeigt sehr wenig Interesse an mir.	O	O	O	O	O
9. Wenn das Unternehmen die Möglichkeit hätte, würde es einen Vorteil aus mir ziehen.	O	O	O	O	O
10. Die Gesundheit und das Wohlbefinden der Mitarbeitenden sind Teil der Mission, der Vision oder der Geschäftsziele des Unternehmens.	O	O	O	O	O
11. Das Unternehmen stellt genügend Ressourcen wie z. B. genügend Mitarbeitende und Geld zur Verfügung, um Richtlinien oder Programme zum Schutz und zur Förderung des Wohlbefindens und der Gesundheit der Mitarbeitenden umzusetzen.	O	O	O	O	O
12. Die Bedeutung von Gesundheit und Wohlbefinden wird auf allen Ebenen des Unternehmens kommuniziert, sowohl formell als auch informell.	O	O	O	O	O

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
13. Die Führung des Unternehmens, wie z. B. leitende Angestellte und mittlere Manager, kommunizieren ihr Engagement für ein Arbeitsumfeld, das die Gesundheit und das Wohlbefinden der Mitarbeitenden unterstützt.	○	○	○	○	○
14. Die Führungskräfte des Unternehmens, wie z. B. leitende Angestellte und Manager, übernehmen die Verantwortung für die Gewährleistung eines gesunden und das Wohlbefinden fördernden Arbeitsumfelds.	○	○	○	○	○
15. Das Unternehmen ermutigt die Mitarbeitenden, ihre Bedenken zum Wohlbefinden zu äußern.	○	○	○	○	○
16. Das Unternehmen sucht auf allen Ebenen die Beteiligung und das Feedback der Mitarbeitenden bei Entscheidungen über Wohlfühlprogramme.	○	○	○	○	○
17. Führungskräfte und Mitarbeitende arbeiten bei der Planung, Umsetzung und Bewertung von Programmen, Richtlinien und Praktiken für Gesundheit und Wohlbefinden der Mitarbeitenden zusammen.	○	○	○	○	○
18. Das Unternehmen bietet ihren Mitarbeitenden Wohlfühlprogramme an, damit sich die Mitarbeitenden wertgeschätzt und respektiert fühlen - um das Wohlbefinden der Mitarbeitenden zu fördern.	○	○	○	○	○

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
19. Das Unternehmen bietet seinen Mitarbeitenden Wohlfühlprogramme an, um die Kosten niedrig zu halten.	O	O	O	O	O
20. Das Unternehmen bietet Programme zum Wohlbefinden der Mitarbeitenden an, um das Beste aus den Mitarbeitenden herauszuholen.	O	O	O	O	O
21. In der Regel schaffe ich mein Arbeitspensum im vorgegebenen Zeitrahmen zu erledigen.	O	O	O	O	O

→

Deutsch

Die folgenden Aussagen beziehen sich auf Ihre Kolleg:innen.
Bitte lesen Sie die folgenden Aussagen. Zu jeder Aussage finden Sie fünf Antwortmöglichkeiten, die von "stimme überhaupt nicht zu" bis "stimme voll zu" reichen.
Bitte wählen Sie die Antwort, die Ihre Zustimmung zu der Aussage am besten wiedergibt.

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
1. Ihre Kolleg:innen zeigen ein persönliches Interesse an Ihnen.	○	○	○	○	○
2. Sie fühlen sich Ihren Kolleg:innen nahe/verbunden.	○	○	○	○	○
3. Sie fühlen sich von Ihren Kolleg:innen wertgeschätzt.	○	○	○	○	○
4. Ihre Kolleg:innen sind hilfreich, um Ihre Arbeit zu erledigen.	○	○	○	○	○

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll zu
5. Ihre Kolleg:innen würden einspringen, während Sie abwesend sind.	○	○	○	○	○
6. Ihre Kolleg:innen sorgen sich um Ihr Wohlbefinden und Ihre Gesundheit.	○	○	○	○	○
7. Ihre Kolleg:innen weisen Sie darauf hin, auf Ihr Wohlbefinden zu achten.	○	○	○	○	○
8. Ihre Kolleg:innen ermutigen zur Teilnahme an Wohlfühl-Aktivitäten.	○	○	○	○	○

→

Deutsch

Bitte wählen Sie die Größe Ihres Unternehmens.

Bitte wählen Sie Ihre Position.

Arbeiten Sie derzeit in der Personalabteilung?

- Ja
- Nein

Bitte wählen Sie Ihr Geschlecht aus.

Bitte geben Sie Ihr Alter an.

In welchem Land arbeiten Sie?

- Deutschland
- Österreich
- Schweiz
- Andere

Bitte geben Sie Ihre Betriebszugehörigkeit bei Ihrem derzeitigen Arbeitgeber an.

- weniger als 1 Jahr
- 1 Jahr aber weniger als 5 Jahre
- 5 Jahre aber weniger als 10 Jahre
- 10 Jahre oder mehr

Submit & Finish