

# Managers influence on employee wellbeing

# Agenda

- Working conditions that promote wellbeing
- Healthy leadership
- Evaluation of mental stress
- Q & A Session

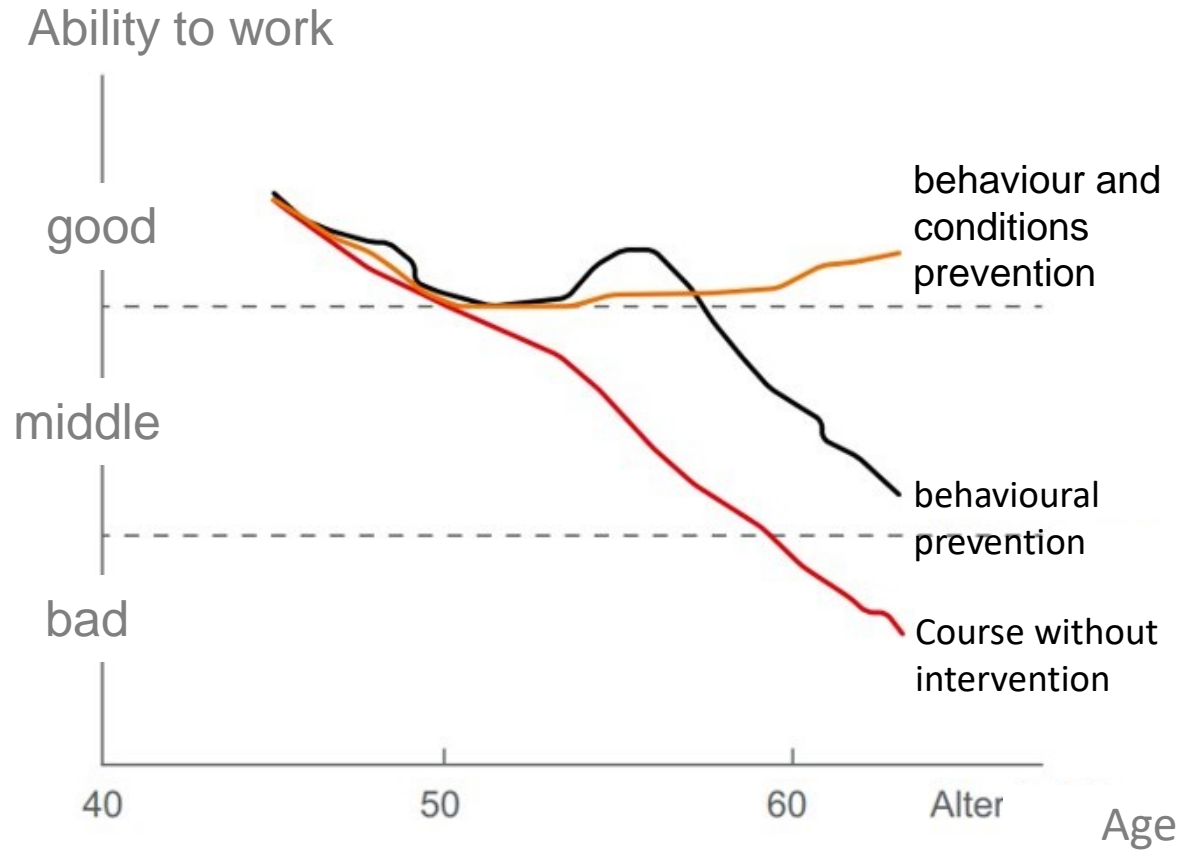
## Question Mentimeter:

**What are the challenges for managers in looking after employees wellbeing?**

- [www.menti.com](https://www.menti.com) Code 6837 742
- Word Cloud Answers: [Wellbeing - Mentimeter](#)



# Effectiveness & cost-effectiveness



- RETURN ON INVESTMENT UP TO 1:3
- Oxford study: 100 companies with highest wellbeing index returned 20% more than Dow Jones or Nasdaq (2021-23)

Source: Institute for Health Promotion and Prevention, Effectiveness and efficiency of workplace health promotion (2017) <https://www.ifgp.at/cdscontent/load?contentid=10008.643036&version=1499941131>

[Happiest companies better in multiple measures of firm performance - Wellbeing Research Centre \(ox.ac.uk\)](#)

# Working conditions that worsen wellbeing

Time pressure, too much work

No support from manager

Lack of room for manoeuvre (content, time)

Unfairness (income & procedural justice)

Conflicts

Requirements too high/low

too little Orientation or Information

Interruptions

Poor gratification: payment,  
appreciation, praise



Performance ☹️  
Commitment ☹️

People quit

Drop in performance

Muscle tension

Sleep disorders

Back pain

Depression, Burnout

Panic attacks

# Working conditions that promote wellbeing

Gratification: payment, appreciation, praise

Support from manager

Room for manoeuvre (content, time)

Justice (income & procedural justice)

Good organisational climate

Requirements suitable

Orientation and enough Information

Conflicts are resolved



Performance 😊  
Commitment 😊

Less people quit

Better performance

Less body reactions

# Gratification/appreciation and fairness

<https://www.youtube.com/watch?v=meiU6TxysCg> <https://www.youtube.com/watch?v=3Zh2ADnTXJs> (German titles)

- Lack of appreciation triggers aggression and frustration ☹️
- The greater the effort, the greater the pain of not being recognised (Effort reward imbalance – Burnout) ☹️
- Equity and fairness - experiment: get 500 more & colleagues get 800 more.  
Over 60% did not accept the offer.
- **Appreciation is a health factor** and the basis for mental strength
- **Leadership:** Taking time for employees. Appreciate the effort (or what can be controlled)
- **Colleagues** are also an important source of appreciation. Appreciation is contagious and the input can come from anywhere!



Picture: Pixabay

# Healthy leadership

## Levels of influence

- Managers are role models
- Managers can create healthy framework conditions
- Leadership styles that promote wellbeing:
  - **Authentic leadership** ↑ wellbeing & work engagement
  - **Transformational leadership** and **supportive leadership** ↑ health and wellbeing, job satisfaction, work engagement
  - **Relationship-** and **task-orientated leadership** ↑ predictors of positive mental health outcomes



Picture: Pixabay





# Evaluation of mental stress – why?



Picture: Pixabay

- Days lost due to mental illness have almost tripled since the mid 1990s
- 2022 new high with 301 days/100 employees
- 3x longer absenteeism than for physical illnesses



# Hazard potential of psychological stress

Stress constellations that **increase risk of serious psychological stress** (burnout component "emotional exhaustion"), **low work commitment and somatic stress** (head, neck and back pain, stomach complaints) **by at least 50%**

Single loads (scaling 1-4)



- Burdens from environment >2.5
- Social stressors from colleagues >2.75
- Lack of communication options >3
- Social and emotional stress >3.5

Multiple loads (scaling 1-4)

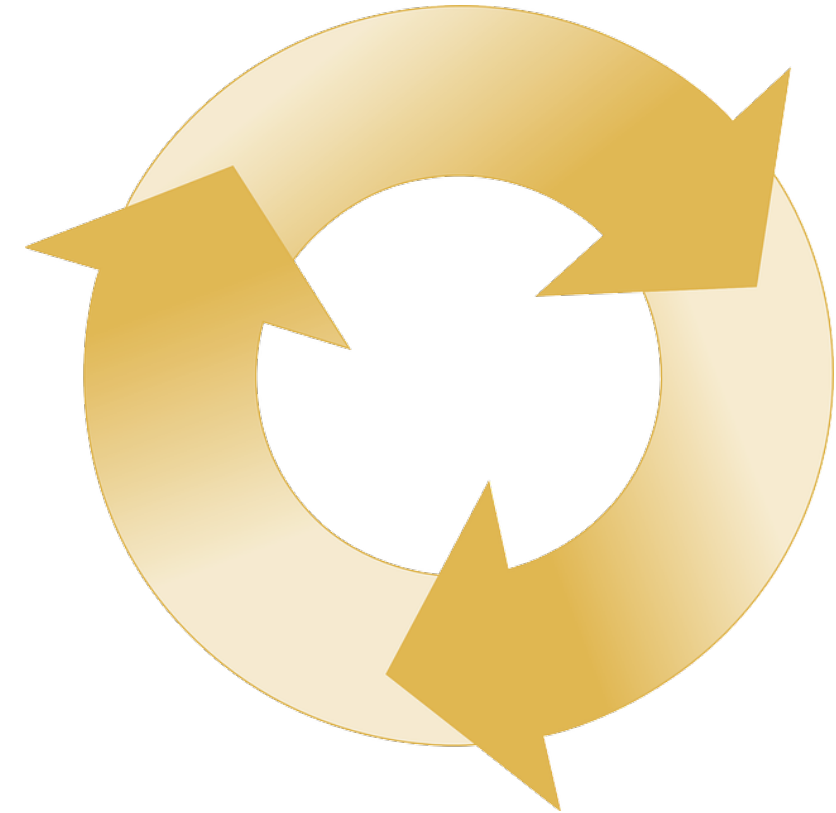


Job Demand Control:  
**work demands >3.5 and room for manoeuvre <1.5**

Job Demand Support:  
**work demands >3 and social support from superiors <2**

# What can the organisation do?

- 1. Evaluate stressors:** Mental health risk assesment
- 2. Develop measures:** together with employees
- 3. Implement measures:** according to an action plan





# What can everyone do to improve wellbeing?



Picture: Pixabay

- Minimise stress (e.g. address it in the employee interview)
- Encourage strengthening & support
- Work together with appreciation
- Take regular breaks to combat tiredness
- Emotion regulation: Focus on the positive!



## What was the most important thing for you from the keynote?

- [www.menti.com](https://www.menti.com) Code 6837 742



Word Cloud answers: [Wellbeing - Mentimeter](#)

Thank you for your  
kind attention!



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