



# **Tackling health in employee attitude surveys**

## **– an Enterprise for Health network project**

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# Advanced statistical methods help identify relevant questions and drivers

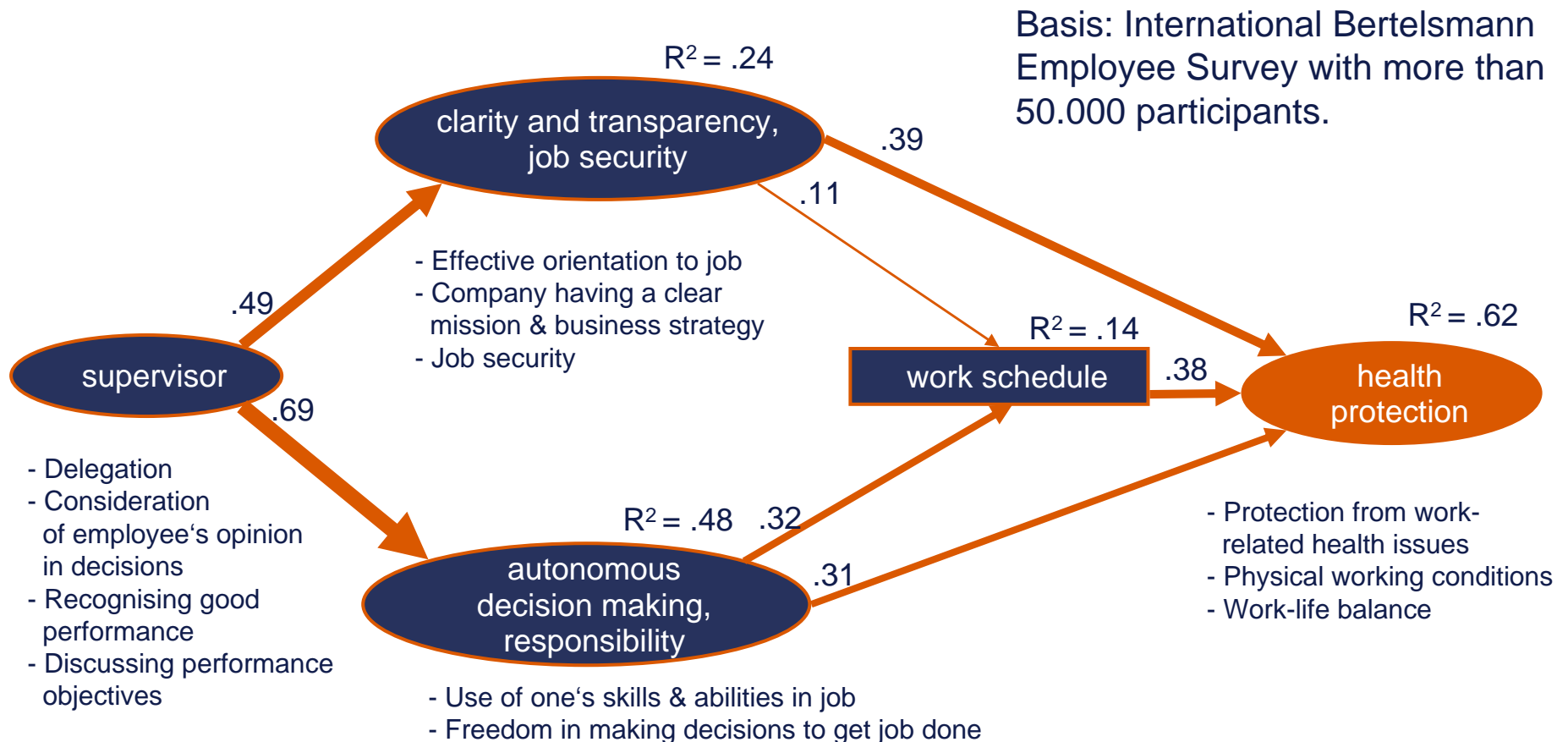
Advanced statistical methods, in particular structural equation models, are to be used. These models:

- allow one to see the big picture, looking at the relationships between all questions/factors and the relative importance of each of them. This is superior to correlation studies.
- indicate a causal direction.
- are multilayered; they visualize causal chains.



The image shows a screenshot of an employee survey questionnaire. It features a header with the title 'Employee Survey' and a checkmark icon. Below the title, the survey is presented in multiple languages: English, Czech, Slovak, Italian, Polish, Korean, and Portuguese. The English section includes a Likert scale with five points: 'Sehr schlecht', 'Schlecht', 'Teils, teils', 'Gut', and 'Sehr gut'. The survey questions are numbered, and the responses are recorded in a grid format. The bottom of the image shows a collage of employee photos and the text 'Perspectives 2004' and 'DIRECT GROUP'.

Health perceptions are shaped by 1. work autonomy and self realisation in work 2. transparency of company strategy and job security 3. work schedule



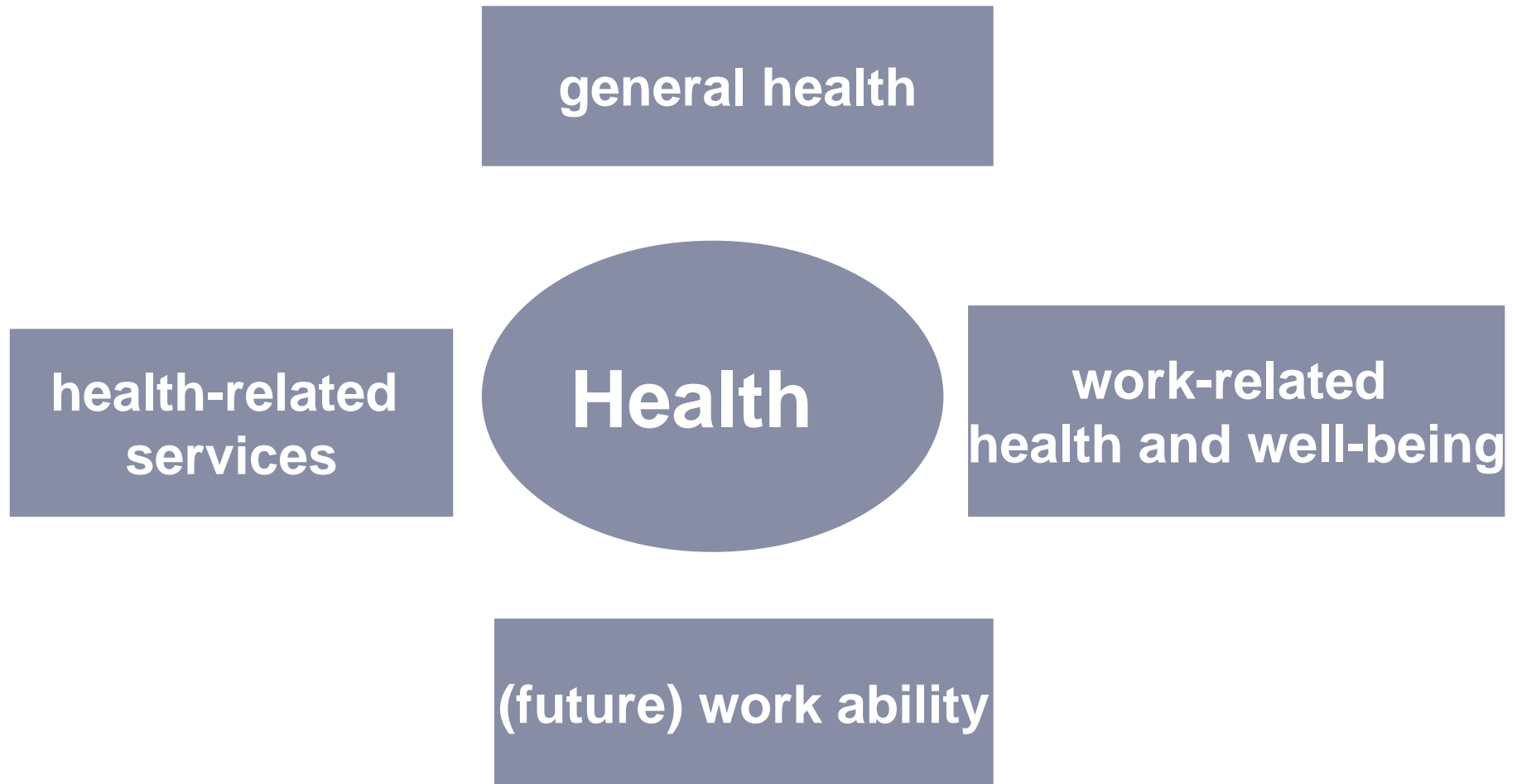
## Objectives of EfH survey project

- Introducing health into employee surveys – emphasising that holistic health management helps cope with demographic change
- Surveys can be an early health indicator – employees estimate their own future work ability
- EFH recommends 2-4 core health related questions as a basis for correlations with other data to help determine what actions on health are needed and the relationship to company financial results (Business Case)
- For (follow up) surveys EFH lists further questions strongly related to health
- Recommended core & follow-up questions are not set in stone; wording can be refined to suit circumstances

## Addressing health in employee surveys

- position the topic
- start a communication process
- provide an early indicator
- initiate a process of improvement
- prepare further analyses and promote the business case
  
- → focus on health outcomes

## Key aspects of health



## Proposed items – 1. Satisfaction with health related services

***My company takes measures to protect me from adverse work-related (physical and mental) health effects.***

***My company supports me to maintain a healthy lifestyle.***

**Alternatives** (Examples from company and research practice):

- My company cares about my health.
- Specific action to improve *occupational safety and health* are agreed and implemented.
- Sufficient attention is given to the working environment.

## Proposed items – 2. Future work ability

***Based on my present state of health, I will be able to perform my present work over the next two years.***

**Alternatively:**

I expect my health to deteriorate.

## Proposed items – 3. General health

***In general, I would say my present state of health is good.***

**Alternatives** (Examples from company and research practice):

- How would you rate your state of health compared with your peers?
- How would you describe your present state of health?
- How satisfied are you with your health compared with how you think it should be?

## Proposed items – 4. Work-related health

***I can do my job without physical or mental impairments to my health.***

**Alternatives** (Examples from company and research practice):

- I feel emotionally empty in my work.
- I feel inspired by my work.
- How satisfied are you with the external conditions of your workplace on the whole?

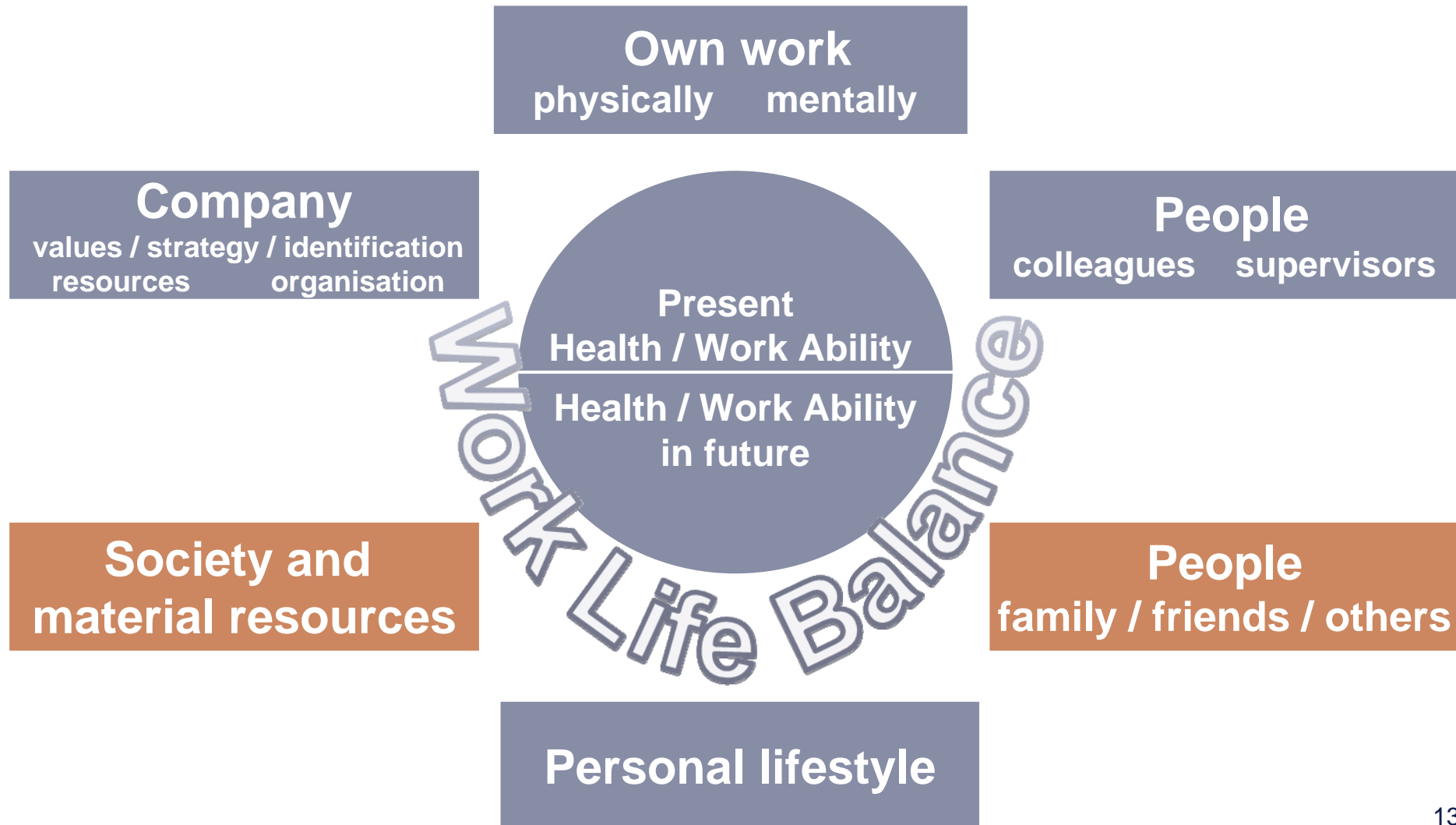
## Formal aspects of core questions

- Personal statements → high involvement  
5-response Likert scale permits comparability :  
***'1 ... strongly agree – agree – partly agree / partly disagree – disagree – strongly disagree'***
- To avoid irritation, misunderstanding or speculation, statements should not switch between positive and negative loading
- 'Neutral' response category (*partly agree/ partly disagree*) avoids 'enforcing' a decision, thus respecting the employee's opinion

## Procedural recommendations

- **Individual or combined assessment of the suggested health aspects**
- **Prepare further analyses and follow-up communication**
- **Introduce the items with a separate ‘health section’**
- **At the beginning of the process, combine *satisfaction with health related services and future work ability***
- **Further down the line, add *general health and work-related health***
- **Consider positive and negative dimensions with regard to work impact on health in equal measure**
- **Identify relationships between drivers of health at work and health as an outcome**

Impacts on health – categories of the EFH question pool → [www.enterprise-for-health.org](http://www.enterprise-for-health.org)



## Prospects for future networking

### Learning from each other -

- Exchange of experience between companies with regard to
- the practical use of items
  - the communication process
  - the results (relationships between dimensions of the survey)
  - practical consequences in the company (intervention measures, further analyses)



Thank you

# Appendix

## Further health related questions (I)

### Healthy lifestyle:

1. I am able to maintain a healthy lifestyle outside work.
2. (At my job) I am able to maintain a healthy lifestyle.
3. How do you generally rate your daily levels of stress at home and at work?

### Present work ability:

1. I can do my job at present without any health complaints.
2. If you rate your best ever work ability with 10 points: How many points would you give to your current work ability? (0 = unfit to work)
3. Does any illness or injury currently prevent you from doing your job?

## Further health related questions (II)

### Physical impact of own work:

1. My workplace is well-appointed (e.g. space, lighting, ventilation, soundproofing, anatomically designed work equipment).
2. How satisfied are you with your physical working conditions?
3. How much do you feel your health is at risk due to external conditions at your workplace (substances, equipment, workplace design)?

## Further health related questions (III)

### Mental impact of own work – positive influence:

1. I feel inspired by my work.
2. My work is challenging and interesting.
3. I can use my knowledge and abilities for my work.
4. I have ready access to the information I need to get the work done.
5. I am able to do my work in a way that suits me.
6. My work adds value to the company.
7. I am encouraged to experiment with new ideas or new ways of working.
8. At the end of the working day, I am satisfied with the enjoyment I get from work.
9. I generally experience my work as a personal enrichment.

## Further health related questions (IV)

### Mental impact of own work – negative influence:

1. I am able to manage my work without frequent stress.
2. How well do you currently manage to overcome the mental work demands?
3. My present job is mentally taxing and causes stress.
4. I often feel the work demands placed on me are too high.
5. Time pressure and deadlines in my work often are too high.
6. I frequently have to do work which I feel is beyond my ability.
7. I often feel that I have to do too many things at the same time.

## Further health related questions (V)

### Work Life Balance:

1. I am able to coordinate my working and private life satisfactorily.
2. I am satisfied with the balance between my private and professional life.
3. My private life is often disturbed by my workload at the company.
4. I can effectively manage the demands of work, personal, and family life.
5. On the whole, my working hours suit my personal requirements.
6. I have the flexibility I need to meet my work, personal, and family commitments.

## Further health related questions (VI)

### People - colleagues:

1. The working climate in my team is good.
2. The members of my team support each other in getting the job done.
3. In our team, we learn from mistakes rather than making accusations when errors occur.
4. I can rely on the colleagues in my department.

### People – direct supervisor:

1. I am treated with respect by my direct supervisor.
2. I have complete confidence in my direct supervisor.
3. My boss sticks to decisions and keeps promises.
4. My boss takes my skills and abilities into consideration when making decisions that affect my work.
5. My boss gives me regular and fair feed back about my work.
6. My boss keeps me updated with relevant information that affects my job.
7. My boss creates a working climate that encourages me to do my job efficiently and effectively.

## Further health related questions (VII)

### People – senior management:

1. The senior management creates a working climate that encourages employee motivation and satisfaction.
2. How on the whole would you assess the leadership of management on senior level?

### People – company management:

1. The company management in my firm takes their exemplary role seriously.
2. I am confident that the management will make the company successful on the long term.
3. The company management is interested to hear suggestions for improvement from the employees.
4. The company management ensures that the employees are treated fairly, regardless of their sex, ethnic beliefs, nationality, age, religion, sexual orientation etc.
5. We have strong management in our department.
6. The company management will take remedial action to deal with any problems mentioned in this survey.
7. Do you have confidence in the management of your company?

## Further health related questions (VIII)

### Company – Values, Strategy, Identification:

1. My company places high value on customer satisfaction.
2. My company plays a valuable cultural and social role in society.
3. My company reacts quickly to changes in the market.
4. I am sure that my values well match those of my company.
5. My values are similar to the organization's values.
6. If I had the choice again today, I would choose my company again.
7. I enjoy working here.
8. I would recommend [XY] as an employer to my family and friends.
9. This organization really inspires me to give my very best job performance.
10. How strongly do you identify personally with [XY]?
11. If you hear public criticism of [XY], do you feel you have to stand up for [XY] ?
12. Do you speak well of the company externally?

## Further health related questions (IX)

### Company – Strategy, Information:

1. The company management gives regular and full information about important decisions and results.
2. I know our company strategy (long term objectives) well enough to explain it to a new colleague.
3. I receive the necessary information about customer satisfaction.
4. I am always well informed about reasons for changes.
5. I have ready access to information I need to get the job done well.
6. Items with a degree of pressure on you during the last four weeks: - Lack of opportunities to advance within [XY] ; - Lack of opportunities to develop my career; - lack of opportunities to develop my skills; - lack of challenge in my current role
7. From which of these sources **today** do you receive the most of the useful information about [XY] ? Meetings with the management– internal ‘gossip’, colleagues – immediate boss – pin board– internal departmental messages (including e-mail) and meetings– company newsletter– company meetings for all employees – information post from company to private address – intranet.

## Further health related questions (X)

### Company – Resources – Job Security:

1. The future prospects for my firm in the long term are good.
2. I am sure that my job is secure.

### Company – Resources – Personal Development:

1. My company provides extensive training opportunities that really help to advance my career.
2. My boss provides the opportunity for me to take appropriate training.
3. The company provides good opportunities for professional advancement.
4. All employees are given equal opportunities at my company.

## Further health related questions (XI)

### Company – Resources – Compensation & Benefits:

1. The pay for my work is fair compared to my performance.
2. In comparison to other jobs at [XY] do you feel that your income is fair?
3. How do you assess your income in comparison to other employees you know doing a similar job in other companies?
4. I am satisfied with the employer's social and other contributions in my company.
5. I know how my income is calculated.
6. I know the criteria upon which my salary is based.

## Further health related questions (XII)

### Company - Organisation:

1. Work is well organised in our unit.
2. All the important processes in our firm are recorded so that even new staff can understand them quickly.
3. The working processes in my company are well co-ordinated and are continuously improved.
4. My colleagues and I know exactly what jobs we have to do and who is responsible for them.
5. My team /unit works well with other teams / groups.
6. The employees can take part in planning changes as far as possible.
7. I am satisfied with the way change is managed in our unit.