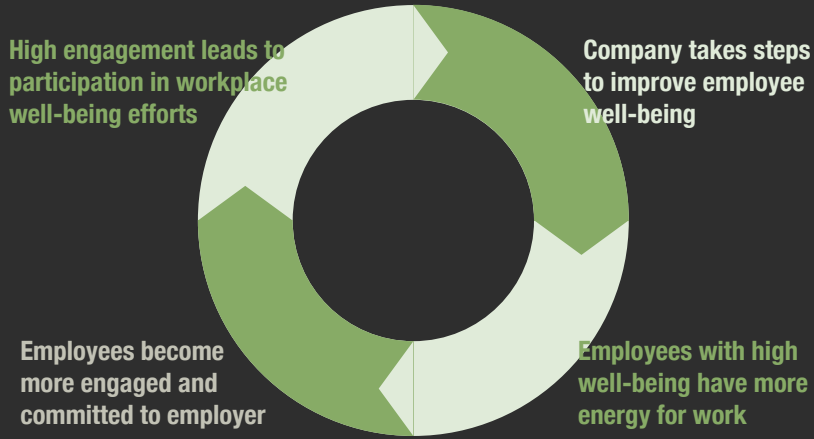
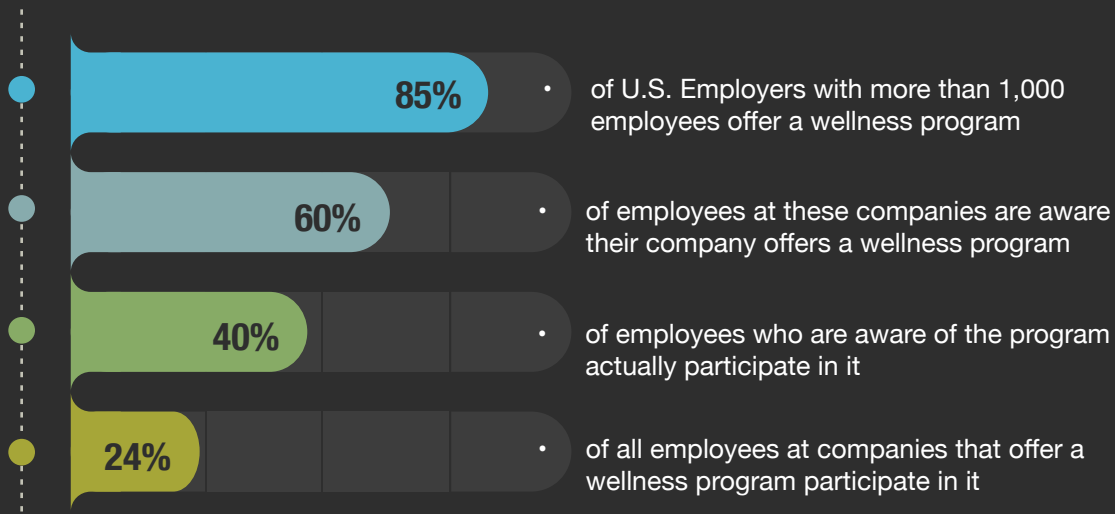


# Employee engagement and health/well-being: A virtuous cycle




Results show that when organizations focus effort and resources on improving employee engagement, it results in more motivated employees who have a sense of accomplishment at work. Typically, these employees have higher levels of personal well-being. Research evidence suggests a two-way, possibly self-reinforcing relationship: **healthy employees are more committed and committed employees are more healthy**. It's a virtuous circle.



**Engaged employees are 28% more likely than average employees to participate in a wellness program offered by their organization.**

"The companies that have been working on engagement over the years have set themselves up well in relation to well-being. They've built up some trust. Engaged workers can say, "I can trust what's going to happen. If I do something in the company's best interest, I won't be reprimanded for that." You know, that isn't the case in many places. Or, "I know that I have a chance to do what I do best. If I do something well, there's a pretty good chance I'll be recognized for it. I've got someone looking out for my future." All these kinds of things build trust, and trust allows people to open up a little bit more and allow the organization to help them improve their well-being. **Only 12% of employees strongly agree that they have substantially higher overall well-being because of their employer.**"

 **Jim Harter, Ph.D.** Author of "Well-being: The Five Essential Elements"

## In 2015, of American workers...

- 16.5% are actively disengaged
- 31% are engaged
- 52% are not engaged (sleepwalking through work)

**When employees are engaged, they're twice as likely as average employees to have thriving well-being in four or five elements**




## Well-being encompasses five distinct, interrelated elements

- career
- social
- financial
- physical
- community

## Too many company wellness programs focus solely on Physical well-being. When comparing adults who thrive in just Physical well-being with those thriving in all five elements, those in the latter group:

- report 41% fewer unhealthy days
- are more than twice as likely to say they always adapt well to change
- are 36% more likely to say they always fully bounce back after an illness
- are 65% less likely to be involved in a workplace accident
- are 81% less likely to look for a new job when the job market improves

**"Employee Engagement Should Be A Strategic Priority In Every Company"**

 **Tara Powers**

## Management's Role in Engagement and Well-Being

**70%** Managers account for as least 70% of team variation on employee engagement.

**15%** Well-being is contagious also. Direct reports of managers with high well-being are 15% more likely to have high overall well-being.

