



20 MIND THE 19 WORKPLACE

Making Change in Workplace Mental Health

Mental Health America (MHA), formerly the National Mental Health Association, was founded in 1909 and is the nation's leading community-based nonprofit dedicated to helping all Americans achieve wellness by living mentally healthier lives. Our work is driven by our commitment to promote mental health as a critical part of overall wellness, including prevention services for all, early identification and intervention for those at risk, integrated care and treatment for those who need it, with recovery as the goal.

MHA's research is part of an ongoing commitment to uncovering workplace disparities and addressing the psychological needs of the workforce. MHA seeks to explore factors in work environments that influence employee engagement, workplace stress, and mental health. The research results help inform programs that can be developed and guidance we can give companies to make all workplaces in America successful and healthy.

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Mental Health America’s Mind the Workplace 2019 report explores the relationships between supervisor communication styles, company culture of open and safe communication, and employee engagement and wellbeing.

- What matters more in creating safe spaces for disclosure – having supervisors who create safe spaces or creating a company culture of safe and open communication?
- How does a supervisors’ communication style or a company’s culture of open communication foster motivation, engagement, and mental healthy workplaces?
- If a person does not feel safe to speak out on personal concerns or ethical violations, how much does that contribute to their engagement and wellbeing?

FINDINGS

- Supervisor communication and a company culture of safe and open communication are correlated with an employee’s motivation, confidence, and pride.
- Supervisor communication is correlated with safety in reporting ethical violations and areas for improvement in the workplace.
- Feeling comfortable to report dishonest or unfair practices was most correlated with pride (whether you would recommend your workplace to others).
- Among all employee wellbeing measures, pride was the most correlated with supervisor communication and a company culture of safe and open communication.
- People who are the most stressed also reported they were in companies where it was safer to remain silent about their personal problems.

Employee Engagement and Wellbeing

- Fifty-eight percent of people reported that they were unmotivated at work. Of those, twenty-four percent were strongly unmotivated.
- Sixty-six percent reported that workplace issues negatively affect their sleep, and half of respondents engage in unhealthy behaviors to cope with workplace stress.
- Over half of respondents would not recommend their workplace to others, and 1 in 5 were strongly against it.
- Nearly half (45 percent) look for a new job at least several times per week.

Supervisor Communication and Support

- Sixty-one percent of respondents disagreed that their supervisors check in on their workplace needs.
- Only half reported they receive enough guidance to perform their jobs well.
- Fifty-three percent reported their supervisor remains objective when dealing with workplace conflict.
- Whether a supervisor valued feedback on workplace culture was most correlated with the health of the organization.

Organizational Culture

- Fifty-four percent of people reported they were not comfortable reporting dishonest or unfair practices to human resources or management.
- Sixty percent reported it was safer to remain silent about things that need improvement, and sixty-nine percent reported it was safer to remain silent about their workplace stress.
- Over half (55 percent) reported they were afraid to take a day off to attend to their mental health.

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The Work Health Survey

The Work Health Survey was launched in April 2018 and closed February 2019. It was available to the public through MHA's website, as part of MHA Screening. The survey included 15 questions exploring topics of supervisor communication, company communication culture, and employee engagement and wellbeing.

The Workplace Health Survey collected 9,802 responses in 10 months.

Survey Questions

The 2019 Workplace Health Survey included the following questions and statements:

Individuals were asked to rate each question/statement below on a six-point Likert scale: Strongly Disagree, Disagree, Somewhat Disagree, Somewhat Agree, Agree, Strongly Agree.

2018 Survey Questions

1. I am comfortable sharing new ideas with my supervisor
2. My supervisor values all feedback on improving workplace culture
3. In my company, it is safer to remain silent about things that need improvement
4. My supervisor remains objective when dealing with workplace conflict (e.g. considers all parties' concerns in decision making)
5. I am comfortable reporting dishonest or unfair practices to human resources/management
6. I feel comfortable recommending my workplace to others
7. Supervisors regularly check on my workplace needs
8. I receive enough guidance to perform my job well
9. I feel motivated at work
10. Workplace issues negatively affect my sleep
11. In my company, it is safer to remain silent about my workplace stress
12. To cope with workplace stress, I do unhealthy things (e.g. drinking, drug use, lashing out at others)
13. I am afraid of getting punished for taking a day off to attend to my mental health
14. My workplace culture makes me feel less confident about my performance
15. I spend time looking for a new position while at work or outside of work
 - a. If so, how often: Several times a day, Once a day, Several times a week, Once a week, Less than once a week

Demographic Questions

The survey collected work environment information, including employment status (full-time, part-time, or independent contractor), industry type, size of the organization, benefits currently offered by the respondents' company, and benefits they believe would help workplace stress and mental health. It also collected respondents' age and gender. Providing work environment and demographic information was voluntary.

Methodology

- Survey responses were scored on a 1-6 Likert scale: 1 – Strongly Disagree, 2 – Disagree, 3 – Somewhat Disagree, 4 – Somewhat Agree, 5 – Agree, 6 – Strongly Agree.
- Inverse scoring was used for negatively worded questions or statements.
- For example, in the question “I am comfortable sharing new ideas with my supervisor,” one point is assigned for every “Strongly Disagree” response, and six points for every “Strongly Agree.” For the question, “In my company, it is safer to remain silent about things that need improvement,” six points is assigned to every “Strongly Disagree” and one point to every “Strongly Agree.”

Interpretation

- Lower scores indicate an unhealthy workplace. Higher scores indicate a healthy workplace. The final score for each respondent represented the sum of all ratings, while the average was determined by a collective sum divided by all respondents.
- For the purpose of reporting results in figures, “Agree” includes all responses for Strongly Agree, Agree, and Somewhat Agree. “Disagree” includes all responses for Strongly Disagree, Disagree, and Somewhat Disagree.
- For crosstabs, correlation coefficients are represented in parentheses next to each analysis.

Measuring Needs Among Those at Highest Risk

The respondents to MHA's 2019 Workplace Health Survey were likely to have found the survey when searching for mental health support through www.mhascreening.org. The sample weighs heavily among users who are experiencing other mental health concerns or are experiencing problems with work that might exacerbate mental health concerns. Rather than reflecting the general population, MHA's survey respondents represent individuals who are most at risk of burnout, low employee engagement, and poor employee wellbeing. The convenience sample allows MHA to evaluate the challenges and opportunities that will impact those with the highest needs.

Employee Engagement and Wellbeing

Employee engagement refers to the extent to which employees are committed to organizational goals, invested in their work, and motivated to complete tasks and accept work responsibilities. Engaged employees have a positive relationship with their workplace as a whole. Employees will display lower levels of engagement if they have a weak attachment to their organization and/or uphold negative perceptions and attitudes towards their colleagues and supervisors.

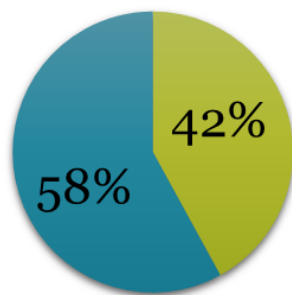
Employee engagement and wellbeing were measured by the following items. General concept labels are in parentheses.

- I feel motivated at work. (Motivation)
- My workplace culture makes me feel less confident about my performance. (Confidence)
- I feel comfortable recommending my workplace to others. (Pride)
- Workplace issues negatively affect my sleep. (Sleep)
- To cope with workplace stress, I do unhealthy things (e.g. drinking, drug use, lashing out at others). (Stress)
- I spend time looking for a new position while at work or outside of work. (Presenteeism)

Motivation

Fifty-eight percent of employees said that they had felt unmotivated at work, 24 percent *Strongly Agreed* that this was the case.

I FEEL MOTIVATED AT WORK



■ Agree ■ Disagree

58%

of employees report that they do not feel motivated at work

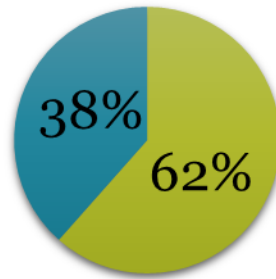
24%

felt especially unmotivated at work

Confidence

For many employees, organizational culture can cultivate negative emotions related to self-confidence. Sixty-two percent of employees agreed that their work culture made them feel less confident in their performance.

**MY WORKPLACE CULTURE MAKES ME FEEL
LESS CONFIDENT ABOUT MY PERFORMANCE**



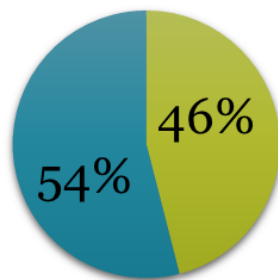
■ Agree ■ Disagree

Pride

More than half of employees (54 percent) did not feel comfortable recommending their workplace to others, 21 percent reported they would be very unlikely to recommend their workplaces to others.

**I FEEL COMFORTABLE RECOMMENDING MY
WORKPLACE TO OTHERS**

54%



■ Agree ■ Disagree

**Aren't Comfortable
Recommending their
Workplaces to Others**

1 in 5

**Employees reported they definitely wouldn't
recommend their workplace to others**

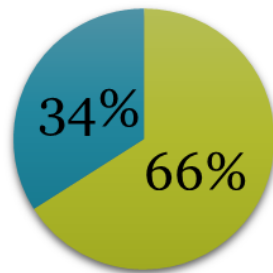
Sleep and Stress

Workplace stress can contribute to the decline in employee wellbeing, significantly impacting their mood and behavior. Changes in behavior include those associated with motivation, sleeping patterns, and changes in appetite. These are also behaviors that are often symptomatic of mental health conditions, such as depression and anxiety.

Sixty-six percent stated that workplace issues affected their sleep, 22% *Strongly Agreed* that this was the case.

Half of employees stated that they engaged in unhealthy behaviors in order to cope with workplace stress.

WORKPLACE ISSUES NEGATIVELY AFFECT MY SLEEP



■ Agree ■ Disagree

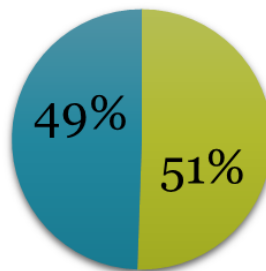
66%

Of employees reported that workplace issues negatively affect their sleep

22%

***Strongly Agreed* that workplace issues negatively affect their sleep**

TO COPE WITH WORKPLACE STRESS, I DO UNHEALTHY THINGS (E.G. DRINKING, DRUG USE, LASHING OUT AT OTHERS)

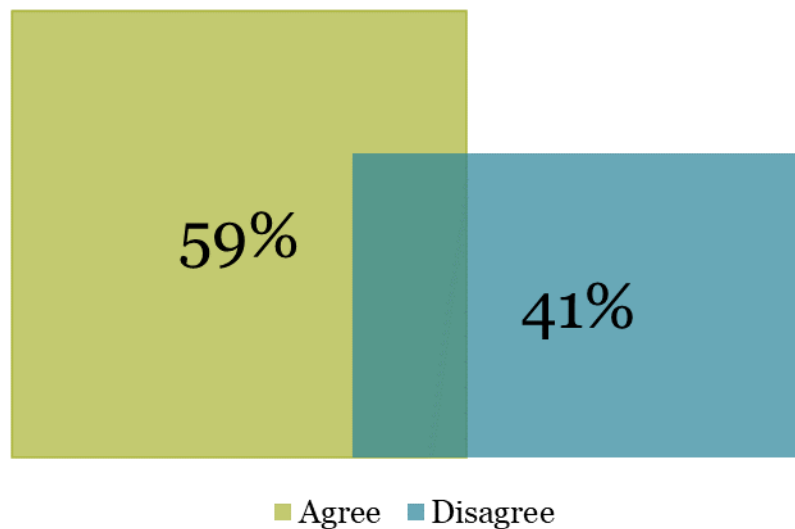


■ Agree ■ Disagree

Presenteeism

A lack of motivation and upholding a negative perception or attitude towards a workplace is indicative of job dissatisfaction. Employees that are dissatisfied with their job feel a lack of attachment to the organization, making them less likely to feel any sense of commitment. **Fifty-nine percent of employees reported that they spent time looking for another job. Of those employees, 45% reported that they did so *several times a week*.**

I SPEND TIME LOOKING FOR A NEW POSITION WHILE AT WORK OR OUTSIDE OF WORK



Among employees looking for other work

45%

reported looking for a new job several times per week

Confidence, Sleep and Coping Skills

Employees whose workplace made them feel less confident about themselves were likely to have workplace issues impact their sleep. Employees whose sleep was negatively impacted by workplace issues were more likely to engage in unhealthy behaviors to cope with stress.

Forty-nine percent of employees who *Strongly Agreed* that their workplace made them feel less confident about their work performance, *Strongly Agreed* that they lost sleep over workplace issues.

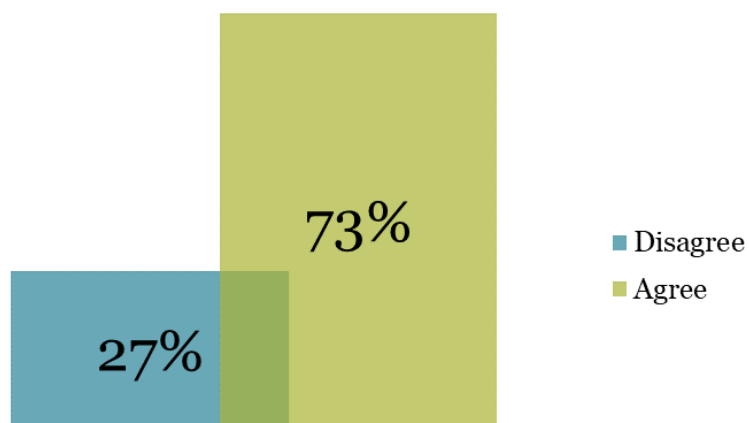
Of people who *Strongly Agreed* that their workplace culture made them feel less confident:

49%

***Strongly Agreed* that workplace issues negatively affect their sleep**

Seventy-three percent of employees who *Strongly Agreed* that workplace issues negatively affected their sleep, also agreed that they engaged in unhealthy behaviors (drinking, drug use, etc.) to cope with workplace stress.

**PEOPLE WHO *STRONGLY AGREED* THAT
WORKPLACE ISSUES NEGATIVELY AFFECT THEIR
SLEEP**



TO COPE WITH WORKPLACE STRESS, I DO UNHEALTHY THINGS (E.G. DRINKING, DRUG USE, LASHING OUT AT OTHERS)

Confidence and Presenteeism

Eighty percent of employees who *Strongly Agreed* that their workplace culture made them feel less confident about their performance, agreed that they spent time looking for another job. Forty-seven percent *Strongly Agreed* that they spent time looking for another job.

PEOPLE WHO *STRONGLY AGREED* THAT THEIR WORKPLACE CULTURE MADE THEM FEEL LESS CONFIDENT



47%

Strongly Agreed that they spent time looking for another job

Supervisor Communication and Support

Managerial style in the workplace is a key factor influencing organizational climate and culture. Various managerial styles influence the degree to which employees play a decision-making role, how information is exchanged between management and employees, and how employees receive support from management. Managerial styles impact how employees perceive themselves and their workplaces, and these perceptions can have a significant impact on their behaviors.

Increased participation in decision-making processes leads to higher levels of engagement, motivation, and productivity. Through increased participation, employees strengthen their communication and problem-solving skills. High levels of involvement also mean greater exposure to information that will inform employees' daily decisions. Employees overall feel a sense of inclusion and self-efficacy when they are allowed to have some influence on their workplace outputs, practices, and policies (high involvement practices).

Supervisor communication was measured by the following items:

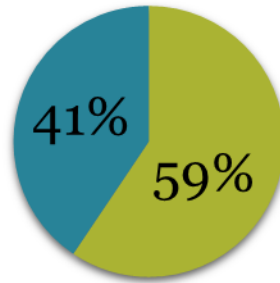
- My supervisor values all feedback on improving workplace culture
- I am comfortable sharing new ideas with my supervisor
- My supervisor remains objective when dealing with workplace conflict (considers all parties' concerns in decision making)

Positive supervisor communication was positively correlated with overall healthier scores. Among the three measures, supervisors valuing all feedback on workplace culture was most strongly correlated with overall scores ($r = .746$). Supervisors valuing feedback was also moderately correlated with how much pride an employee felt in their job (measured by whether an employee would recommend their workplace to others, $r=0.556$).

The Importance of Valuing Feedback

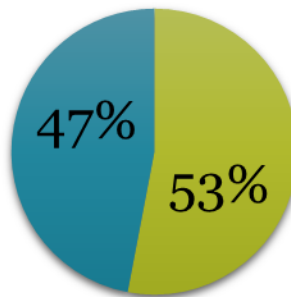
Fifty-nine percent of employees stated that they feel comfortable sharing new ideas with their supervisor, but only fifty-three percent of respondents agreed that their supervisor valued feedback on improving the workplace culture.

I AM COMFORTABLE SHARING NEW IDEAS WITH MY SUPERVISOR



■ Agree ■ Disagree

MY SUPERVISOR VALUES ALL FEEDBACK ON IMPROVING WORKPLACE CULTURE

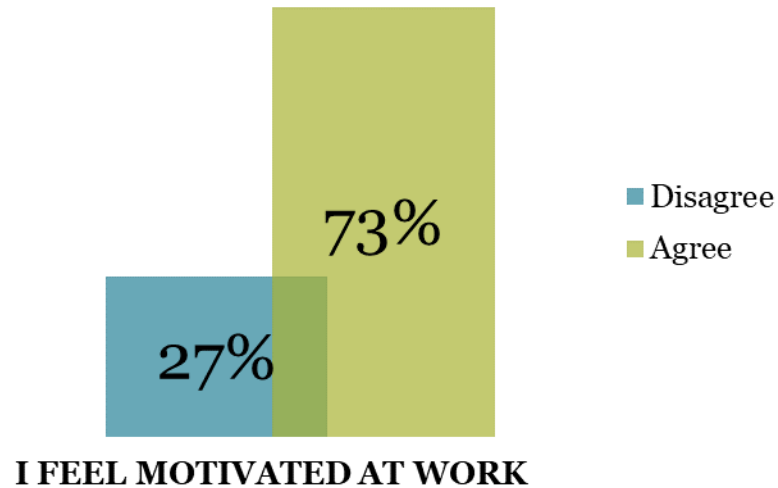


■ Agree ■ Disagree

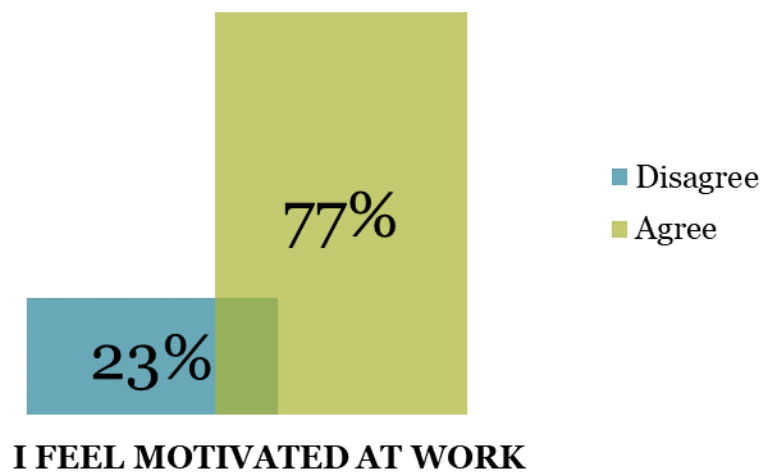
It is not enough to create a comfortable space to share ideas. Supervisors who demonstrate that feedback is valuable may have a strong impact on motivation, pride, and the ability for staff to share conflict in the office and in their personal lives. Ensuring that employee feedback is validated and valued is the most important action a supervisor can take to improve employee engagement.

Creating a safe space for new ideas ($r = .451$) and demonstrating the value of feedback ($r = .454$) were both positively correlated with employee motivation. **Seventy-three percent who *Strongly Agreed* that they felt comfortable sharing new ideas and 77 percent of employees who *Strongly Agreed* that their supervisors valued feedback agreed that they felt motivated at work.**

PEOPLE WHO *STRONGLY AGREED* TO BEING COMFORTABLE SHARING NEW IDEAS WITH THEIR SUPERVISOR

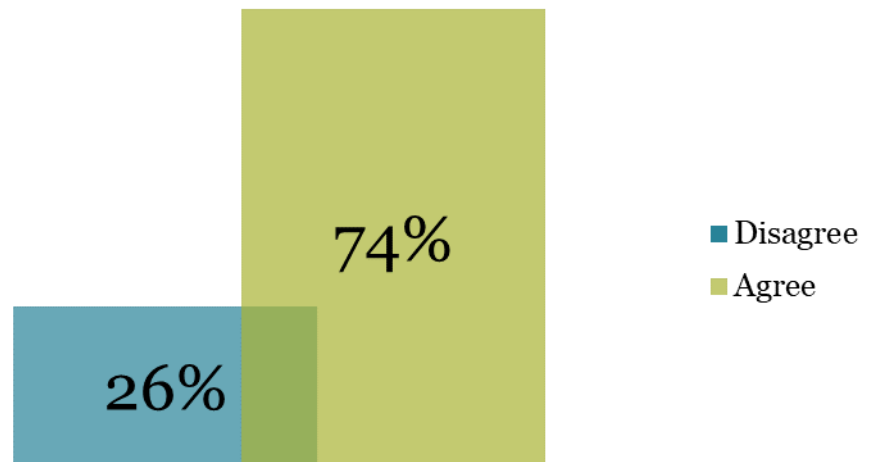


PEOPLE WHO *STRONGLY AGREED* TO SUPERVISORS VALUING FEEDBACK ON WORKPLACE CULTURE



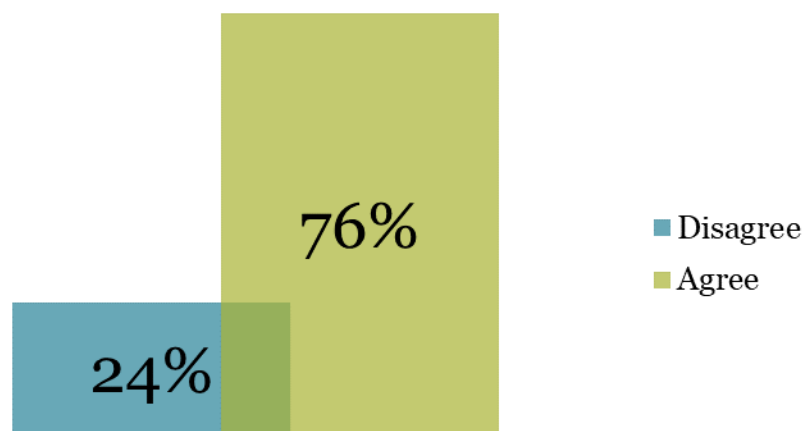
How comfortable a person felt sharing new ideas ($r = .429$) and whether supervisors valued feedback ($r = .445$) were correlated with whether an employee felt safe reporting unfair practices.

PEOPLE WHO *STRONGLY AGREED* THAT THEY WERE COMFORTABLE SHARING NEW IDEAS WITH THEIR SUPERVISOR



I AM COMFORTABLE REPORTING DISHONEST OR UNFAIR PRACTICES TO HUMAN RESOURCES/MANAGEMENT

PEOPLE WHO *STRONGLY AGREED* THEIR SUPERVISOR VALUES ALL FEEDBACK ON IMPROVING WORKPLACE CULTURE



I AM COMFORTABLE REPORTING DISHONEST OR UNFAIR PRACTICES TO HUMAN RESOURCES

Management styles can determine whether an organization’s climate or culture is psychologically healthy. Managerial styles that emphasize supervisory support and promote two-way communication foster a climate and culture where employees can feel safe addressing their mental health concerns. The degree to which a supervisor valued feedback had a moderate correlation ($r = .445$) with whether a staff member felt safe reporting their personal stress.

Eighty-nine percent of employees who *Strongly Disagreed* that their supervisors valued feedback, agreed that it was safer to remain silent about their workplace stress. Fifty percent *Strongly Agreed*.

Of employees who *Strongly Disagreed* that their supervisors valued all feedback on improving workplace culture:

89%

Agreed it was safer to remain silent about their workplace stress

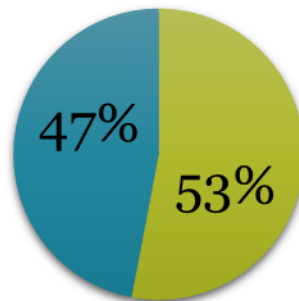
50%

***Strongly Agreed* it was safer to remain silent about their workplace stress**

Supervisor Fairness

Only half (53 percent) of employees agreed that their supervisors remain objective when dealing with workplace conflict (considers all parties' concerns in decision making).

MY SUPERVISOR REMAINS OBJECTIVE WHEN DEALING WITH WORKPLACE CONFLICT (E.G. CONSIDERS ALL PARTIES' CONCERNS IN DECISION MAKING)



■ Agree ■ Disagree

Supervisors who are perceived as biased or subjective when dealing with workplace conflict are discouraging employees from reporting workplace issues that may impact organizational stability. **Seventy-six percent of employees who *Strongly Agreed* that their supervisors remained objective when dealing with workplace conflict agreed that they felt comfortable reporting dishonest practices. Forty-one percent *Strongly Agreed* that they felt comfortable reporting dishonest practices.**

Of people who *Strongly Agreed* their supervisor remains objective when dealing with workplace conflict:

76%

Agreed that they felt comfortable reporting unfair or dishonest practices

41%

***Strongly Agreed* they felt comfortable reporting unfair or dishonest practices**

Supervisor Support and Guidance

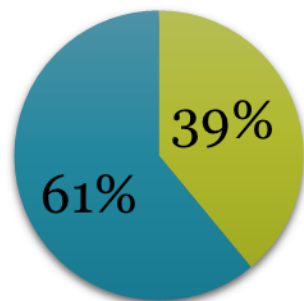
Supervisor support and guidance were measured through the following two items:

- I receive enough guidance to perform my job well
- Supervisors regularly check on my workplace needs

Performance enhancement and employee empowerment, as a result of feedback seeking behaviors, can only occur when employees trust their supervisor's ability to provide support. Supervisorial support and guidance lead to greater employee performance and lower turnover rates. Negative perceptions about supervisor support can lead to employee mistrust and impede employee engagement. A larger percentage of respondents felt their supervisors were unsupportive and did not provide guidance. The lack of supervisor support had the greatest impact on an employee's motivation, confidence, and pride.

Sixty-one percent of survey respondents disagreed that their supervisors regularly checked-in on their workplace needs, 21 percent (1 in 5) *Strongly Disagreed* that this was the case.

SUPERVISORS REGULARLY CHECK ON MY WORKPLACE NEEDS



■ Agree ■ Disagree

61%

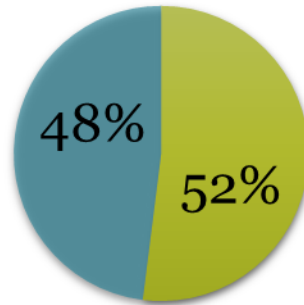
**Disagreed that their
supervisors
regularly check on
their workplace
needs**

1 in 5

***Strongly Disagreed* that their supervisors regularly check on
their workplace needs**

Almost half of respondents (48 percent) disagreed that they had received enough guidance to perform their job well.

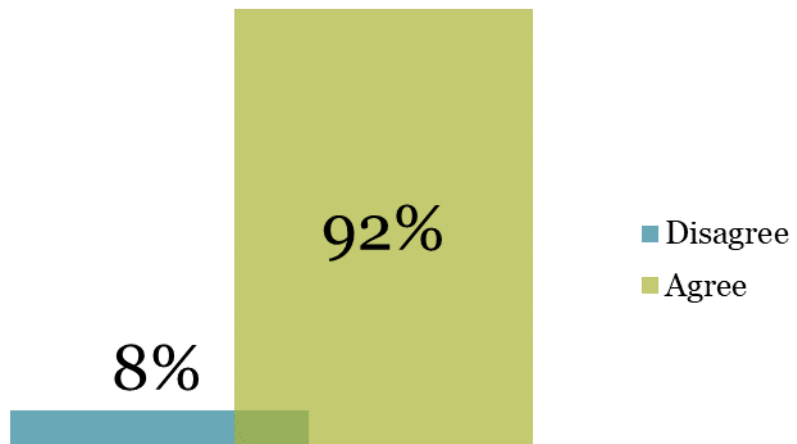
I RECEIVE ENOUGH GUIDANCE TO PERFORM MY JOB WELL



■ Agree ■ Disagree

Regular check-ins allow supervisors to monitor if employees require additional guidance on how they can perform their job well. **Ninety-two percent of employees who *Strongly Agreed* that their supervisor regularly checked-in on them also agreed that they had enough guidance to perform their job well.**

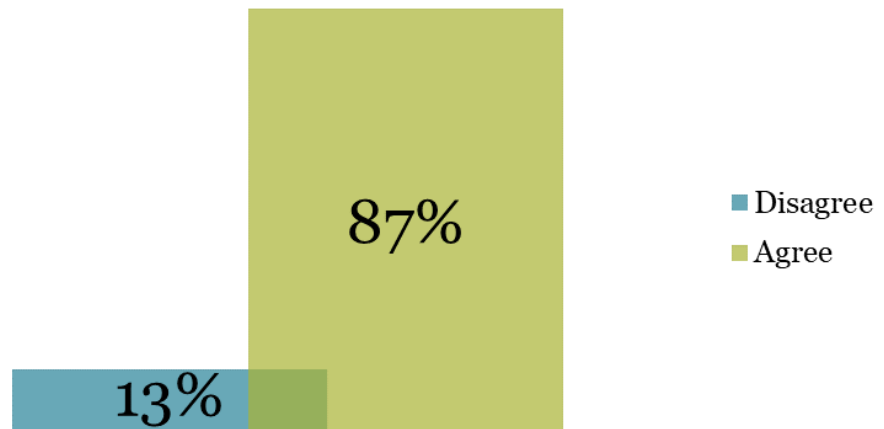
PEOPLE WHO *STRONGLY AGREED* THAT THEIR SUPERVISORS REGULARLY CHECK ON THEIR WORKPLACE NEEDS



I RECEIVE ENOUGH GUIDANCE TO PERFORM MY JOB WELL

In showing little concern over how workplace conditions are negatively impacting employees, supervisors are silencing employees on issues that could be significantly impacting their productivity. **Eighty-seven percent of employees who *Strongly Disagreed* that their supervisors regularly check on their workplace needs, agreed that it was safer to remain silent about their workplace stress.**

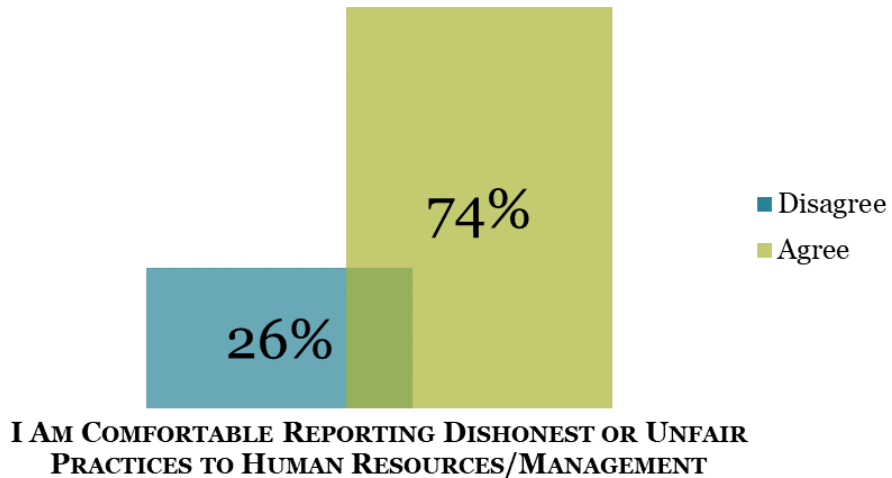
PEOPLE WHO *STRONGLY DISAGREED* THEIR SUPERVISORS REGULARLY CHECK ON THEIR WORKPLACE NEEDS



IN MY COMPANY, IT IS SAFER TO REMAIN SILENT ABOUT MY WORKPLACE STRESS

How comfortable and open and person felt about their supervisor's communication ($r = .429$) and creating a culture of checking in regularly with staff ($r = 0.412$) was positively correlated with an employee's feeling safe to report ethical issues.

PEOPLE WHO *STRONGLY AGREED* THAT THEY WERE COMFORTABLE SHARING NEW IDEAS WITH THEIR SUPERVISOR



Of employees who *Strongly Agreed* that their supervisors regularly check on their workplace needs:

77%

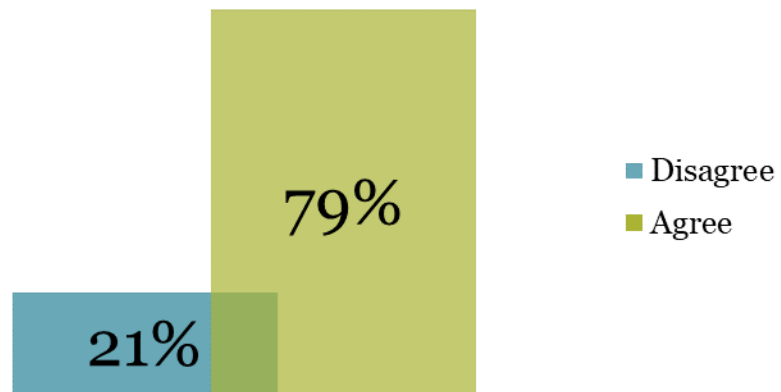
Agreed they were comfortable reporting dishonest or unfair practices

42%

***Strongly Agreed* they were comfortable reporting dishonest or unfair practices**

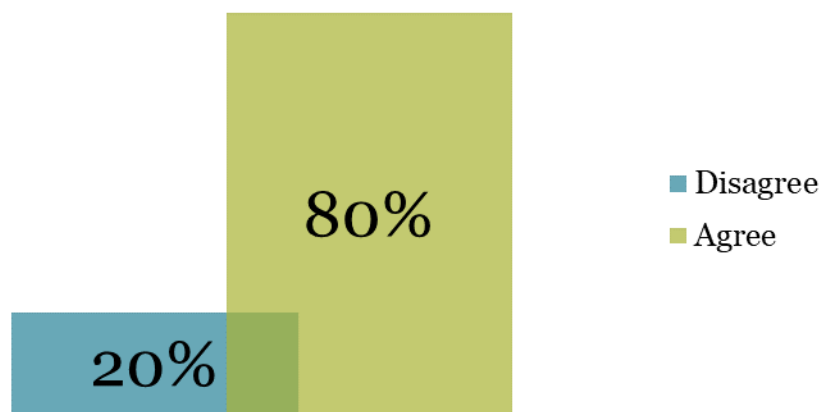
Receiving guidance from a supervisor and regular check-ins were more correlated with motivation, confidence, and pride as compared to an employee's stress, fear, or presenteeism. **Seventy-nine percent of employees who *Strongly Agreed* that their supervisor regularly checked on them, stated that they felt motivated at work. Eighty percent of employees who *Strongly Agreed* that they received enough guidance to perform their job well, stated that they felt motivated.**

PEOPLE WHO *STRONGLY AGREED* THAT THEIR SUPERVISORS REGULARLY CHECK ON THEIR WORKPLACE NEEDS



I FEEL MOTIVATED AT WORK

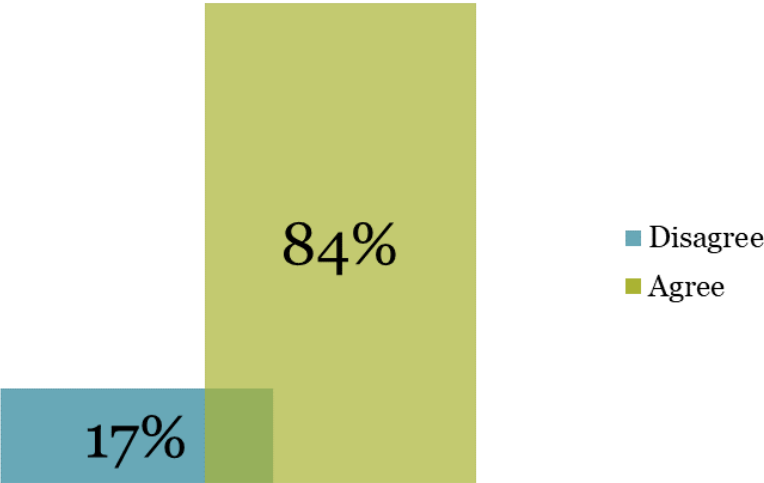
PEOPLE WHO *STRONGLY AGREED* THEY RECEIVE ENOUGH GUIDANCE TO PERFORM THEIR JOBS WELL



I FEEL MOTIVATED AT WORK

Eighty-four percent of employees who *Strongly Agreed* that they received enough guidance to perform their job well, stated that they would recommend their workplace to others. Eighty-five percent of employees who *Strongly Agreed* that their supervisor regularly checked on their workplace needs, stated that they would recommend their workplace. Fifty-nine percent *Strongly Agreed* that this was the case.

PEOPLE WHO *STRONGLY AGREED* THAT THEY RECEIVE ENOUGH GUIDANCE TO PERFORM THEIR JOB WELL



I FEEL COMFORTABLE RECOMMENDING MY WORKPLACE TO OTHERS

Of employees who *Strongly Agreed* that their supervisors regularly check on their workplace needs:

85%

Agreed that they would feel comfortable recommending their workplace to others

59%

***Strongly Agreed* that they would feel comfortable recommending their workplace to others**

Organizational Culture

Whether employees perceive their workplace practices and policies as ones that value their work, care about their wellbeing, or support their professional growth are measures of organizational climate. Which policies are developed and how they are implemented are equally important in understanding organizational culture and its influence on employee engagement. Negative perceptions often develop when employees feel that they are receiving little support from their supervisors or that their opinions, thoughts, and good performance go unrecognized or unrewarded. Employees can serve as eyes on the ground for supervisors, because they have better knowledge of what is taking place in the workplace. Management styles that foster two-way communication with employees will give managers greater access to information on workplace issues that may thwart employee productivity or workplace functionality. Employees that perceive the organizational climate and culture to be closed are less inclined to communicate workplace issues. Overall communication can play a key role in forming, changing, and sustaining climate and culture.

Remaining silent about workplace issues can perpetuate an unhealthy climate and culture that leads to an unsafe workplace and defiant behaviors. Defiant behavior is behavior that goes against organization values and mission. Its prevalence affects levels of productivity and results in higher turnover rates, ultimately hindering organizational success. Some examples of behaviors that may contribute to an unsafe workplace are bullying and sexual harassment. Defiant behavior can also be employee engagement in unethical practices, which threaten organizational stability.

Industry workplace scores were calculated by dividing the collective sum of ratings within each industry by the number of respondents who reported working in that industry. Lower scores indicated unhealthy workplaces, and higher scores indicated healthy workplaces. Based on this calculation, the unhealthiest industries were: Retail (two percent of respondents), Food and Beverage (eight percent of respondents), and Manufacturing (four percent of respondents). The healthiest industries were: Social Services (nine percent of responses), Non-profit (eight percent of respondents), and Telecommunications and Media (three percent of respondents). The mean score for healthiest industries was statistically significantly different from the mean score for the unhealthiest industries ($p < 0.001$, $df = 1,288$). Respondents were also asked if their workplace offered any of the following benefits: informational sessions on organizational resources, Mental Health Awareness Campaigns, workplace wellness programs that tackle mental health issues, in-person training for supervisors and employees, or none of the above. The mean score for workplaces that offered one or more benefits was significantly higher, or healthier, than workplaces that did not offer any benefits ($p < 0.001$, $df = 2,491$).

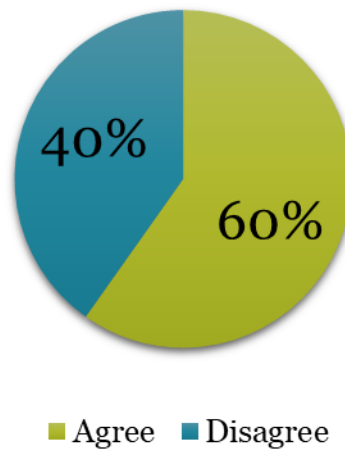
Organizational culture is measured through the following items:

- In my company, it is safer to remain silent about things that need improvement
- I am comfortable reporting dishonest or unfair practices to human resources/management
- I am afraid of getting punished for taking a day off to attend to my mental health
- In my company, it is safer to remain silent about my workplace stress

A Culture of Feedback

Sixty percent of surveyed employees agreed that it was safer to remain silent about things that need improvement.

IN MY COMPANY, IT IS SAFER TO REMAIN SILENT ABOUT THINGS THAT NEED IMPROVEMENT



Eighty-one percent of employees who *Strongly Agreed* that it was safer to remain silent about things that need to be improved in the workplace agreed that workplace issues negatively affected their sleep. Forty-four percent *Strongly Agreed* that workplace issues negatively affected their sleep.

Of people who *Strongly Agreed* that it was safer to remain silent about things that need to be improved in the workplace:

81%

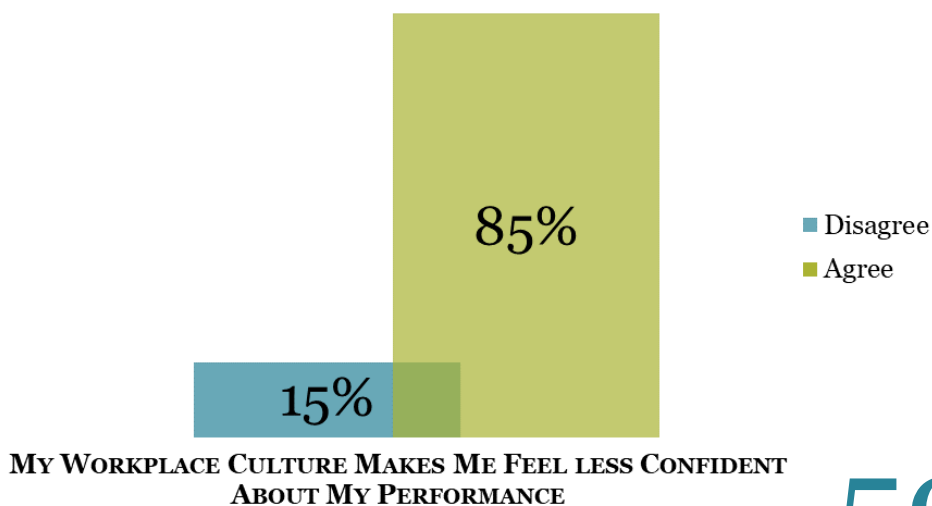
Agreed that workplace issues negatively affect their sleep

44%

Strongly Agreed that workplace issues negatively affect their sleep

Employees who *Strongly Agreed* that it was safer to remain silent about things that need to be improved in the workplace also agreed that their company culture made them feel less confident.

PEOPLE WHO *STRONGLY AGREED* THAT IT WAS SAFER TO REMAIN SILENT ABOUT THINGS THAT NEED IMPROVEMENT

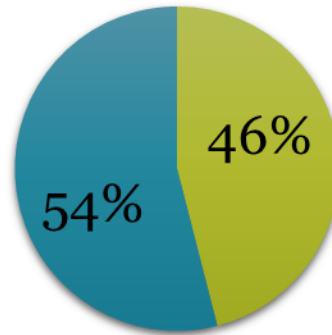


50%

of employees *Strongly Agreed* that their workplace culture made them feel less confident

Fifty-four percent of employees did not feel comfortable reporting dishonest and unfair practices to human resources or management.

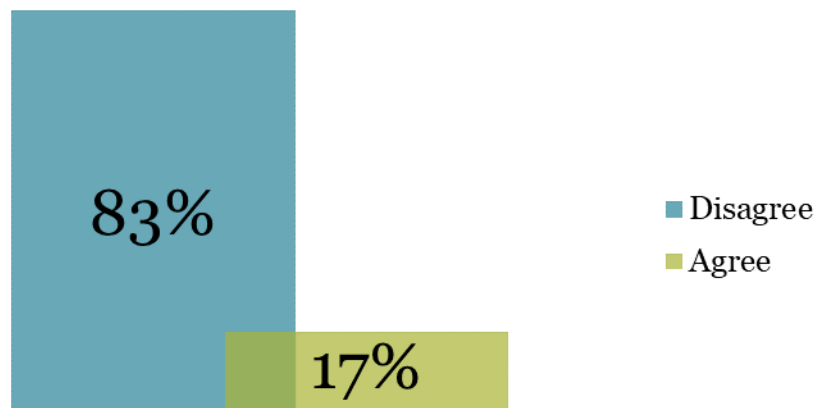
I AM COMFORTABLE REPORTING DISHONEST OR UNFAIR PRACTICES TO HUMAN RESOURCES



■ Agree ■ Disagree

Comfort reporting dishonest or unfair practices was also correlated with pride in the organization ($r=0.509$). **Eighty-three percent of employees who reported being very uncomfortable with reporting dishonest or unfair practices to human resources or management also reported that they would not feel comfortable recommending their workplace to others. Fifty-three percent *Strongly Disagreed* that they would recommend their workplace.**

PEOPLE WHO *STRONGLY DISAGREED* THAT THEY WERE COMFORTABLE REPORTING DISHONEST OR UNFAIR PRACTICES

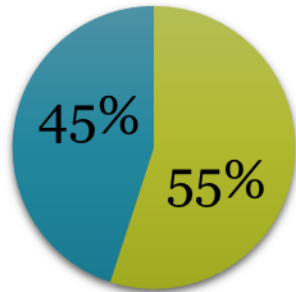


I FEEL COMFORTABLE RECOMMENDING MY WORKPLACE TO OTHERS

Fear of Punishment

Fifty-five percent of employees agreed that they feared punishment for taking a day off to address their mental health needs, and 22 percent *Strongly Agreed*.

I AM AFRAID OF GETTING PUNISHED FOR
TAKING A DAY OFF TO ATTEND TO MY
MENTAL HEALTH



■ Agree ■ Disagree

55%

Reported that they
were afraid of being
punished for
attending to their
mental health

22%

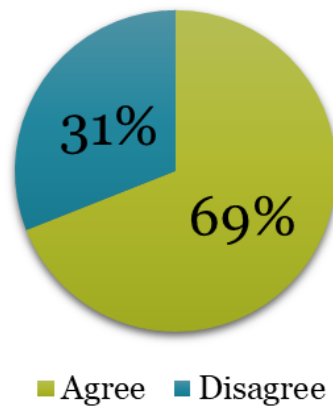
Strongly Agreed that they were afraid of being punished for
attending to their mental health

A Culture of Personal Silence

In addition to remaining silent about workplace issues, employees were also hesitant or fearful of informing their supervisors about any personal issues affecting their ability to perform in the workplace. They were also fearful about taking any action to address them. Being silent about personal issues was correlated with poor outcomes included difficulty with sleep ($r = .437$), lower confidence ($r = .539$), lower motivation ($r = .421$), and lower presenteeism ($r = .405$).

Sixty-nine percent of employees agreed that in their company they had felt it was safer to remain silent about their workplace stress, 20 percent *Strongly Agreed*.

IN MY COMPANY, IT IS SAFER TO REMAIN SILENT ABOUT WORKPLACE STRESS



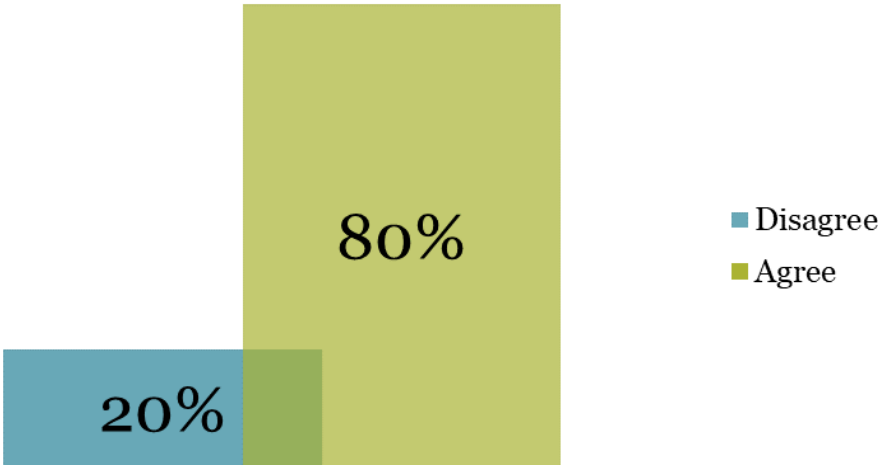
69%

Agreed it was safer to remain silent about their workplace stress

20%

***Strongly Agreed* it was safer to remain silent about their workplace stress**

**PEOPLE WHO *STRONGLY AGREED* IT WAS SAFER TO
REMAIN SILENT ABOUT THEIR WORKPLACE STRESS**



**I AM AFRAID OF GETTING PUNISHED FOR TAKING A DAY
OFF TO ATTEND TO MY MENTAL HEALTH**

Over 50%

**of employees reported they were very afraid of getting punished
for taking a day off for their mental health**

Of people who *Strongly Agreed* that it was safer to remain silent about their workplace stress:

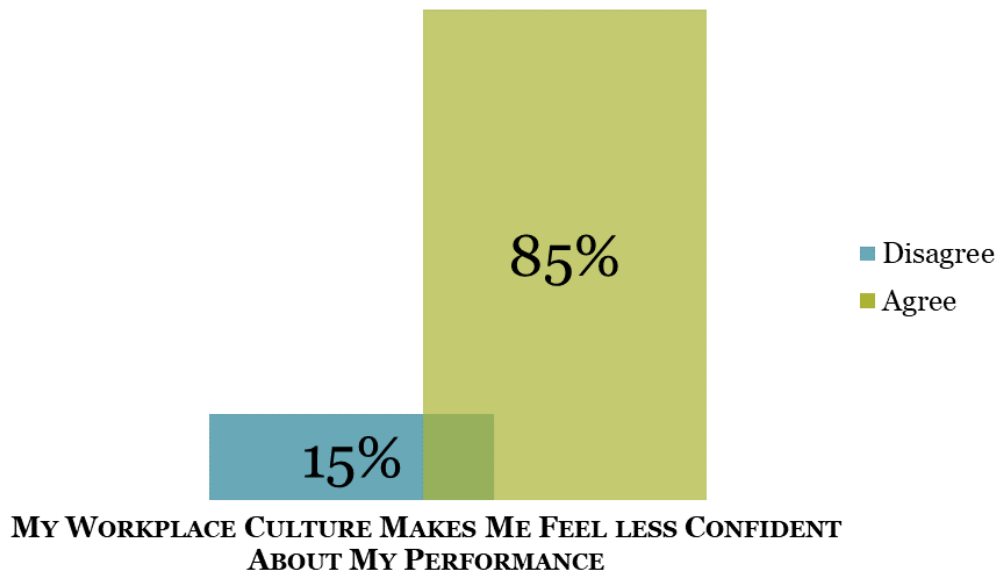
85%

Agreed that workplace issues negatively affect their sleep

50%

Strongly Agreed that workplace issues negatively affect their sleep

PEOPLE WHO *STRONGLY AGREED* THAT IT WAS SAFER TO REMAIN SILENT ABOUT THEIR WORKPLACE STRESS



MY WORKPLACE CULTURE MAKES ME FEEL LESS CONFIDENT ABOUT MY PERFORMANCE

51%

of employees *Strongly Agreed* that their workplace culture made them feel less confident

Seventy-eight percent of employees who *Strongly Agreed* that it was safer to remain silent about their workplace stress, disagreed that they felt motivated at work. Fifty-one percent *Strongly Disagreed* that they felt motivated.

Of people who *Strongly Agreed* that it was safer to remain silent about their workplace stress:

78%

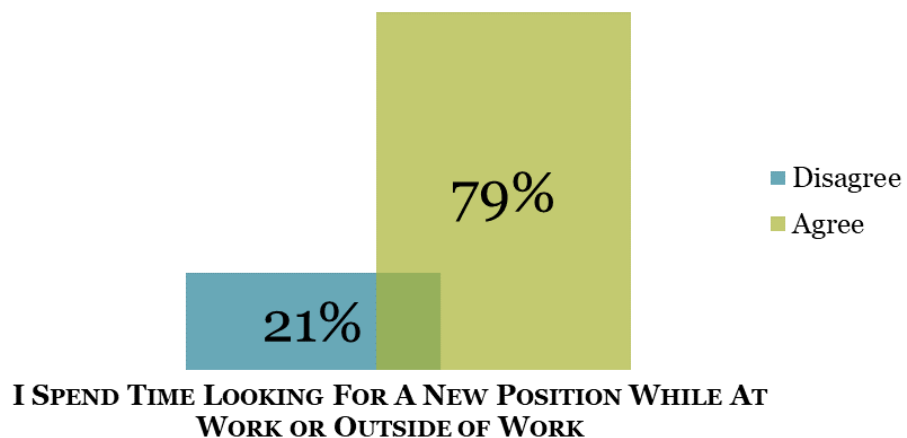
Disagreed that they felt motivated at work

51%

Strongly Disagreed that they felt motivated

A company culture of safe communication is also an important factor for employee retention. Employees who believed that it was safer to remain silent about workplace stress, reported that they spent time looking for another job.

PEOPLE WHO *STRONGLY AGREED* THAT IT WAS SAFER TO REMAIN SILENT ABOUT THEIR WORKPLACE STRESS



Summary

Employee engagement and wellbeing are impacted by perceptions and attitudes towards company culture and supervisor managerial styles. Company culture contributes to an employee's perception of their company and their role within the company by affecting confidence, motivation, and pride in their workplace. Moreover, company culture is influenced by managerial styles that differ in levels of communication, fairness, and support. Supervisors who support and provide their employees with guidance create a company culture where employees feel equipped and motivated to perform their job well. Managerial styles that value the feedback and ideas of its employees increase engagement by empowering employees to discuss workplace policies and practices that improve company culture.

Regular check-ins by supervisors, employees' perceptions of whether supervisors remained objective when addressing workplace conflict, and employees' perceptions of whether two-way communication was valued were associated with higher levels of employee engagement in reporting workplace issues and concerns. A company culture that is open, fosters feedback-seeking behaviors, and promotes supervisory support and guidance can decrease workplace stress and boost employee motivation. Employees also experience greater job satisfaction and organizational attachment.

Managerial styles that cultivate a closed work environment negatively impact employee engagement and wellbeing. An environment in which employees do not feel like their feedback and ideas are valued creates a culture that discourages employees to be open about their workplace stress or to report unfair policies and practices. Negative perceptions and attitudes of supervisors deter employees from reporting defiant behaviors in the workplace such as bullying and sexual harassment. It also deters employees from speaking openly about, or addressing, personal issues that may be impacting their ability to perform their job. Employees who do not feel comfortable sharing their workplace stress experience negative impacts to their wellbeing including affected sleep, job dissatisfaction, and lower levels of confidence, motivation, and presenteeism.