EXPONENTIAL work
& Organizational well-being culture

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Aalto exponential research team

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This research study explores the organizational, team, and individual-level factors that contribute to employee well-being and thriving, particularly in hybrid work

Definition

Organizational well-being culture refers to the set of shared values, beliefs, practices, and norms that prioritize the physical, psychological, and emotional well-being of employees within an organization.

In an organization, where well-being culture is high employee well-being is integrated into daily operations, leadership behaviors, team practices and organizational policies, creating a supportive and healthy workplace.

Nielsen, K., & Noblet, A. (2018). Organizational interventions for health and well-being, Vol. 10. New York: Routledge.

ORGANIZATIONAL WELL-BEING

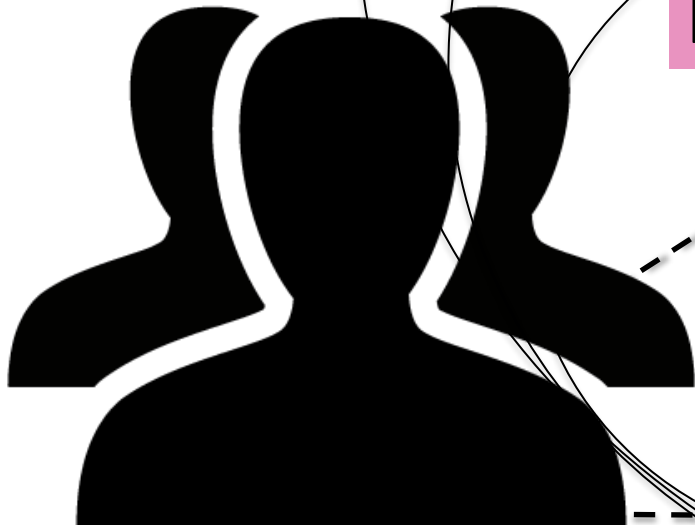**HEALTHY WORKPLACE**

ORGANIZATION

TEAM

INDIVIDUAL

Psychological safety
Mastery and performance climate
Social support
Organizational identification
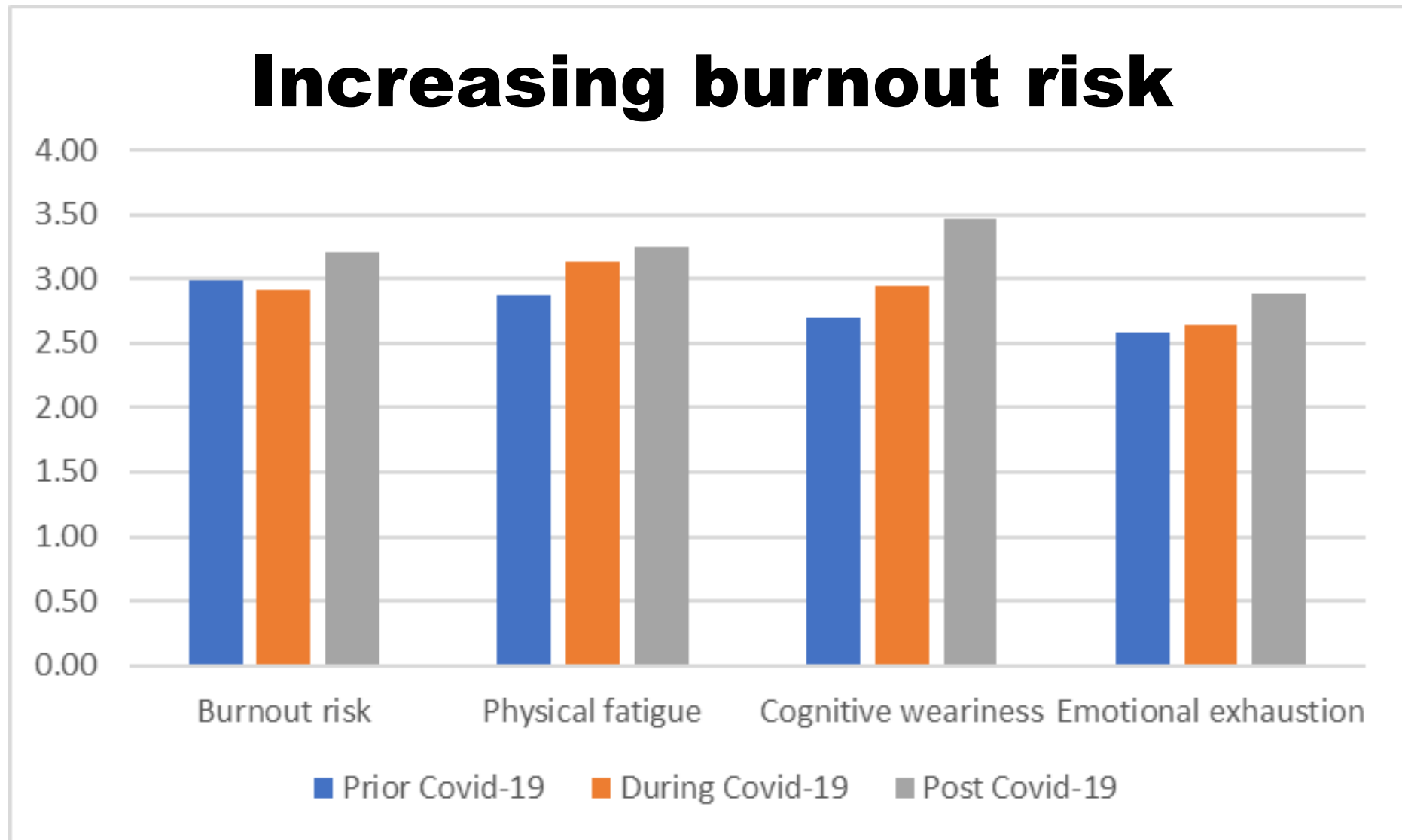
Team cohesion
Team satisfaction
Positive interpersonal relationships
Team viability and learning

Work engagement
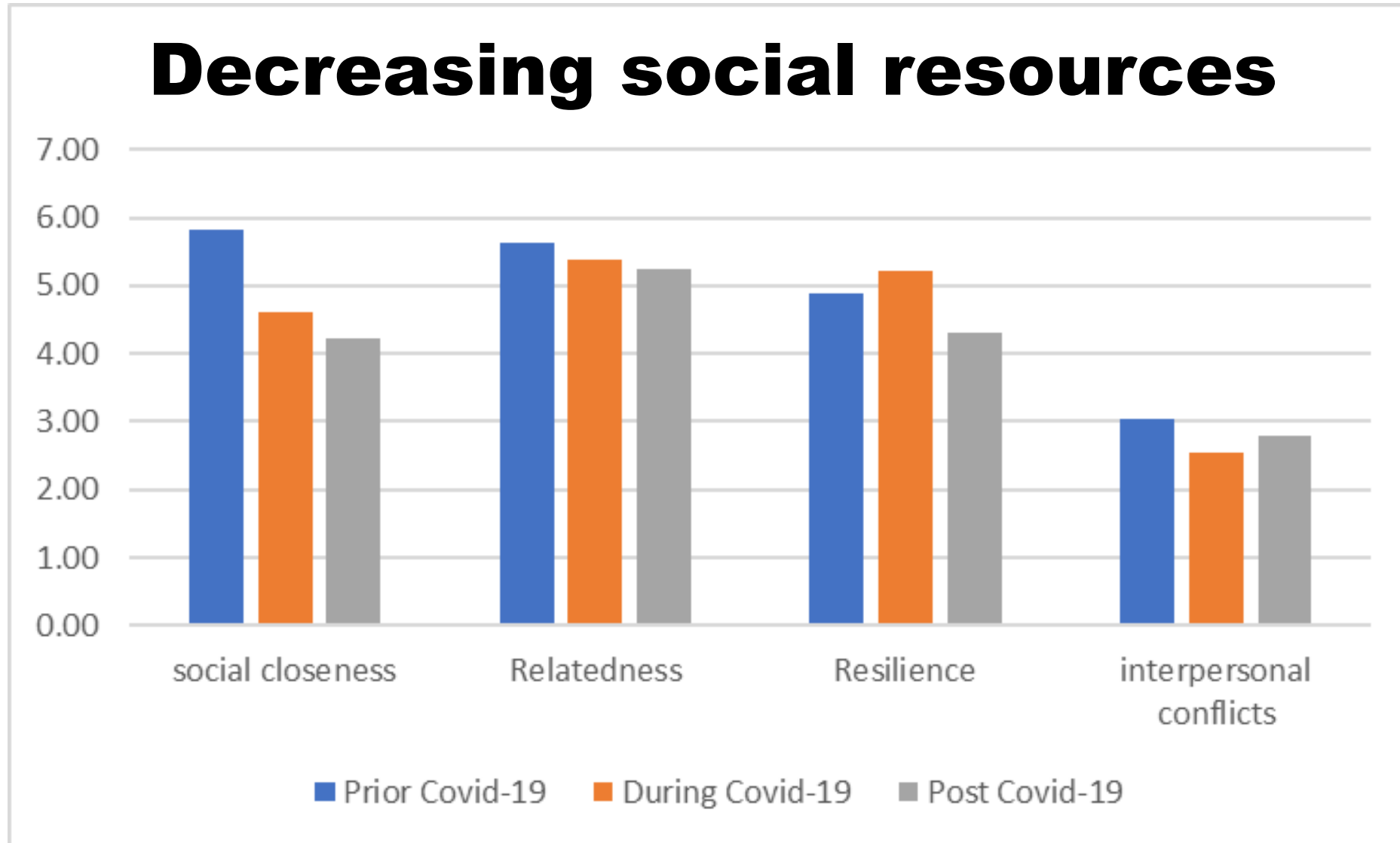Needs satisfaction
Low burnout
Health

Increasing burnout risk

Legend: ■ Prior Covid-19 ■ During Covid-19 ■ Post Covid-19

Categories: Burnout risk, Physical fatigue, Cognitive weariness, Emotional exhaustion

Decreasing social resources

Research process

Participants' contact information from HR

First survey (20 min / person)

1st

Second survey (20 min / person)

2nd

Individual report

Exponential Research
Your Individual Survey Results

Participant Name

Organizational report

Report: Exponential Research
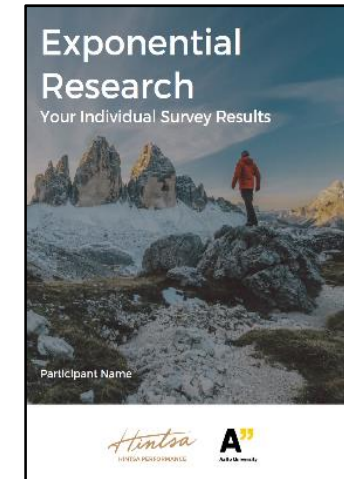
2 weeks

4 weeks

2 weeks

Sensemaking workshops

For leadership team:

Facilitated sensemaking of the research results for identifying organizational strengths and development areas

For all participants:

An organization-wide webinar for interpreting one's personal results, organizational results and crafting individual development plans.

Research reports

- **Personal report** for each individual who has participated in the study

- **Organizational report** Comparing results from different departments
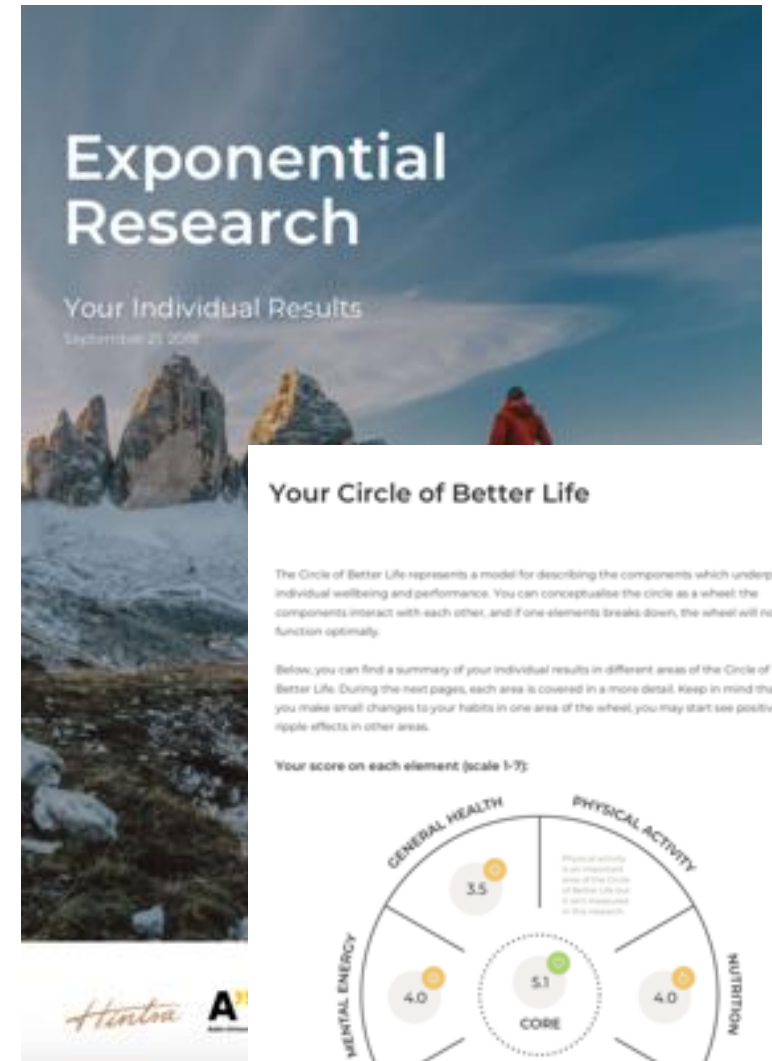
Research survey measures

Survey A ⟶ [4 weeks] ⟶ ## Survey B

Leadership measures

1. Supportive leadership (quality of relationship)
   a) Servant leadership
   b) Abusive leadership
   c) Passive leadership
2. Empowerment (level of self-regulation)
   a) Empowering leadership
   b) Controlling leadership
3. Goal clarity
4. Inclusive leadership
5. Level of change
   a) Transformational leadership
   b) Transactional leadership

Organizational Culture

1. Psychological safety
2. Mastery climate
3. Competitive performance climate
4. Social support
5. Professional isolation
6. Organizational identification

Ways of Working

1. Communication and collaboration frequency
2. Hybrid work
3. Degree of virtuality
4. After hours connectivity
5. Use of GenAI

Employee orientations

1. Work goal orientations
   a) Learning orientation
   b) Competitive performance orientation
   c) Avoidance orientation
2. Wellbeing and health orientation
3. General self-efficacy
4. Self-interest
5. Other orientation
6. Work-life segmentation preferences
7. Resilience

Employee behaviour

1. Self-reflection
2. Employee voice
3. Collaborative overload
4. Recovery experiences
   1) Detachment
   2) Relaxation
   3) Mastery
   4) Control
5. Healthy lifestyle

Team behaviour

1. Team reflection
2. Team learning behaviors
3. Task interdependence
4. Interpersonal conflict
5. Task conflict
6. Team cohesion

Outcome measures

1. Learning
2. Performance evaluations
   a) Effectiveness
   b) Helping behaviour
   c) Creativity
3. Needs satisfaction
   a) Autonomy
   b) Relatedness
   c) Competence
4. Feeling of being seen
5. Turnover intentions

Wellbeing measures

1. Team wellbeing
   a) Social connectivity
   b) Team satisfaction
   c) Team viability
2. Work engagement
   a) Vigour
   b) Dedication
   c) Absorption
3. Meaningfulness
4. Loneliness
5. Sense of belonging
6. Life satisfaction
7. Work-life conflict
8. Distress
9. Burnout risk
   a) Physical
   b) Cognitive
   c) Emotional

The survey measures the cascading well-being climate across all organizational levels

Research survey includes:

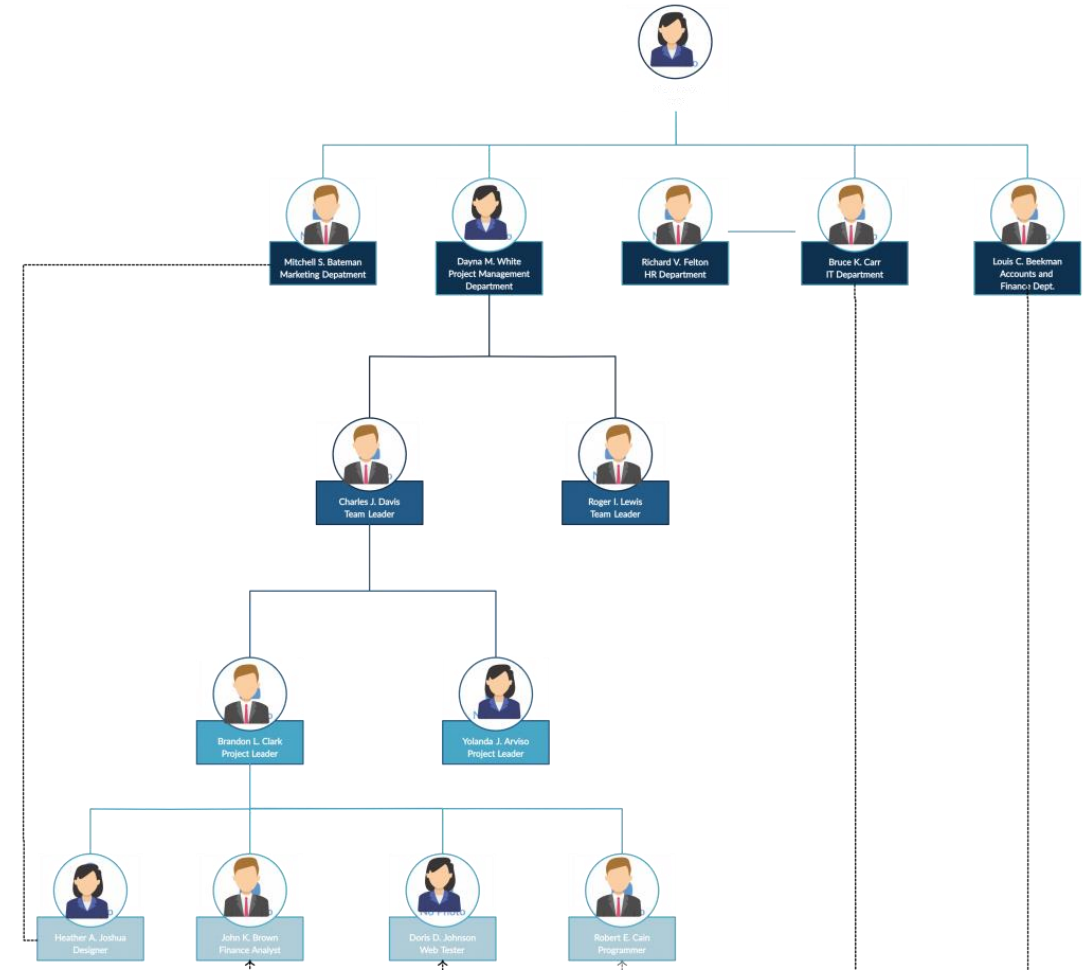Leadership behavior evaluations given by direct reports

Performance evaluations given by supervisors

Self-evaluations of organizational culture, ways of working, personal orientations, behaviors, attitudes, and wellbeing
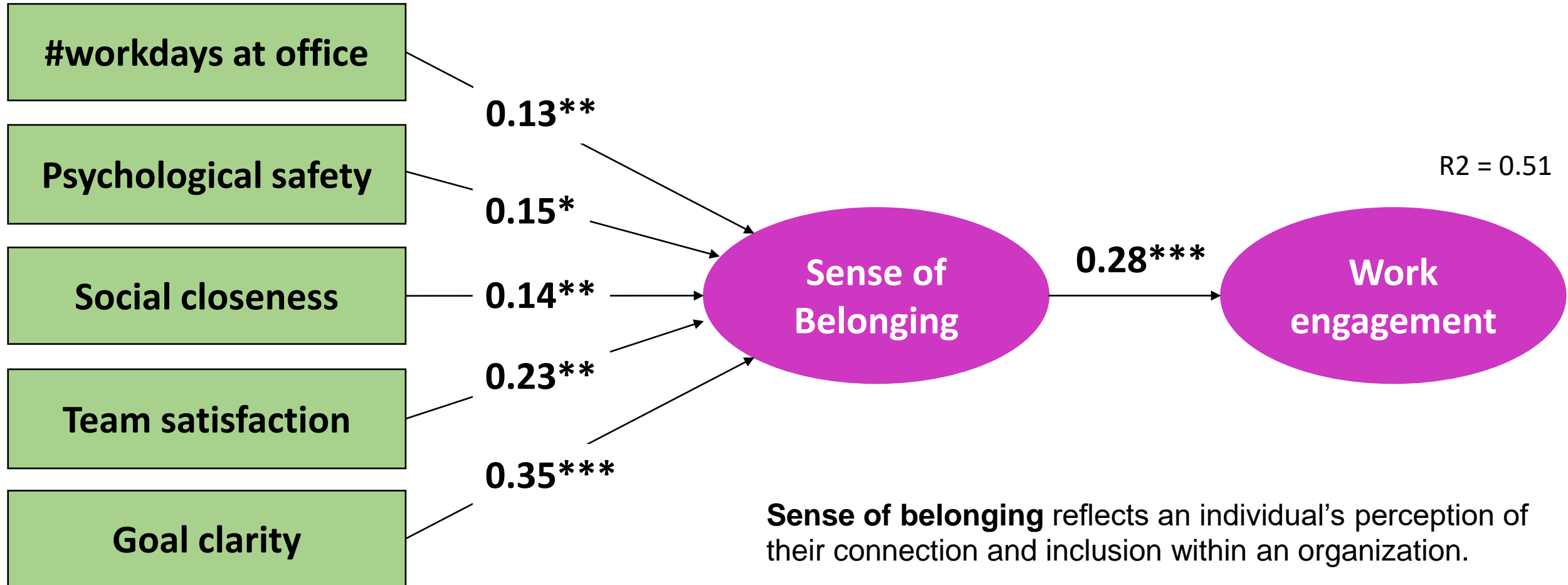
Top leaders

Middle managers

Knowledge workers

EXAMPLES OF RESEARCH RESULTS ON ORGANIZATIONAL WELL-BEING CULTURE AND EMPLOYEE EXPERIENCES

Sense of belonging increases work engagement

Drivers of belonging

#workdays at office	0.13**
Psychological safety	0.15*
Social closeness	0.14**
Team satisfaction	0.23**
Goal clarity	0.35***

Sense of Belonging → 0.28*** → Work engagement

R2 = 0.51

Sense of belonging reflects an individual's perception of their connection and inclusion within an organization.

Knowledge worker burnout risk

Stressful demands

Work-life conflict

Passive leadership

Professional isolation

.29***

.19***

.23***

Helpful resources

Recovery experiences

Experienced meaningfulness

-35***

-24***

Knowledge worker burnout

Stressful demands
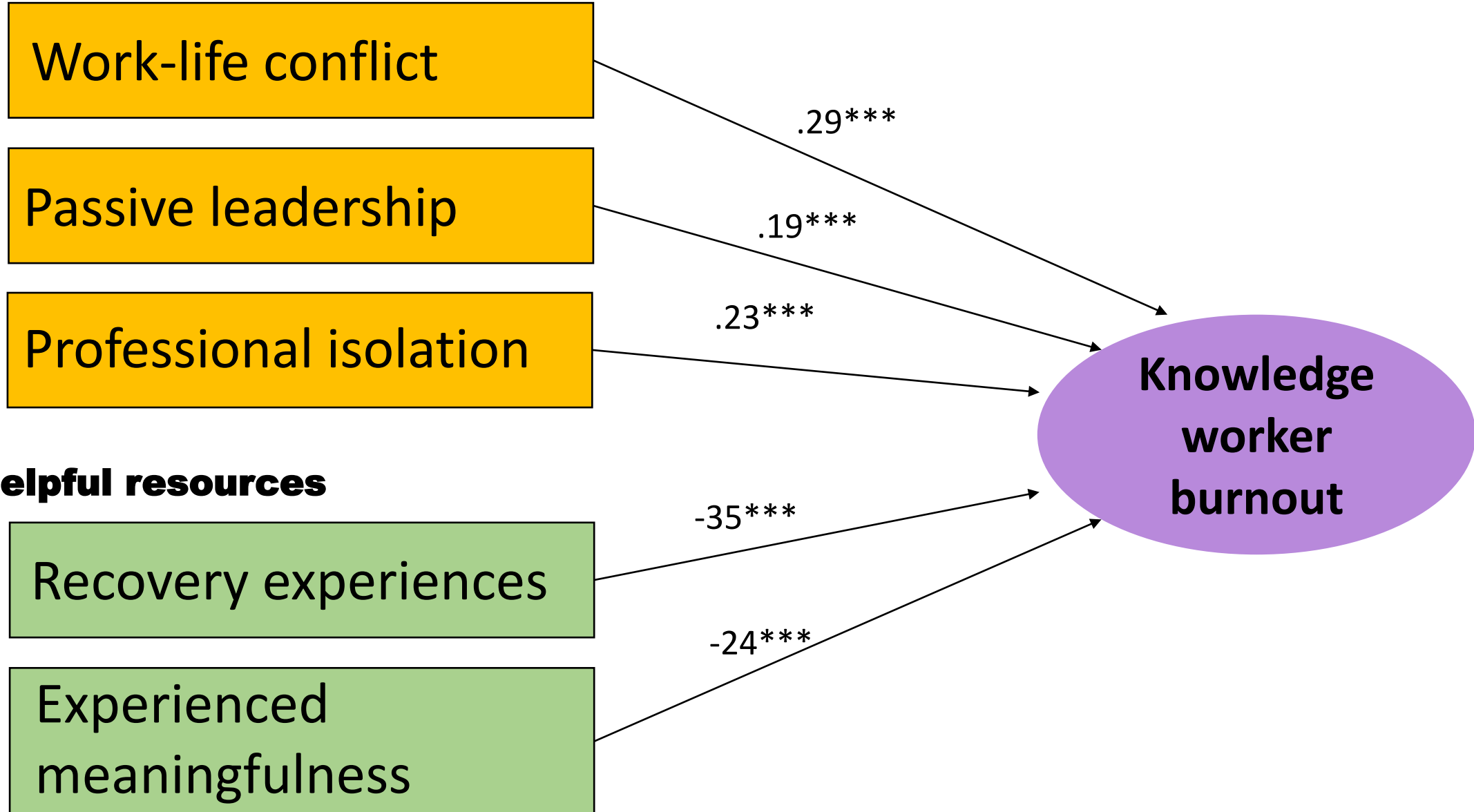
Middle manager burnout risk

Role ambiguity

Interpersonal conflict

Collaboration overload

Helpful resources

Mastery climate

Resilience

.15***

.16***

.27***

-.14***

-.34***

Middle manager burnout

Top manager burnout risk

Stressful demands

- Working 24/7 — .16***
- Responsible organizational culture — .29***
- Task conflict — .34***

Helpful resources

- Support from TMT — -.34***
- Self-reflection — -.36***

Top manager burnout

Nurmi, N., Mäkelä, K., Äkräs, J. Exponential Research Project (2018 – 2025): Well-Being and Performance in the Digitally Disrupted Workplace

Q&A

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