Workplace well-being
research summary
2019

Workplace well-being research summary

Two projects were completed in 2019. One focused on the ongoing validation of the Global Workplace Well-Being Inventory (GWWI) with other instruments available from The Myers-Briggs Company. The second focused on validation against other measures of individual wellness that could be related to workplace well-being. This Summary Report provides an overview of the results of those two projects and should be considered in conjunction with the longer well-being report.
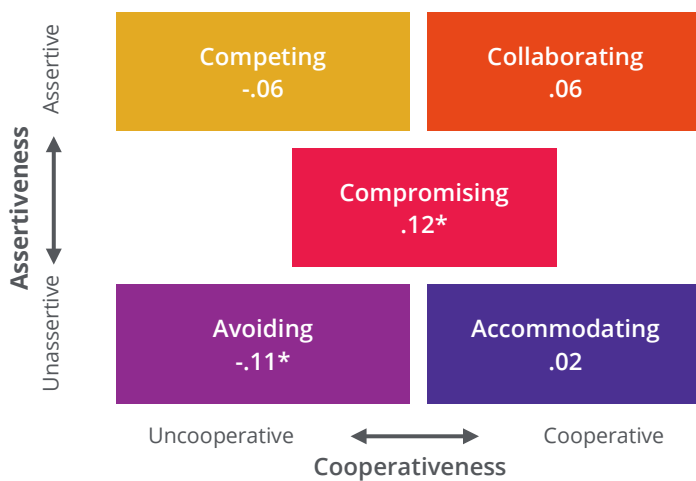
Study 1 – GWWI correlations with other instruments.

People who had completed the Thomas-Kilmann Conflict Mode Instrument (TKI®), the California Psychological Inventory™ (CPI 260®) and the Fundamental Interpersonal Relations Orientation-Behavior™ (FIRO-B®) instrument, and had opted into future research with The Myers-Briggs Company were invited to complete the GWWI. For this study, correlations were computed. Keep in mind that correlations do not imply cause and effect. Instead, they simply indicate the degree to which two measures or attributes increase or decrease together (positive correlation) or move in opposite directions (negative correlation, i.e. where one measure increases, the other measure decreases, and vice versa). Results of these analyses are summarized in Tables 1, 2, and 3.

Workplace well-being and the TKI® instrument

Table 1 shows that overall well-being is significantly correlated to the compromising mode of conflict and the avoiding mode of conflict. Indeed, using a compromising mode of conflict tends to increase your level of overall well-being. In contrast, using an avoiding mode of conflict tends to decrease your level of overall well-being. The three other types of conflict mode were found to not be related to overall well-being.

Table 1. Correlations among TKI measures and overall workplace well-being

Competing -.06
Collaborating .06
Compromising .12*
Avoiding -.11*
Accommodating .02

Assertiveness (Assertive / Unassertive)
Cooperativeness (Uncooperative / Cooperative)

The TKI instrument measures five conflict modes and identifies an individual's preferred mode when dealing with conflict in general. Relationships with overall workplace well-being are summarized in Table 1.

Note. *correlation coefficient statistically significant at $p < .05$

The **Myers-Briggs** Company

Workplace well-being and the FIRO-B® assessment

Table 2 shows that overall well-being is only related to the Expressed Inclusion facet and the Expressed Affection facet of FIRO-B. These results indicate that making the effort to include others in activities, to join and belong to groups, and to be with people, tends to increase your overall level of well-being. Additionally, trying to get close to people and to engage them on a personal level, as well as being comfortable in being open with and supportive of others, also leads to an increase of overall level of well-being.

Table 2. Correlations among FIRO-B measures and overall workplace well-being

	Inclusion	Control	Affection	
Expressed	Expressed Inclusion	Expressed Control	Expressed Affection	Total Expressed
	$r = .11*$	$r = .00$	$r = .10*$	$r = .09$
Wanted	Wanted Inclusion	Wanted Control	Wanted Affection	Total Wanted
	$r = -.05$	$r = -.07$	$r = .04$	$r = -.04$
	Total Inclusion	Total Control	Total Affection	Overall
	$r = .02$	$r = -.04$	$r = .07$	$r = .03$

Note. *statistically significant at < .05 level

The FIRO-B instrument measures three fundamental needs (need for Inclusion, Control, and Affection) people have in their relationships with others. It also measures whether the individual demonstrates these needs to others (Expressed), or wants these behaviors from others (Wanted).

Workplace well-being and the CPI 260® assessment

Finally, overall workplace well-being was correlated with the measures provided by the California Psychological Inventory™ (CPI®). These are summarized in Figure 1, based on the order of the magnitude of the correlation. The figure shows that the measure of general well-being in the CPI assessment is highly correlated with the measure of overall workplace well-being, providing strong validity evidence for the GWWI. Interestingly, the figure also shows that for those with higher scores for leadership and managerial potential on the CPI assessment, there is also a large correlation with workplace well-being. The overall pattern from the CPI measures suggests that workplace well-being is most strongly related to those attributes that are intrapersonal rather than interpersonal. This is consistent with the results found for the TKI and the FIRO-B assessments.

The CPI 260® is a general measure of normal personality. It provides an indication of how knowledgeable observers are likely to describe the respondent. The CPI reports three higher level measures, 20 folk scales, and six work related measures. They are attributes that are commonly used to describe people.
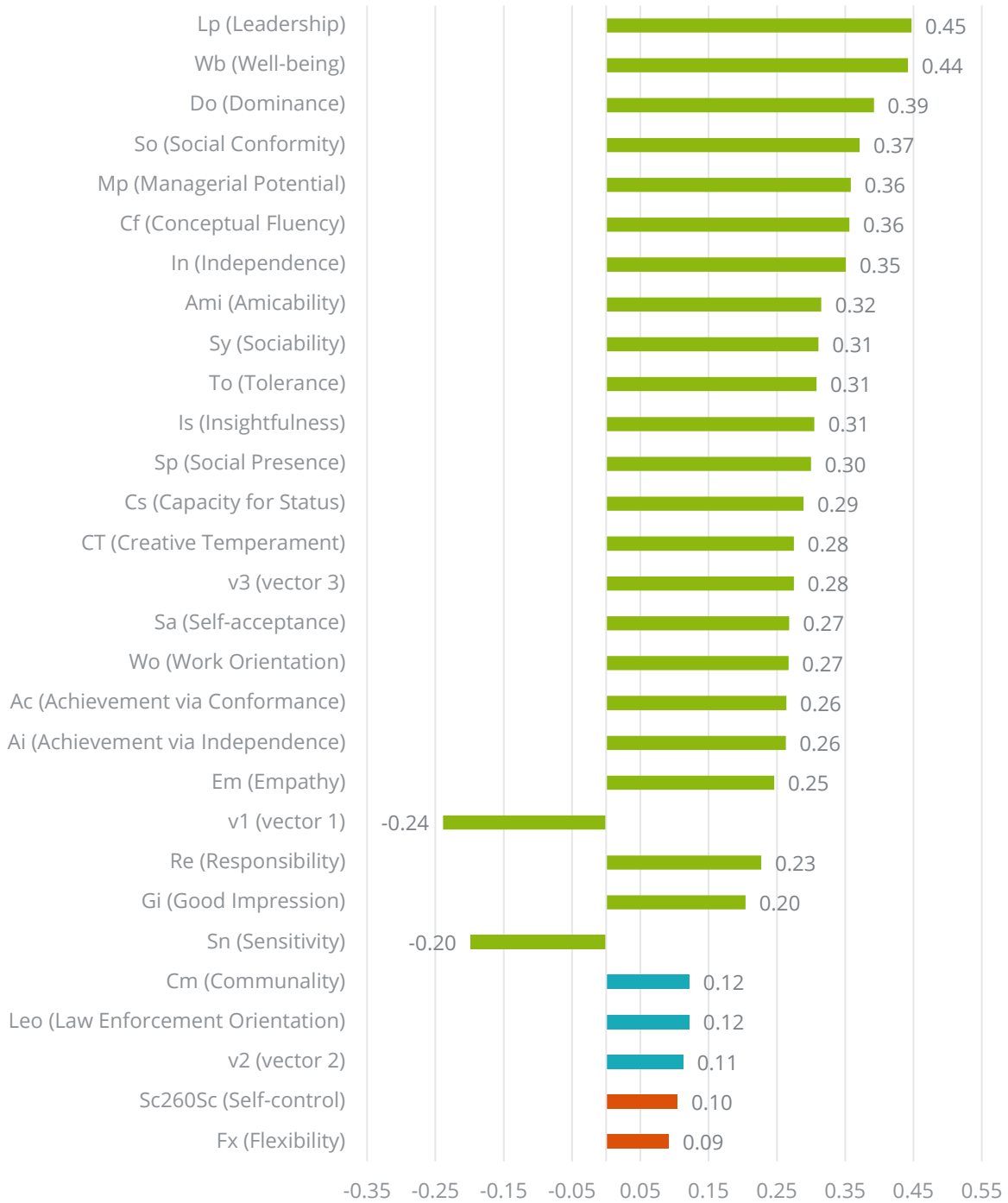
The **Myers-Briggs** Company

Figure 1. Correlations between CPI 260 Measures and Overall Workplace Well-Being.
Green correlations are significant at the .01 level
Blue correlations are significant at the .05 level
Orange correlations are non-significant.

The **Myers-Briggs** Company

Study 2 – GWWI correlations with general measures of wellness

People who had completed the Myers-Briggs Type Indicator® Step II™ (Form Q) and who had opted into future research with The Myers-Briggs Company were asked to complete the GWWI along with measures of "good" and "bad" stress, non-clinical or general anxiety, non-clinical depression, and burnout. Stress was divided into two categories. One was eustress ("good stress") which can lead to positive outcomes such as feelings of achievement and self-efficacy. The other was distress ("bad stress") that can lead to negative psychological and physical outcomes.

Once again, correlations were computed to examine workplace well-being and the wellness measures, and some other characteristics of the sample were examined in relationship to workplace well-being. These correlations are summarized in Figure 2. The figure shows that the GWWI relates to several constructs the way it was designed to, offering more evidence of the validity of GWWI. As can be observed, burnout, non-clinical anxiety, non-clinical depression, distress, and eustress have a negative impact on your well-being. Experiencing any of these emotional (and physical) states will co-occur with lower levels of workplace well-being. Worth noting is that eustress negatively affects a person's level of well-being. Even if eustress can lead to positive outcomes, a person still experiences some type of psychological and physical stress which tend to decrease well-being. But, it is also the smallest relationship to overall workplace well-being.
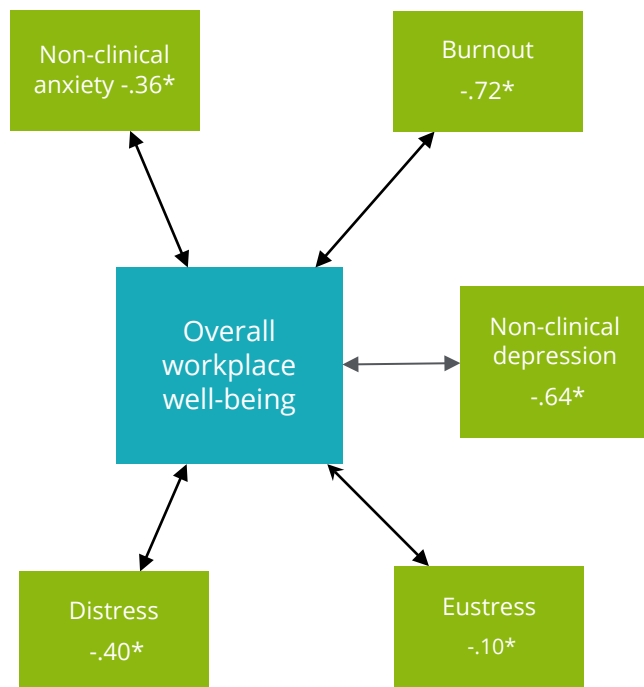
Psychological health measures

Burnout - level of a person's physical, emotional, and mental exhaustion

Non-clinical depression – emotional state having negative effects on how you may feel, think, or act

Eustress – often referred to as "good stress" (or motivator) that can lead to positive organizational and personal outcomes. Calculated based on respondents' source of challenge

Distress – often referred to as "bad stress" (hindrance) that can lead to negative organizational and personal outcomes. Calculated based on respondents' source of pressure

Non-clinical anxiety – emotion that's distinguished by feelings of tension, worried thoughts, and physical change (e.g. blood pressure)

Note. *correlation coefficient statistically significant at $p < .05$

Figure 2. Correlations among overall workplace well-being and measures of psychological health

The **Myers-Briggs** Company

Conclusion

The two studies reported here extend what is known about workplace well-being in diverse samples of working adults. The two studies extend the validity evidence of the GWWI, which was the primary purpose of the work. However, they also provide some direction for individuals to take to improve their well-being at work.

Conflict
The low and non-significant correlations with workplace well-being suggest that a person's preferred mode of dealing with conflict is not directly related to workplace well-being. However, other unmeasured outcomes or perceptions regarding conflict may still impact workplace well-being. Even with these unknowns, the data suggests that compromising has a benefit for workplace well-being, while avoiding conflict has a small negative impact.

Interpersonal Relationships
The low and non-significant relationships with the measures of the FIRO-B assessment suggest that, like conflict, a person's current approach to such relationships does not seem to have direct impacts on workplace well-being. Again, there may be other unmeasured consequences of interpersonal needs not being met or being in conflict with others that could have an impact. The key is that there is no pattern of expressed or wanted interpersonal needs that contributes to higher or lower workplace well-being.

Personality
The pattern of correlations from the CPI assessment suggests that workplace well-being is highly related to multiple measures that are focused on the individual, rather than on interpersonal attributes. This is consistent with the other measures.

As a whole, these results suggest that to have an impact on workplace well-being, effort should be exerted on the self. This means taking control of how the individual perceives and reacts to the environment, and spending less effort on trying to change the environment or others.

The Myers-Briggs Company

Appendix A – Resources

If you or anyone you know needs support, here is a list of resources relevant to overall well-being.

National Suicide Prevention Lifeline
Helpline: +1 800 273 8255
suicidepreventionlifeline.org/

National Alliance on Mental Illness
Helpline: +1 800 950 6264
info@nami.org
www.nami.org/

National Institute of Mental Health
Helpline: +1 866 615 6464
nimhinfo@nih.gov
www.nimh.nih.gov/index.shtml

Substance Abuse and Mental Health Services Administration
Helpline: +1 800 662 4357
SAMHSAInfo@samhsa.hhs.gov
www.samhsa.gov/

Anxiety and Depression Association of America
Helpline: +1 240 485 1001
information@adaa.org
adaa.org/