



Congruence in managers' perceptions of employee well-being and organizational performance interdependency: A three-wave study of top, middle, and line managers

Ipsen, C.; Karanika-Murray, M.; Kirchner, K.; Kattula, S. P. D.; Tønnesen, S.

Published in:
Proceeding of the 16th EAOHP Conference

Publication date:
2024

Document Version
Publisher's PDF, also known as Version of record

[Link back to DTU Orbit](#)

Citation (APA):
Ipsen, C., Karanika-Murray, M., Kirchner, K., Kattula, S. P. D., & Tønnesen, S. (2024). Congruence in managers' perceptions of employee well-being and organizational performance interdependency: A three-wave study of top, middle, and line managers. In *Proceeding of the 16th EAOHP Conference*

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Ipsen, C., Karanika-Murray M., Kirchner, K., Kattula, S.P.D. & Tønnesen, S.
Congruence in managers' perceptions of employee well-being and organizational performance interdependency: A three-wave study of top, middle, and line managers

Background

The reciprocal relationship between employee well-being and organizational performance is widely recognized, as researchers, practitioners, and employers alike acknowledge that employees' well-being significantly influences their organisation's overall performance. For organisations to be able to support well-being and performance in tandem, a unified understanding and consistent practice across all management levels of the organisation is essential. Nevertheless, little attention has been paid to the perceptions and attitudes of managers across different management levels. The objective of this study was to (1) explore managers' perceptions of the interdependency between employee well-being and organisational performance, (2) compare these perceptions across managerial levels (top management, middle managers, and line managers), (3) explore the role of individual and organizational characteristics in any difference among managerial levels and and lastly (4), to investigate managers' perceptions regarding whether the organization supplies managers with the essential well-being tools to mitigate employee stress.

Methods

Data were collected from members of the Association of Managers and Executives in Denmark three times using a survey (N₂₀₂₀=2210, N₂₀₂₁=1379, N₂₀₂₃=1378). We asked managers at all levels to indicate their agreement with the statement '*I believe that employee well-being has an impact on the overall performance of the organization*' (1=strongly disagree, 5=strongly agree). Demographic variables measured included gender, age, management level, educational degree, company size, sector (public-private), and industry.

Results

The data revealed that 98% of managers agree or totally agree that well-being and performance are interdependent. The data also showed that seniority level was unrelated to the manager's perception of interdependence between well-being and organizational performance. In fact, perceptions of interdependence were congruent across the managerial levels. However, there were differences in managers' agreement with the well-being support provided. Specifically, line and middle managers were less satisfied with how well-being is prioritized in their companies compared to top-level managers. Regarding stress handling, 70% of managers reported having access to psychological counselling, 58% got help from their managers, and only 42% got help from HR.

Conclusion

This study is the first to differentiate between managers at different seniority levels in order to understand their views on employee well-being and organisational performance. The study indicates that there is congruence across management levels on the interdependency of employee well-being and organizational performance.

Findings have to be interpreted in light of two limitations. First, the study is country-specific. However, its large sample size makes it highly representative of the population of managers in Denmark and the hierarchy of managerial levels is consistent across organizations worldwide.

Therefore, the findings can apply to non-Danish managers with confidence. Second, a longer list of questions would have allowed us to examine these questions in more detail. Future research should use a more nuanced survey to examine a range of attitudes across seniority levels using validated scales. The next step will be to investigate managers' attitudes, skills, and experience related to interventions to support employee well-being. An extended understanding will allow us to develop tailored managerial training, tools, and programs to address well-being challenges and support organizational performance in tandem.