

First Report Employee Well-Being Monitor “Still Hanging in There”

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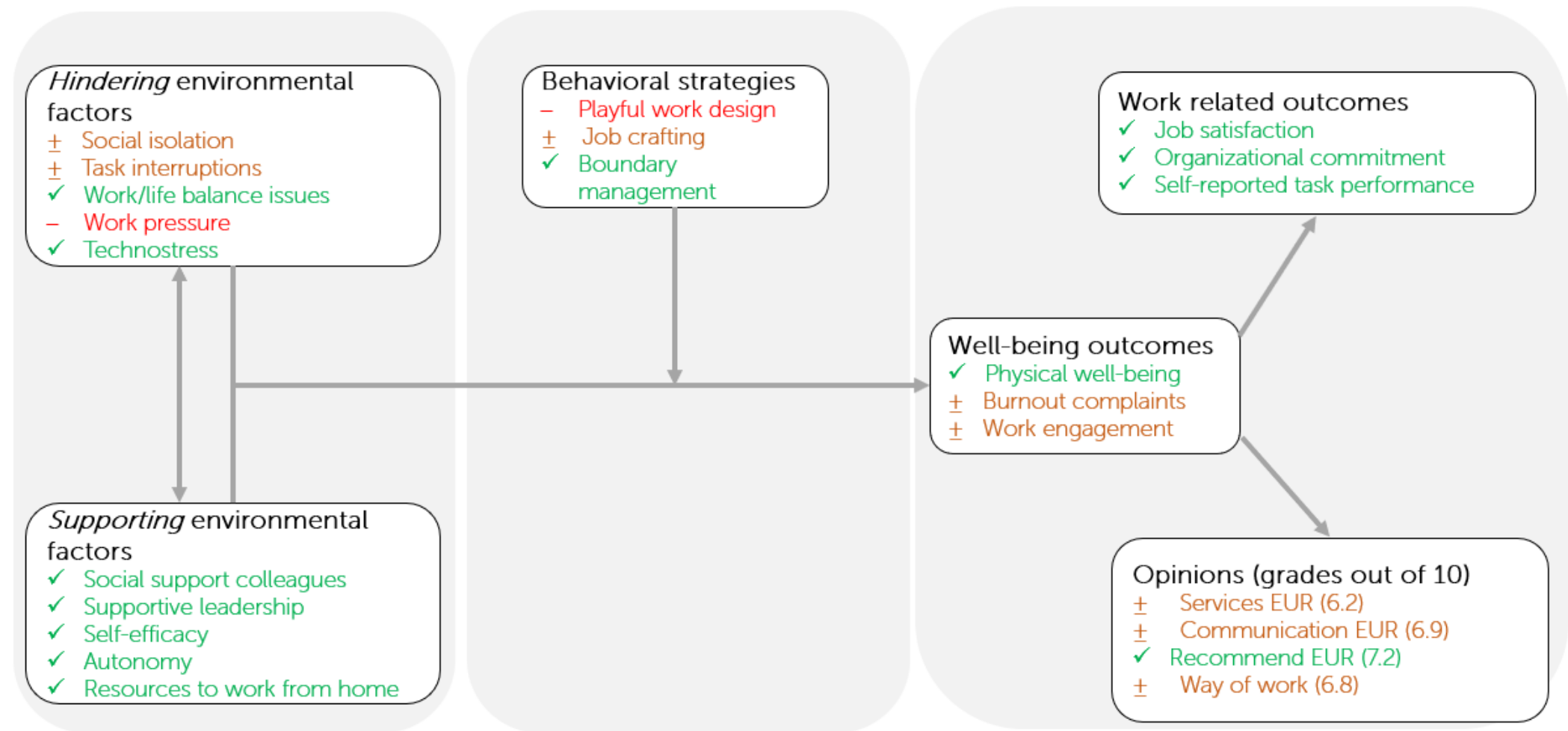


Report

Quick Overview
EUR-Wide Results



General Factsheet: Employee Well-Being Monitor



Note 1. This is a graphical representation of the findings. Relationships are yet not tested, this will be done after second measurement (planned in Feb. 2021)

Note 2. Green – satisfying score; orange – possible point of attention; red – point of attention, based on EUR-wide mean scores.

General Summary: “Still hanging in there”

What is The Current State of Affairs?

Employees and guest-employees of the EUR are still hanging in there, according to the December 2020 measurement of the Employee Well-being Monitor (N=913). They show good physical well-being on the one hand, but also the first signs of impaired mental well-being - as illustrated by the score on burnout complaints and the mediocre level of work engagement. This does not (yet) translate into lowered task performance. Employees report to be satisfied with their job and committed to the EUR. As an organization we do not fully live up to employees' expectations: mediocre scores are given to the services employees experience, to the way we support employees in doing their work, and to the way we communicate. Nevertheless, the vast majority would recommend the EUR as an employer to others.

Hindering and Supporting Factors: Work Pressure, Social Isolation, Task interruptions

In the scientific literature hindering and supporting factors are highlighted to be important contributors to well-being and work-related outcomes (Figure, p.4). The results of the first Employee Well-Being Monitor show that supporting environmental factors are sufficiently present, on average, such as social support from colleagues and supervisors. However, hindering environmental factors are also prominently present. Work pressure, social isolation and task interruptions are points of attention.

Subgroups at Risk

Several subgroups have been highlighted as being at risk regarding several aspects of the Well-Being Monitor, these are:

- International employees
- Younger employees (25-34 years)
- Employees with care obligations
- Managers
- Full timers (38-40 hours per week)
- Employees with a temporary contract
- Early career academics
- Employees working from home in a shared workplace

High Work-Pressure: What to Do?

Respondents who report high work pressure state (in response to an open-ended question) amongst others they would benefit from more proactive support, budget for work resources, and compensation for working at home. The needs differ a lot between employees, which underlines the importance of a good dialogue between employee and manager/employer to offer tailored support.

General Summary: Advice

The Way Forward: Slow Down and Tailor Support

Executive Board: stop expecting the same output. Revise your (strategic) ambitions and instruct higher management to do the same. Reconsider to provide resources to create an undisturbed workplace at home (e.g., a better chair, a noise canceling headphone or a refund for a babysitter). Investigate what IT difficulties lead to technostress. Investigate how the preference to continue working from home after the pandemic could be translated into usage of campus and buildings.

Faculty Board/Management Teams: develop a process that ensures that outcomes of this first Employee Well-being Monitor are discussed between management and employees. For example, by creating a small, intrinsically motivated project group of employees and management that would like to take the lead in proposing measures for the own faculty/service. Consider supporting 'behavioral strategies' of employees, for example by offering a job crafting intervention or playful work design intervention.

Human Resources: continue to reach out to employees, especially the subgroups at risk. Check information on intranet with regard to findability of resources and monitor whether these pages actually are visited. Continue the dialogue with faculties on the HR information on their faculty intranet site. Support the process that ensures a dialogue between management and employees on the outcomes of this Monitor.

Real Estate and Facilities: after the pandemic, 46-50% of our scientific and professional services staff would like to work from home for 50 to 74% of their time. This could be basis for new policies regarding real estate and facilities, after discussion with the EB.

IT: Those who currently teach online classes, professors, and teachers experience significantly more technostress; consider targeting the communication and support for these groups.

Professors and Manager: talk to your people and inquire how they're doing and what they might need. Talk to the subgroups at risk. Provide autonomy, as this is a necessary condition to improve points of attention.

Colleagues: be there for your colleague, ask for help if needed, express your appreciation if heartfelt.

Individual employee: talk to your manager, be proactive. Open up and express what you need.

Subgroup Scores: Employee Well-Being Monitor

Construct	TOTAL	Language		Gender		Age Group						Living with...	
	Average EUR	NL	INT	Male	Female	≤ 24	25-34	35-44	45-54	55-64	≥ 65	Partner/room mate/children	Alone
	(n = 913)	(n = 750)	(n = 163)	(n = 287)	(n = 587)	(n = 34)	(n = 301)	(n = 245)	(n = 153)	(n = 127)	(n = 24)	(n = 731)	(n = 141)
Supporting Environmental Factors													
Social Support	5.48 _{/7.0}	▲	▼	-	-	-	-	-	-	△	-	-	-
Supportive Leadership	4.84 _{/7.0}	△	▽	-	△	-	-	-	-	-	-	△	-
Self-Efficacy	5.45 _{/7.0}	▲	▼	△	-	-	▼	-	△	▲	-	-	-
Autonomy	5.39 _{/7.0}	-	-	-	-	-	-	-	-	-	-	△	-
Resources to Work from Home	4.90 _{/7.0}	△	▽	△	-	-	▽	▽	△	▲	△	-	-
Hindering Environmental Factors													
Social Isolation	4.33 _{/7.0}	▽	△	-	-	-	▲	-	-	▼	▽	▽	-
Task Interruptions	3.52 _{/7.0}	▼	▲	-	-	-	▲	△	-	▼	-	-	▽
Work/Life Balance Issues	3.04 _{/7.0}	▼	▲	-	-	-	△	▲	▽	▼	-	-	▽
Work Pressure	4.56 _{/7.0}	▽	△	-	-	▽	-	▲	-	-	▽	△	▽
Technostress	3.32 _{/7.0}	-	-	△	▽	▽	▼	-	-	△	-	-	-
Proactive Work Strategies													
Playful Work Design	3.06 _{/7.0}	▼	△	-	-	△	-	-	-	-	-	-	▽
Boundary Management	4.98 _{/7.0}	▼	△	▼	▲	-	▲	-	▽	▼	▼	-	-
Job Crafting	3.61 _{/7.0}	▼	▲	-	-	-	▲	-	▽	▼	▽	-	-
Well-Being Indicators													
Physical Well-Being	4.46 _{/7.0}	-	-	-	-	-	-	▽	△	△	△	-	-
Burnout Complaints	4.09 _{/7.0}	▽	△	▽	-	-	▲	△	▽	▼	▼	-	-
Work Engagement	4.16 _{/7.0}	-	-	-	△	-	▽	-	△	▲	-	-	▽
Work Related Outcomes													
Job Satisfaction	4.87 _{/7.0}	▲	▼	-	△	-	▽	-	△	▲	△	-	-
Organizational Commitment	4.46 _{/7.0}	▲	▼	-	△	-	▽	-	▲	△	-	△	▽
Task Performance	5.82 _{/7.0}	-	-	-	-	-	-	-	-	-	-	-	-
Grades out of 10													
Grade Services EUR	6.17 _{/10.0}	△	▽	▽	△	-	-	-	-	-	-	-	-
Grade Communication EUR	6.93 _{/10.0}	△	▽	▽	▲	-	-	-	-	△	-	▲	▽
Grade Recommend EUR	7.21 _{/10.0}	△	▽	-	△	-	-	▽	△	△	-	△	-
Grade Way of Work	6.78 _{/10.0}	▲	▼	-	△	-	-	-	-	△	-	-	-

▲ = significant higher score (p < .05 and d > .20)
 ▼ = significant lower score (p < .05 and d > .20)
 △ = significant higher score (p < .05 and d < .20)
 ▽ = significant lower score (p < .05 and d < .20)
 . = no significant difference between groups
 * = not enough participants

Subgroup Scores: Employee Well-Being Monitor EUR-Wide Results

Construct	TOTAL	Care Obligations		Migration Background			Hours per Week				Type of Contract		
	Average EUR	No	Yes	No	Western	Non-Western	≤ 8	9-24	25-37	38-40	Temporary	Permanent	EURflex
	(n = 913)	(n = 460)	(n = 390)	(n = 633)	(n = 139)	(n = 86)	(n = 16)	(n = 87)	(n = 296)	(n = 482)	(n = 321)	(n = 520)	(n = 9)*
Supporting Environmental Factors													
Social Support	5.48 _{/7.0}	.	.	△	▽	▽	.	.	—
Supportive Leadership	4.84 _{/7.0}	△	.	△	—
Self-Efficacy	5.45 _{/7.0}	.	.	△	▽	▼	△	—
Autonomy	5.39 _{/7.0}	△	.	.	—
Resources to Work from Home	4.90 _{/7.0}	△	.	△	.	.	△	.	.	▽	▽	△	—
Hindering Environmental Factors													
Social Isolation	4.33 _{/7.0}	▲	▼	—
Task Interruptions	3.52 _{/7.0}	▼	▲	▽	△	▲	▼	—
Work/Life Balance Issues	3.04 _{/7.0}	▼	▲	▼	▲	.	.	▽	.	△	△	.	—
Work Pressure	4.56 _{/7.0}	▼	▲	▽	△	.	.	▼	.	△	▽	▲	—
Technostress	3.32 _{/7.0}	▼	△	▽	—
Proactive Work Strategies													
Playful Work Design	3.06 _{/7.0}	.	.	▼	△	△	△	▽	—
Boundary Management	4.98 _{/7.0}	.	.	▽	.	.	▽	.	△	.	.	.	—
Job Crafting	3.61 _{/7.0}	.	.	▼	△	△	△	▽	—
Well-Being Indicators													
Physical Well-Being	4.46 _{/7.0}	▲	▼	▲	.	▽	△	.	▽	.	▽	.	—
Burnout Complaints	4.09 _{/7.0}	.	.	▼	△	.	▽	.	.	△	▲	▽	—
Work Engagement	4.16 _{/7.0}	—
Work Related Outcomes													
Job Satisfaction	4.87 _{/7.0}	△	.	△	▽	▽	.	.	—
Organizational Commitment	4.46 _{/7.0}	△	△	▽	▽	△	—
Task Performance	5.82 _{/7.0}	▽	△	—
Grades out of 10													
Grade Services EUR	6.17 _{/10.0}	.	.	△	▽	.	.	—
Grade Communication EUR	6.93 _{/10.0}	.	.	△	▽	.	.	—
Grade Recommend EUR	7.21 _{/10.0}	△	△	▽	.	.	—
Grade Way of Work	6.78 _{/10.0}	△	△	▲	▼	▽	▽	△	—

- ▲ = significant higher score (p < .05 and d > .20)
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- △ = significant higher score (p < .05 and d < .20)
- ▽ = significant lower score (p < .05 and d < .20)
- .
- = no significant difference between groups
- * = not enough participants

Subgroup Scores: Employee Well-Being Monitor EUR-Wide Results

	TOTAL	Online Teaching		Tenure in Years				Occupation								
Construct	Average EUR	No	Yes	≤1	1-5	6-20	≥20	Professor	Manager	Associate Professor	Assistant Professor	Teacher	Researcher /Postdoc	Doctoral Candidate	Student Assistant	Professional Support Staff
	(n = 913)	(n = 98)	(n = 260)	(n = 143)	(n = 388)	(n = 267)	(n = 92)	(n = 36)	(n = 44)	(n = 33)	(n = 84)	(n = 70)	(n = 41)	(n = 98)	(n < 10)*	(n = 252)
Supporting Environmental Factors																
Social Support	5.48 _{/7.0}	-	-	△	-	-	-	-	△	▽	▽	▽	-	-	-	▲
Supportive Leadership	4.84 _{/7.0}	△	▽	▲	-	▼	-	-	-	▽	-	▽	-	△	-	△
Self-Efficacy	5.45 _{/7.0}	-	-	▽	-	-	-	-	▲	-	▽	-	▼	▼	-	△
Autonomy	5.39 _{/7.0}	-	-	-	-	-	-	-	△	-	-	▼	-	-	-	-
Resources to Work from Home	4.90 _{/7.0}	-	-	-	-	-	△	-	-	-	-	▽	-	-	-	△
Hindering Environmental Factors																
Social Isolation	4.33 _{/7.0}	-	△	-	-	-	-	-	▽	-	▲	△	-	▲	-	▼
Task Interruptions	3.52 _{/7.0}	-	-	-	-	-	▽	-	▽	-	-	-	△	▲	-	▽
Work/Life Balance Issues	3.04 _{/7.0}	▽	▲	-	-	-	-	-	-	△	▲	△	-	-	-	▼
Work Pressure	4.56 _{/7.0}	▼	▲	▼	-	△	-	△	-	-	▲	-	-	▽	-	-
Technostress	3.32 _{/7.0}	▼	▲	▼	-	-	△	▲	-	-	△	▲	-	▽	-	▼
Proactive Work Strategies																
Playful Work Design	3.06 _{/7.0}	-	-	▲	-	▽	-	-	-	-	-	-	-	-	-	-
Boundary Management	4.98 _{/7.0}	-	△	-	-	-	▽	▽	▽	-	△	△	-	-	-	-
Job Crafting	3.61 _{/7.0}	-	-	▲	-	▽	▽	-	-	-	-	-	-	-	-	-
Well-Being Indicators																
Physical Well-Being	4.46 _{/7.0}	-	-	-	-	-	-	△	-	-	▽	▽	-	-	-	-
Burnout Complaints	4.09 _{/7.0}	▽	▲	▽	△	-	▽	-	▽	-	△	△	-	△	-	▽
Work Engagement	4.16 _{/7.0}	-	-	▲	-	-	-	△	-	-	-	-	▽	▽	-	-
Work Related Outcomes																
Job Satisfaction	4.87 _{/7.0}	△	▽	▲	-	-	-	-	-	-	▽	-	-	▽	-	△
Organizational Commitment	4.46 _{/7.0}	-	-	△	-	▽	-	-	-	▽	▽	▽	▽	▽	-	▲
Task Performance	5.82 _{/7.0}	▽	△	-	-	-	-	-	△	-	-	△	▽	▼	-	-
Grades out of 10																
Grade Services EUR	6.17 _{/10.0}	▲	▼	-	-	-	-	▽	-	▽	▽	-	-	-	-	▲
Grade Communication EUR	6.93 _{/10.0}	△	▽	△	-	-	-	▽	-	▽	▽	▽	-	-	-	▲
Grade Recommend EUR	7.21 _{/10.0}	▲	▼	△	-	▽	-	▽	-	▽	▽	▽	-	-	-	▲
Grade Way of Work	6.78 _{/10.0}	-	-	△	-	-	-	-	-	▽	▽	-	-	▽	-	▲

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- .
- = no significant difference between groups
- * = not enough participants

Subgroup Scores: Employee Well-Being Monitor EUR Wide Results

TOTAL		Managerial Role for # Individuals							Work Location					Filled in Survey	
Construct	Average EUR	No	1-5	6-10	11-20	21-50	51-100	≥100	EUR	Home Undisturbed	Home Shared Workplace	Home with Children	Home with Care Obligation	Before Lockdown	During Lockdown
	(n = 913)	(n = 657)	(n = 89)	(n = 25)	(n = 31)	(n = 16)	(n < 10)*	(n < 10)*	(n = 85)	(n = 429)	(n = 203)	(n = 133)	(n = 20)	(n = 766)	(n = 147)
Supporting Environmental Factors															
Social Support	5.48 _{/7.2}	*	*	*	*	*	—	—	*	△	*	*	▽	*	*
Supportive Leadership	4.84 _{/7.2}	*	*	*	*	*	—	—	*	△	*	▽	*	*	*
Self-Efficacy	5.45 _{/7.2}	▽	*	*	*	*	—	—	*	△	▼	*	*	*	*
Autonomy	5.39 _{/7.2}	*	*	*	△	*	—	—	*	△	*	▽	*	*	*
Resources to Work from Home	4.90 _{/7.2}	*	*	*	*	*	—	—	▽	▲	▼	▼	*	*	*
Hindering Environmental Factors															
Social Isolation	4.33 _{/7.2}	*	*	*	▽	*	—	—	*	▼	▲	*	*	*	*
Task Interruptions	3.52 _{/7.2}	*	*	*	*	*	—	—	*	▼	▲	▲	*	*	*
Work/Life Balance Issues	3.04 _{/7.2}	▽	△	*	*	*	—	—	*	▼	△	▲	△	*	*
Work Pressure	4.56 _{/7.2}	▼	▲	△	△	*	—	—	*	*	*	△	*	*	*
Technostress	3.32 _{/7.2}	▼	*	*	*	△	—	—	△	▼	*	△	△	*	*
Proactive Work Strategies															
Playful Work Design	3.06 _{/7.2}	*	*	*	△	△	—	—	▽	*	*	*	*	▽	▲
Boundary Management	4.98 _{/7.2}	*	*	*	*	*	—	—	*	*	△	*	*	*	*
Job Crafting	3.61 _{/7.2}	*	*	*	*	△	—	—	▽	*	△	*	*	*	*
Well-Being Indicators															
Physical Well-Being	4.46 _{/7.2}	*	*	*	*	*	—	—	*	▲	▽	▽	*	*	*
Burnout Complaints	4.09 _{/7.2}	*	△	*	*	*	—	—	*	▼	△	△	*	*	*
Work Engagement	4.16 _{/7.2}	*	*	*	*	△	—	—	*	▲	*	▽	*	▽	▲
Work Related Outcomes															
Job Satisfaction	4.87 _{/7.2}	△	*	*	*	*	—	—	*	▲	▽	▽	*	*	*
Organizational Commitment	4.46 _{/7.2}	*	*	*	*	*	—	—	*	*	▽	▽	*	*	*
Task Performance	5.82 _{/7.2}	*	*	*	*	*	—	—	*	▲	*	*	*	*	*
Grades out of 10															
Grade Services EUR	6.17 _{/10.0}	*	*	*	*	*	—	—	▽	△	*	*		*	*
Grade Communication EUR	6.93 _{/10.0}	△	*	*	*	*	—	—	▽	△	*	*		*	*
Grade Recommend EUR	7.21 _{/10.0}	△	*	*	*	*	—	—	*	△	*	▽		*	*
Grade Way of Work	6.78 _{/10.0}	*	△	*	*	*	—	—	*	▲	▽	▼		*	*

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- ▼ = significant lower score ($p < .05$ and $d > .20$)
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- ▽ = significant lower score ($p < .05$ and $d < .20$)
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Report

EUR-Wide Results

About the Employee Well-Being Monitor

Keeping a Close Eye on Developments During the COVID-19 Pandemic

Working during the COVID-19 crisis demands a lot from all of us. Therefore, the Executive Board of the Erasmus University Rotterdam (EUR) has decided to repeatedly conduct employee surveys as a follow-up to the Pulse Survey in April 2020. Based on the results of this Employee Well-Being Monitor, we want to provide additional support (if needed) to ensure the well-being of our employees.

After each measurement, an EUR-wide report similar to this rapport will be published. In addition, faculties and services receive a more extensive report, explaining the results of the Well-Being Monitor for their organizational unit specifically. This will, for example, indicate the state of the well-being of employees and which environmental factors may require extra attention. In addition, the report will highlight groups of employees who need specific measures. Results will only be reported on subgroups including more than 10 respondents in order to comply with the privacy guidelines of the EUR. Based on the results, interventions and additional measures can be proposed and implemented.

This study was carried out in collaboration between Human Resources and the scientists of Erasmus University Rotterdam. Scientifically validated questionnaires were used for all constructs in the Employee Well-Being Monitor. The research has been approved by the ethical committee (ESSB) and the Privacy Office of the EUR. The following EUR employees contributed to the report:

- Roos Schelvis, Senior HR Advisor Healthy and Safe Work: *overseeing the general process, responsible for the final product.*
- Sarina Verwijmeren, research assistant HR: *analyzing EUR-wide and department results and drafting the report.*
- Arnold Bakker, Professor Work and Organizational Psychology ESSB: *setting up the research design and providing feedback on the final report.*
- Jan Dul, Professor Technology and Human Factors RSM: *providing support Necessary Condition Analysis.*
- Henk van Rhee, PhD candidate RSM: *providing support Necessary Condition Analysis.*
- Lieke Skidmore Vencken, HR director: *setting up the research design and providing feedback on the final report.*
- Suzanne van der Pluijm, Head Business Operations ESE: *providing feedback on the final report.*

Topics of the Well-Being Monitor

To increase our understanding of the changing work environment during the COVID-19 pandemic, important questions are addressed in this report. For instance: "How do employees experience work during the COVID-19 crisis?", "What is the new work situation like?", "What is the state of well-being of employees?", "Are specific measures necessary for specific groups of employees?". We will provide an overview of the findings of the Well-Being Monitor of December 2020. Faculties and services with enough respondents (> 10) can find additional results specific to them at the end of the report.

In order to answer these questions, a model (*Figure p.4*) was formulated consisting of determinants, moderators and outcomes. This report highlights the main outcomes of the Well-Being Monitor of December 2020 in accordance with the model. First, **supporting environmental factors** (e.g., social support and self-efficacy) and **hindering environmental factors** (e.g., task interruptions and work pressure) are discussed. This is followed by results regarding **behavioral strategies** (e.g., job crafting). Finally, we report about the state of affairs with respect to **well-being indicators** (e.g., burnout complaints), **organizational outcomes** (e.g., job satisfaction), and **opinions** of staff members (e.g., grade for services EUR).

Well-Being Monitor Throughout 2020-2021

Due to the everchanging work environment and work experience during the COVID-19 pandemic, the Executive Board of the EUR has requested to monitor the state of affairs on multiple occasions. Therefore, the follow-up Well-Being Monitors can be expected in February, April, and June 2021. In the present report, results are compared to the findings of the Pulse Survey in April 2020. In the following reports, one will find results compared to the outcomes of earlier measurements of the Well-Being Monitor.

Sample and Response Rate

In December 2020, employees of the EUR (N = 3639) and guest employees of the EUR (N = 1595) were invited to share their experience regarding working during the COVID-19 pandemic. In total, 913 individuals participated in the Well-Being Monitor December 2020. Among these individuals are 841 employees (response rate of 23.1%) and 22 guest employees (response rate of 0.01%). Therefore, most of the results which are presented in this Well-Being Monitor report can be considered to mainly represent the employees of the EUR. Furthermore, the participants as a group (sample population) seem to be quite representative for the EUR-population (see table).

EUR Employee Population		Sample Employee Population	
Male	44%	Male	31%
Female	56%	Female	64%
International	21%	International	18%
Dutch	79%	Dutch	82%
Scientific staff	46%	Scientific staff	29%
Support staff	41%	Support staff	32%
PHD-students	13%	PHD-students	11%
Temporary	49%	Temporary	35%
Permanent	52%	Permanent	57%

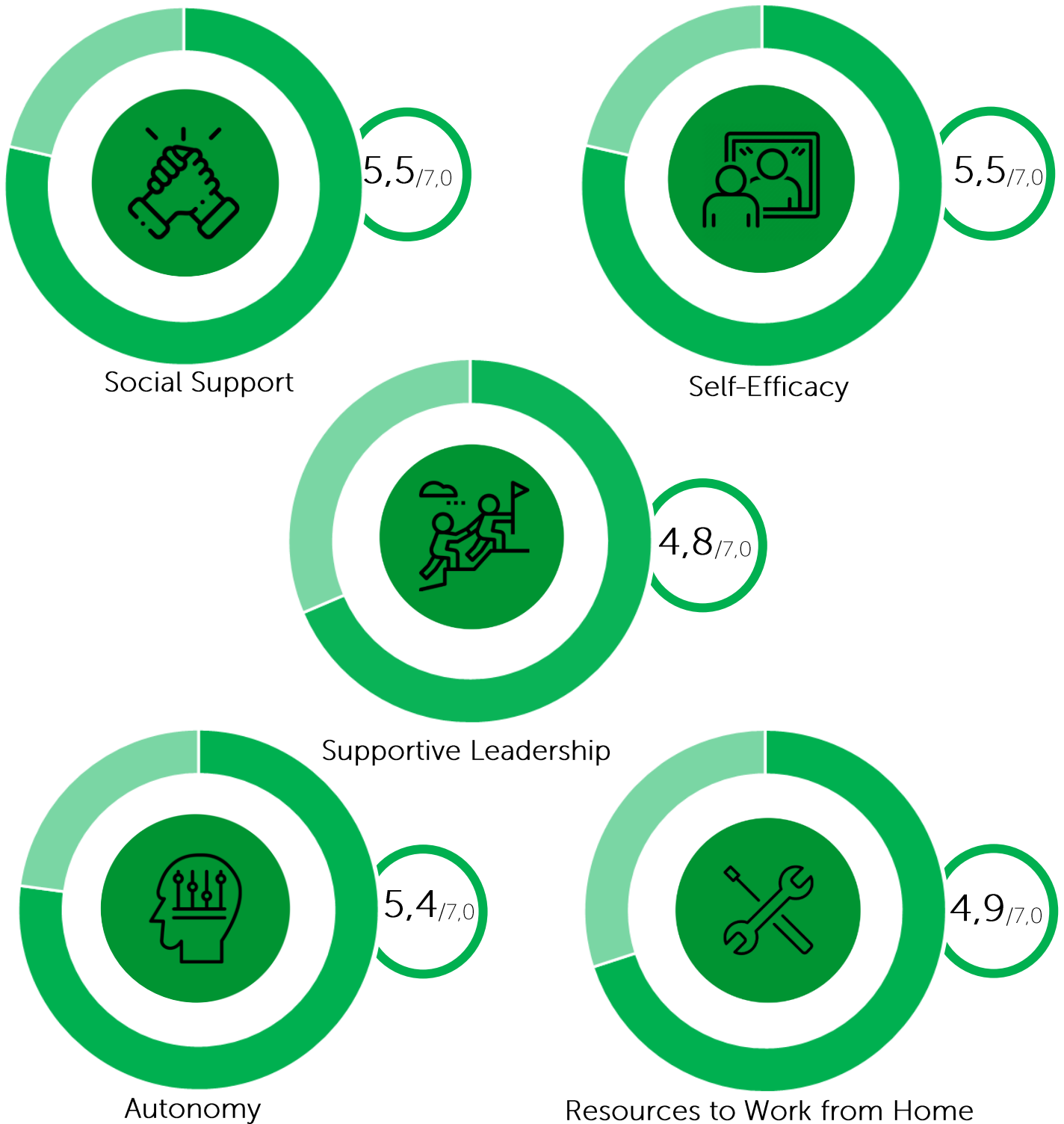
Analyses

Constructs have been assessed in the Well-Being Monitor through a self-report questionnaire. Participants were asked to rate items on a scale ranging from (1 = *strongly disagree* or *never*, 7 = *strongly agree* or *always*). To interpret the EUR wide results of the Well-Being Monitor, EUR wide average scores were calculated. These average scores can be interpreted by looking at the color coding:

- Satisfactory score (average score between 4.5-7.0 for desirable factors, 1.0-3.4 for undesirable factors, and between 7.0-10 for grades)
- Possible point of attention (average score between 3.5-4.4 and between 5.5-6.9 for grades)
- Point of attention (average score between 1.0-3.4, between 4.5-7.0 for undesirable factors, and between 1.0-5.4 for grades)

To find special needs for groups of employees, t-tests were performed. Cohen's D was used to estimate the effect size of differences between groups. A distinction has been made between large significant effects ($d > .20$, $p < .05$) and significant, but less prominent, effects ($d < .20$, $p < .05$). The report on subgroups of employees will not go into groups with less than 10 respondents to ensure the anonymity and privacy of employees. Finally, a Necessary Condition Analysis (NCA) was performed to formulate advice. NCA is a new approach and tool for identifying critical factors of an outcome: if the condition is not in place, the outcome will not occur. Based on these findings, advice will be put forward to provide additional support and measures where it is most beneficial.

Results Supporting Environmental Factors



Supporting environmental factors contribute to satisfactory work-related well-being. High average scores indicate that supporting environmental factors are sufficiently present for EUR employees. A **green** score (average score between 4.5 and 7.0) indicates that there were little to no issues on these topics at EUR-wide level in December 2020. An **orange** (average score between 3.5 and 4.4) or **red** color (average score between 1.0 and 3.4) signifies that the topic is a (possible) point of attention.

Social Support

Social support is the experience of being supported by colleagues, regarding work. Results indicate that, on average, EUR employees score **high** on social support from colleagues. Employees report that they can contact colleagues for *help when needed*, can *count on colleagues* when they face difficulties, and felt *appreciated* by their colleagues. Subgroup analyses showed that the **international employees** may need to be facilitated to this regard, as they scored significantly lower on social support.

Supportive Leadership

On average, supportive behavior of supervisors is rated as being **moderate** to **high**. It was reported by employees that, on average, *supervisors were present when needed* and that supervisors *acted in a way which built respect*. **Employees with a tenure between 6 and 20 years** score significantly lower on this construct and may therefore benefit from interventions to increase supportive leadership.

Self-Efficacy

Self-efficacy is the belief that one is able to deal with unforeseen or challenging situations. On average, employees of the EUR have **high** self-efficacy: employees reported that they felt confident that they could *deal with unexpected events* and *find solutions to problems* they encounter. The **international community**, **employees between the ages of 25 and 34**, **employees with a temporary contract**, **researchers/post doc**, **doctoral candidates**, and **those working from home in a shared work space** reported to experience significantly lower self-efficacy.

Autonomy

Autonomy at work is the ability to determine or change the way in which one executes one's work. Autonomy also encompasses the opportunity to participate in the decision making regarding the work. The results of the Well-Being Monitor show that employees of the EUR **often** experience autonomy during their work. On average, employees stated that they had *freedom in how they execute their work* and could *participate in decision-making processes* regarding their work. **Teachers** report to have significantly lower autonomy.

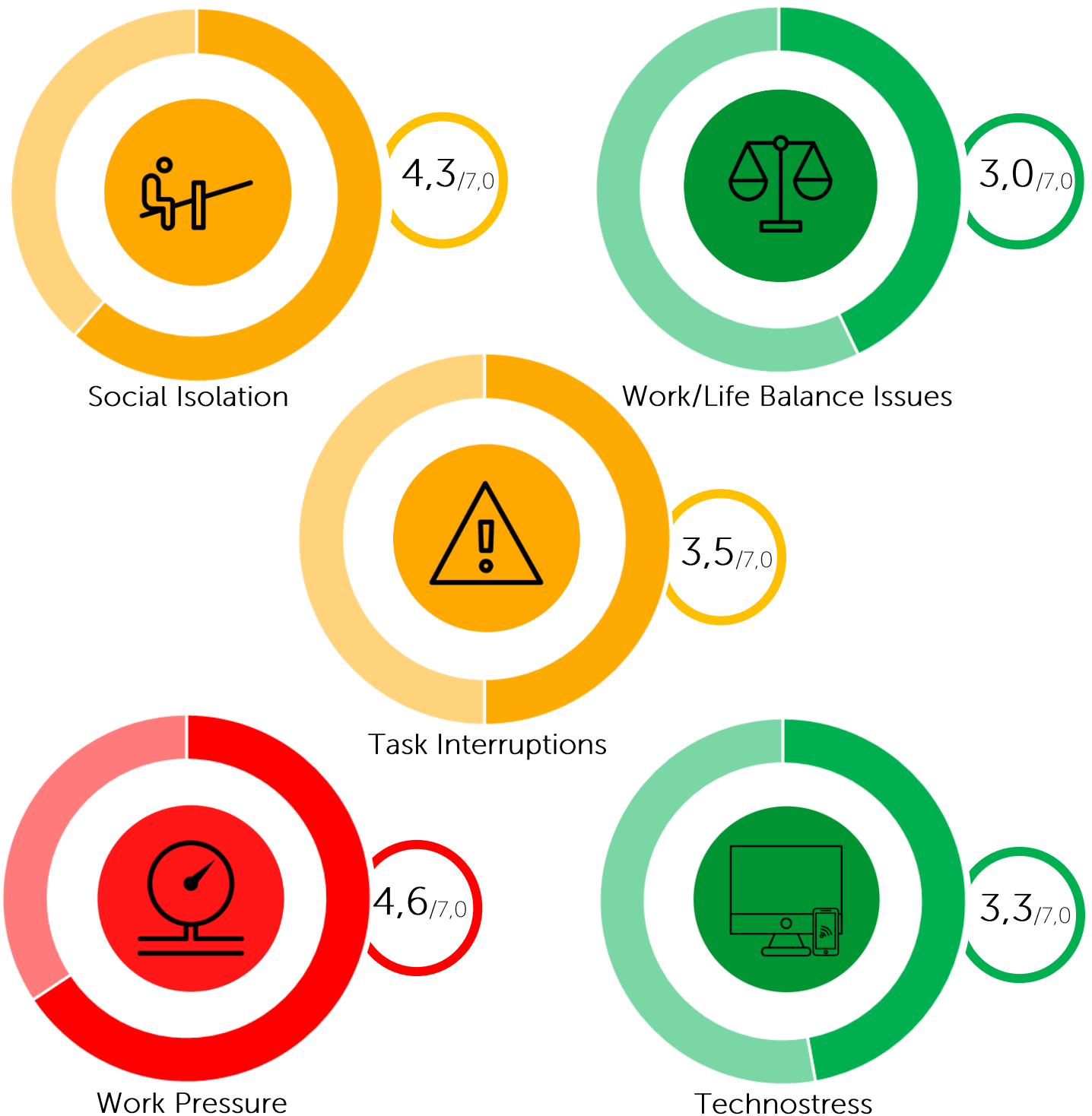
Resources to Work From Home

Specifically, the measurement concerned: access to databases and information, stable internet connection, resources for online meetings, decent chair/desk, daylight in the work environment, and access to a quiet work environment. On average, EUR employees have **high** access to resources to work from home. In further analyses, we found that the following resources were rated as being least sufficiently available: a *decent chair* to work on and a *decent desk* to work at. Results indicate that those **who work from home in a shared workspace** and **those who work from home whilst caring for (young) children** may require additional attention with respect to facilitation of resources to work from home.

Supportive Environmental Factors: Subgroup Analysis

Subgroup analysis has revealed that additional interventions and measures may be needed for certain groups of employees. The following groups of employees may benefit from increasing supportive environmental factors in general: the **international community**, **teachers**, and **employees who work from home whilst caring for (young) children**. These groups of employees score significantly lower on three or more of the supportive environmental factors.

Results Hindering Environmental Factors



Hindering environmental factors contribute negatively to work related well-being. Low average scores indicate that hindering environmental factors are not overly present for EUR employees. A **green** score (average score between 1.0 and 3.4) indicates that there were little to no issues with the constructs on an EUR-wide level at the time of measurement. An **orange** (an average score between 3.5 and 4.4) or **red** color (an average score between 4.5 and 7.0) signifies that the construct was a (possible) point of attention.

Social Isolation

Over the past two months, employees of the EUR felt **moderately** isolated from colleagues. Employees especially report to *lack companionship of colleagues*, but did feel like there were *colleagues to turn to* when needed. Subgroup analysis showed that **employees between the ages of 25 and 34, employees with a temporary contract, assistant professors, doctoral candidates, and those who work from home in a shared workspace** reported significantly higher social isolation. These groups of employees may especially benefit from interventions to decrease an experience of social isolation.

Task Interruptions

Task interruptions were defined as distractions from work. Results indicate that employees of the EUR have **low** to **moderate** issues with tasks interruptions during work. The most prominent issue regarding task interruptions concerns a *lack of an undisturbed work environment*. Especially international employees, those between the ages of 25 and 34, employees with care obligations, employees with a Western migration background, doctoral candidates, employees who work in a shared workspace, and employees who work from home whilst caring for (young) children experience significantly more task interruptions.

Work/Life Balance

Results show that EUR employees **rarely** deal with issues surrounding one's overall work/life balance. On average, employees reported to have more issues of work interfering with one's private life (*average score is 3.5*) than one's private life interfering with one's work (*average score is 2.6*). The most prominent issue concerned *difficulties to fulfill domestic obligations due to constantly thinking about work*. Groups of employees who experience more issues regarding their work/life balance are: the international community, those between the ages of 35 and 44, employees with care obligations, employees with a Western migration background, employees who currently teach online classes, assistant professors, and employees who work from home whilst caring for (young) children.

Work Pressure

Results indicate that EUR employees have **often** experienced work pressure over the past two months. Employees reported to *feel pressure to work quickly and hard*. Moreover, it was reported that employees feel like *there is not enough time to finish tasks and that additional effort is needed to finish tasks in time*. Work pressure was reported to be especially high for employees between the ages of 35 and 44, employees with care obligations, employees with a permanent contract, employees who currently teach online classes, assistant professors, and managers (for 1 to 5 individuals).

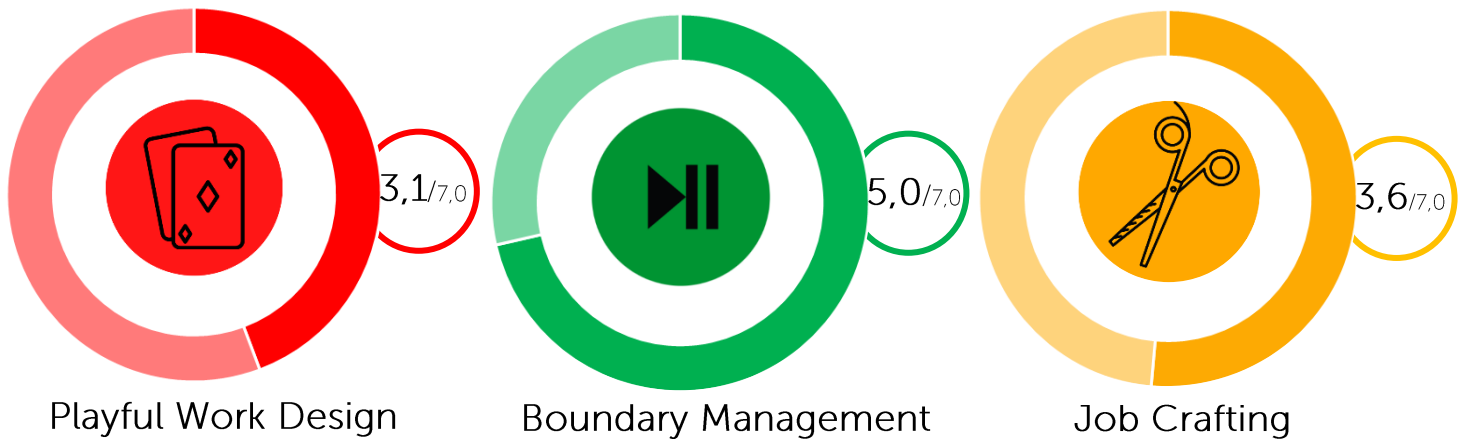
Technostress

Technostress refers to one's experience with working with (new) technology (e.g., judging technology as complex and interfering with normal routines). Specifically, employees were asked to keep in mind the communication technology, which is used to meet/communicate/teach online. On average, EUR employees score experience **low** technostress. Employees reported that *they had to work in a different way than they normally do*, but *did not think that the technology was too complex to understand*. Those who currently teach online classes, professors, and teachers experience significantly more technostress.

Hindering Environmental Factors: Subgroup Analysis

Additional measures and or interventions may be needed for certain subgroups of employees. Subgroup analysis revealed that the international community, employees between the ages of 25 and 44, employees with care obligations, employees who work 38-40 hours per week, employees who currently teach online, assistant professors, teachers, employees who work from home in a shared work space, and employees who work from home with care obligations score significantly higher on three or more hindering environmental factors.

Results Proactive Behavioral Strategies



A high average score on Playful Work Design, Boundary Management, and Job Crafting suggests that EUR employees frequently use proactive behavioral strategies. These strategies are self-initiated cognitive-behavioral work orientations and allow employees to shape their own work experience. A **green** score (average score between 4.5 and 7.0) indicates these strategies are sufficiently present, on average, at EUR-wide level in December 2020. An **orange** (average score between 3.5 and 4.4) or **red** color (average score between 1.0 and 3.4) signifies that the topic is a (possible) point of attention.

Playful Work Design

Playful work design is a proactive behavioral strategy, which is oriented towards tackling tasks in a playful way. This can either be done through designing fun (e.g., using humor or fantasy) or through designing competition (e.g., trying to beat your best performance or setting time records whilst performing tasks). The results indicate that, on average, employees of the EUR **rarely** use playful work design. Employees did report to *challenge themselves to do better, even when it is not expected*. The Dutch community and employees with no migration background scored significantly lower on playful work design.

Boundary Management

Boundary management refers to the preference of individuals to keep one's work and private life separate. The results show that, on average, employees have a **high** preference for keeping their work and private life separate. Employees reported to have a preference to *not think about work during their private life, to keep work and private life separate, and to don't think about work after completing daily tasks*. The Dutch community, male employees, and employees above the age of 55 have a significantly lower score on boundary management.

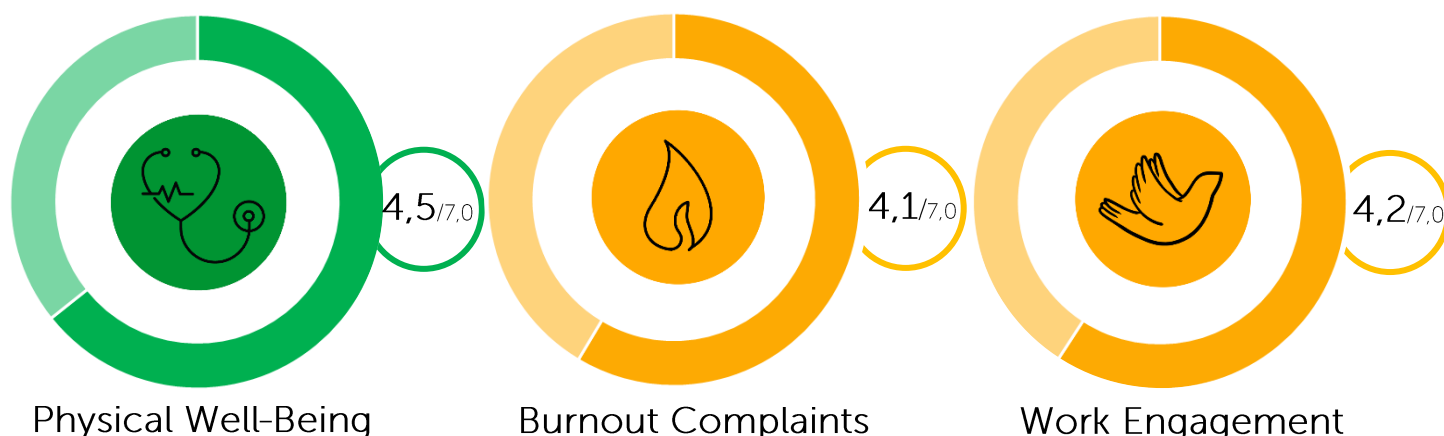
Job Crafting

Job crafting refers to the proactive behavioral orientation which allows one to deal well with hindering environmental factors and mobilize supporting environmental factors. EUR wide results show that employees of the EUR **rarely** to **regularly** use job crafting. Employees did report to *try and learn new things during work and to look for ways to make work more efficient*. The Dutch community, those between the ages of 55 and 64, and employees with no migration background scored significantly lower on job crafting.

Behavioral Strategies: Subgroup Analysis

Subgroup analysis showed that the Dutch community, employees above the age of 45, employees with no migration background, employees with a permanent contract, employees with a tenure above 6 years, and employees who work on location at the EUR score significantly lower on two or more behavioral strategies.

Results Well-Being Indicators



A high score on physical well-being and work engagement indicates that, on average, physical well-being of employees of the EUR is satisfactory. For physical well-being and work engagement, a **green** score (average score between 4.5 and 7.0) indicates these factors are sufficiently present, on average, at EUR-wide level in December 2020. An **orange** (average score between 3.5 and 4.4) or **red** color (average score between 1.0 and 3.4) signifies that the topic is a (possible) point of attention.

A high average score on burnout complaints indicates that improvements need to be made with regard to the well-being of employees of the EUR. For burnout complaints, a **green** score (average score between 1.0 and 3.4) indicates that there were little to no issues with the constructs on an EUR-wide level at the time of measurement. An **orange** (an average score between 3.5 and 4.4) or **red** color (an average score between 4.5 and 7.0) signifies that the construct was a (possible) point of attention.

Physical Well-Being

In this Well-Being Monitor we have defined physical well-being as one's experience of being in a good physical condition, healthwise. EUR-wide, employees report to have felt in physically good health **regularly** to **often**. Employees with care obligations reported to experience good physical health significantly less often than other subgroups of employees.

Burnout Complaints

It is important to note that burnout complaints are an indication of burnout, but not a clinical diagnosis of burnout. Burnout complaints can be considered a work related health risk. Results indicate that there were **moderate** burnout complaints the past two months at an EUR wide level. Employees reported to *feel tired before starting the workday*, to *need more time in order to relax after work*, and to *feel emotionally drained*. Employees between the ages of 25 and 34, employees with a temporary contract, and employees who currently teach online classes score significantly higher on burnout complaints, and may therefore benefit from targeted interventions.

Work Engagement

We have defined work engagement as a positive, fulfilling, work-related state of mind. Work engagement is characterized by high levels of vigor, dedication, and absorption in a task. Results indicate that, on an EUR wide level, employees reported to experience engagement **regularly** during their work the past two months. Specifically, employees reported to be *enthusiastic about their work* and to *feel immersed in their work*.

Well-Being Indicators: Subgroup Analysis

Subgroup analysis showed that there are multiple groups who score significantly worse on two or more well-being indicators, and may therefore require additional attention. These groups concern: employees with a temporary contract, assistant professors, teachers, employees who work from home in a shared work space, and employees who work from home whilst caring for (young) children.

Results Work Related Outcomes



A high score on job satisfaction, organizational commitment and task performance indicates that, on average, self-rated work-related attitudes and performance employees of the EUR is satisfactory. Please note that task performance was measured through self-report items. A **green** score (average score between 4.5 and 7.0) indicates these factors are sufficiently present, on average, at EUR-wide level in December 2020. An **orange** (average score between 3.5 and 4.4) or **red** color (average score between 1.0 and 3.4) signifies that the topic is a (possible) point of attention.

Job Satisfaction

This indicates that employees of the EUR were **moderately** to **highly** satisfied with their current job. Employees reported to *feel enthusiastic about their job and enjoy their job*. The **international community** scores significantly lower on job satisfaction.

Organizational Commitment

Results indicated that employees of the EUR show **moderate** to **high** commitment to the EUR as an employer. Employees reported to *feel like a member of the EUR family, would like to work for the EUR for a long time, and have a sense of belonging at the EUR*. The **international community** score significantly lower on organizational commitment.

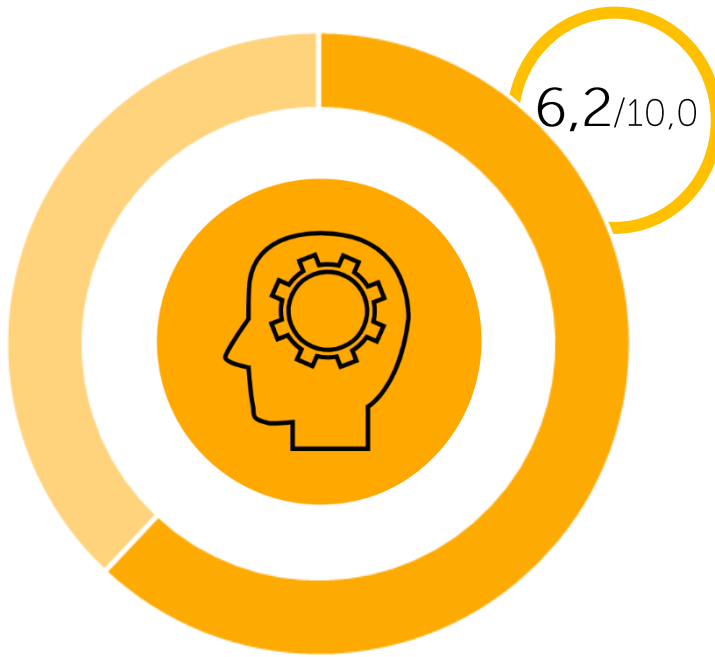
Task Performance

Task performance was measured through self-reported data, meaning that employees rated their own performance through indicating the extent to which they agreed with statement. The results indicate that employees rate their own performance as being **high**. On average employees *felt like they fulfilled the responsibilities in their job description, performed tasks as expected, and met the formal performance requirements*. **Doctoral candidates** rated their own performance as being significantly lower.

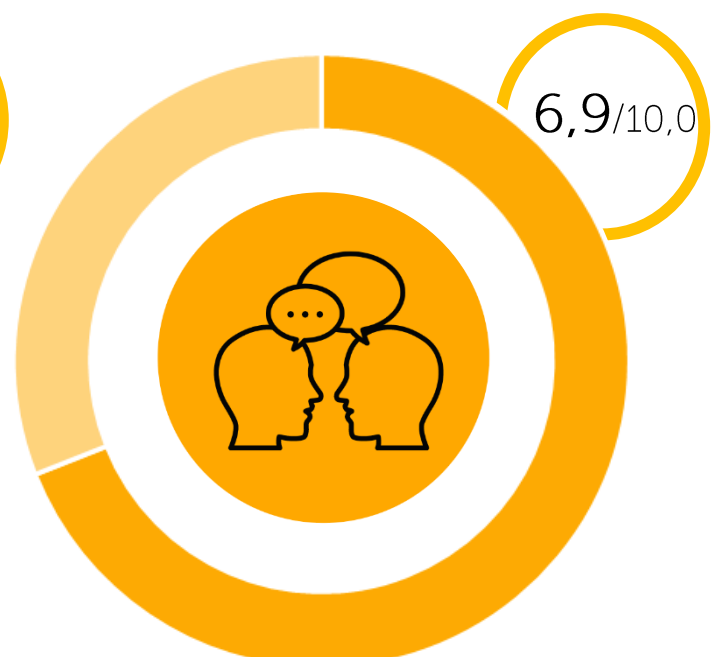
Work Related Outcomes: Subgroup Analysis

Subgroup analysis showed that some subgroups of employees need further support to boost their organizational outcomes. Subgroups of employees who score lower on two or more organizational outcomes are: the **international community**, employees between the ages of 25 and 34, employees who work 38-40 hours per week, employees with a temporary contract, assistant professors, researchers/postdocs, doctoral candidates, employees who work from home in a shared work space, and employees who work from home whilst caring for (young) children. Please note that these groups are not underperforming, rather their work experience is suboptimal. Therefore, these groups may need additional facilitation and specialized interventions.

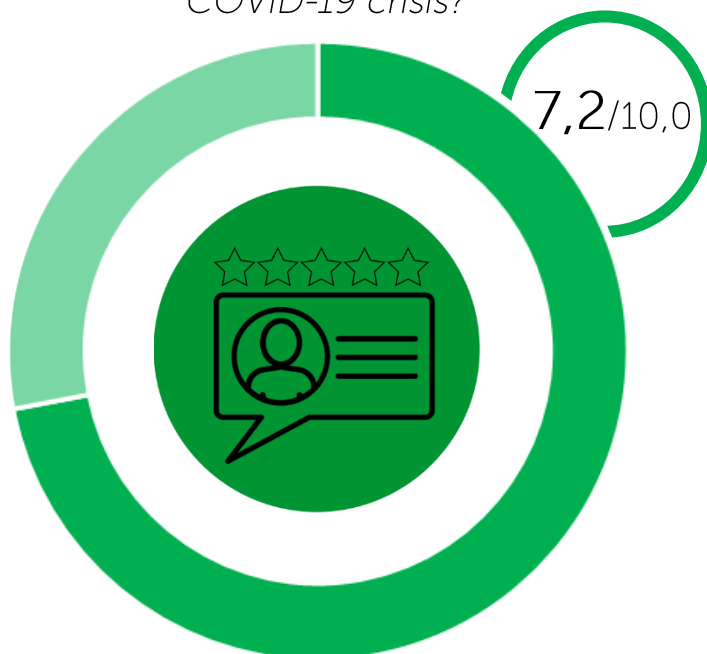
Results EUR-Wide Opinion on Work and Organization



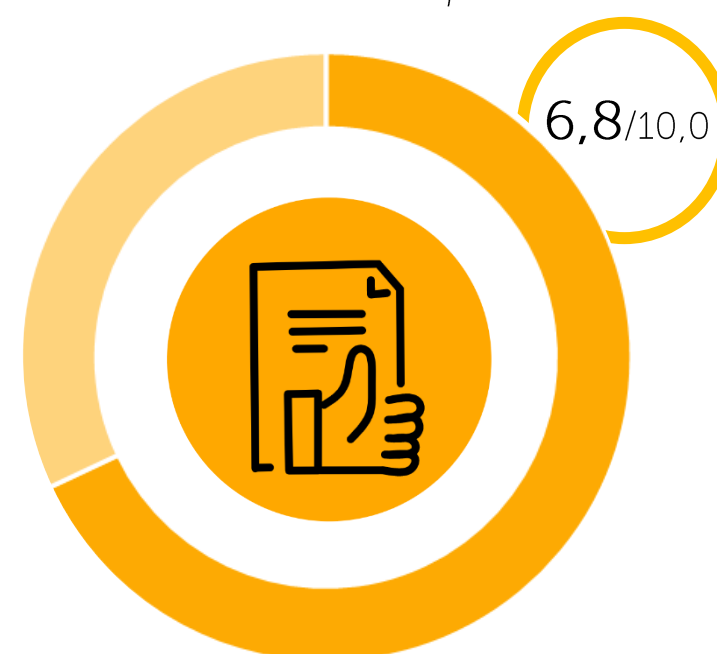
What do you think of the services provided by the EUR during the COVID-19 crisis?



To what extent are you satisfied with EUR's communication regarding the COVID-19 virus in the past two



To what extent would you recommend the EUR as an employer to others?



What grade do you give to the way in which have been able to do your work over the past two months?

A **green** score (average score between 7.0 and 10.0) indicates EUR employees rate a factor as being sufficiently present. An **orange** (average score between 5.5 to 6.9) or **red** color (average score between 1.0 and 5.4) signifies that the topic is a (possible) point of attention.

Results EUR-Wide Response Open Questions

Do you have any additions to how you experience working during the COVID-19 pandemic? (N = 453)

A word cloud of employee responses to the question 'Do you have any additions to how you experience working during the COVID-19 pandemic?'. The words are arranged in a light green oval. The most prominent words are 'Hard to stay motivated', 'Poor resources to work from home', 'Hard to concentrate', 'Hard to reach colleagues', and 'Working overtime'. Other visible words include 'Good support EUR', 'Monotony', 'Less focus on research', 'Financial cuts are stressful', 'More productive', 'Isolation', 'Less contact supervisor', 'Work pressure', 'Online teaching is stressful', 'Being available 24/7', 'Less quality social connections', 'Physical complaints', and 'Work/life balance issues'.

Hard to stay motivated
Good support EUR Too many students
Monotony Less focus on research Financial cuts are stressful
Poor resources to work from home
More productive **Hard to concentrate**
"I'm doing well" Less breaks Isolation Less contact supervisor
Work pressure **Hard to reach colleagues**
Online teaching is stressful **Being available 24/7**
Less quality social connections
Working overtime Physical complaints
Work/life balance issues

Note 1. Answers of all employees

Would you like to make any additions regarding the extent to which you feel connected to the EUR? (N = 304)

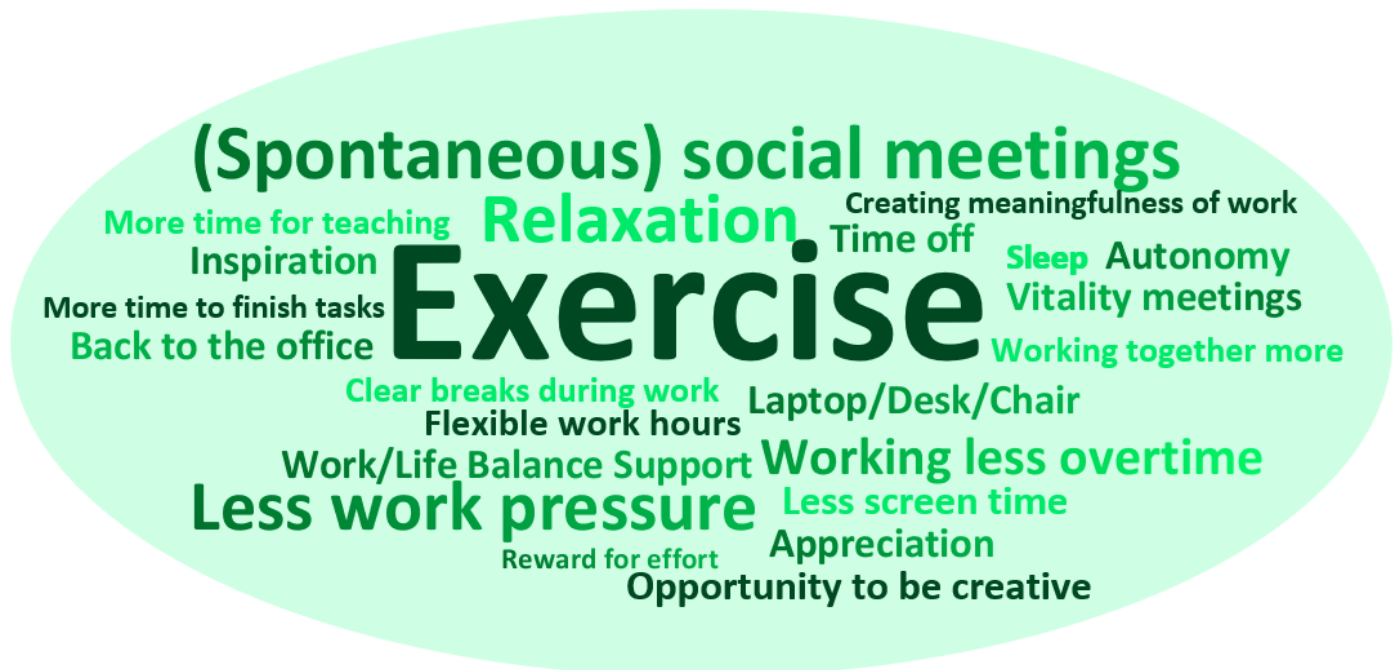
A word cloud of employee responses to the question 'Would you like to make any additions regarding the extent to which you feel connected to the EUR?'. The words are arranged in a light green oval. The most prominent words are 'Still feel connected to EUR', 'Feel less connected to EUR', 'Underappreciated', 'Good COVID-19 policy', 'Only feel connected to department', 'Good support by EUR', 'EUR offers opportunities', 'EUR emails are disappointing', 'Feels unpersonal', 'Should be a two-way street', 'Hard to feel connected as new employee', 'Social element is critical for connection EUR', and 'Proud to work at EUR'.

Underappreciated
Good COVID-19 policy Little gifts/initiatives are nice
Hard to feel connected at distance EUR communication is good
Still feel connected to EUR
Only feel connected to department
Good support by EUR EUR offers opportunities
Feel less connected to EUR
EUR emails are disappointing Feels unpersonal
Should be a two-way street Hard to feel connected as new employee
Social element is critical for connection EUR
Proud to work at EUR

Note 1. Answers of all employees

High Work Pressure Subgroup

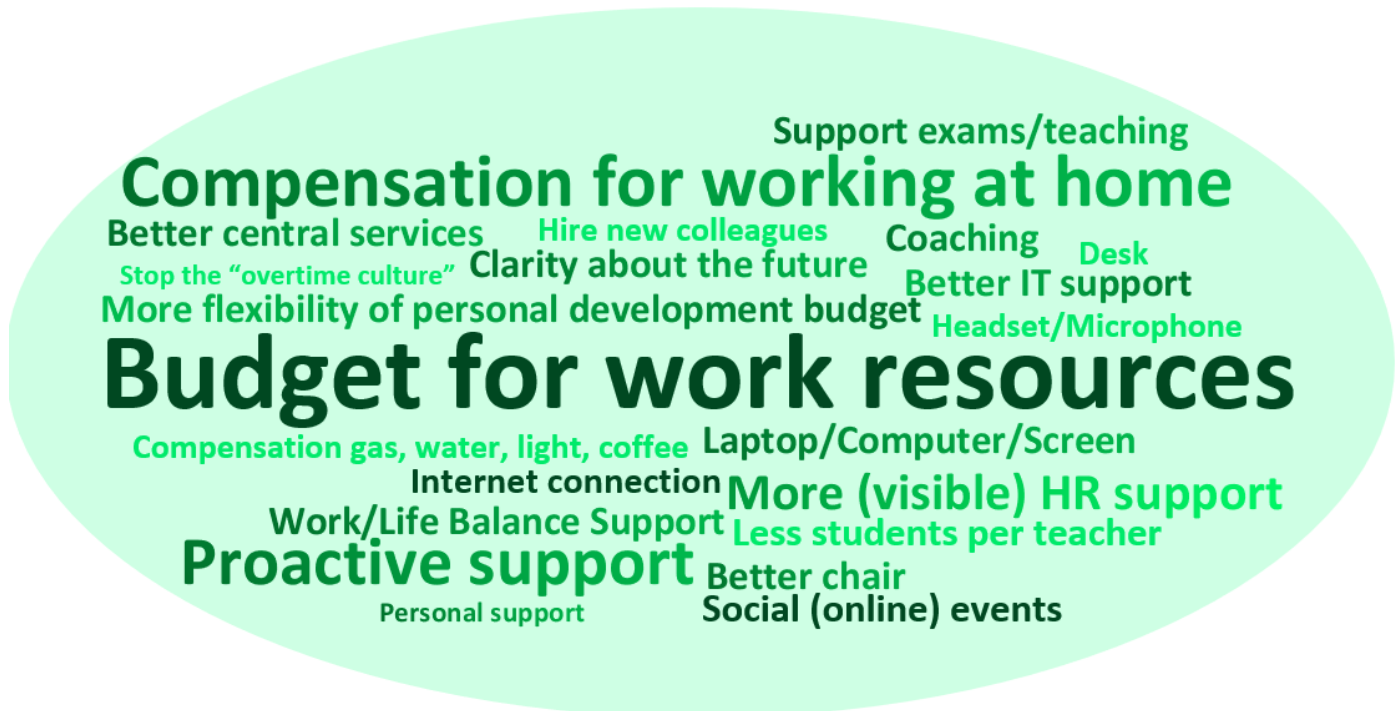
What do you need to stay physically and mentally healthy during work? (N = 312)



Note 1. Answers of those who have a high self-reported work pressure

High Work Pressure Subgroup

Do you need additional or new support/measures from the EUR? If so, which ones? (N = 174)



Note 1. Answers of those who have a high self-reported work pressure

Results Necessary Condition Analysis

How to Make an Impact?

The Necessary Condition Analysis (NCA) showed which environmental factors are essential to make a positive change with regard to the work-related outcomes and EUR-wide opinions. Necessary conditions can be considered 'need to haves': the presence of an environmental factor is necessary for either a high or a low score on an outcome variable. That means that it is not possible to have a high score on, for example, work engagement without having a sufficiently high score on autonomy. To provide insights into how to impact the (possible) points of attention, as identified in this report, further analysis was performed at item level.

CONDITIONS	Low work pressure	High work engagement	Low burnout complaints	High grade (HR) services EUR	High grade communication EUR	High grade support way of work EUR	TOTAL # necessary conditions
Social support	•	•	•			•	4
being able to ask for help	•	•	•			•	4
can count on colleagues	•	•					2
appreciation of colleagues	•	•	•				3
Supportive leadership	•	•	•			•	4
Autonomy		•	•	•	•	•	5
being able to decide for yourself how to carry out the work		•	•	•	•	•	5
Self-efficacy		•	•			•	3
dealing with unexpected situations		•	•			•	3
being able to think of solutions to problems			•				1
Resources to work from home		•		•		•	3
Home/Work interference	•	•					2
no interference at home by thinking about work	•						1
no interference at home through worrying about work	•		•				2
no interference at home by work schedule	•		•				2
no work disruption due to private obligations	•		•				2
no work disruption due to private matters	•		•				2
no work disruption due to thinking about private matters			•				1
No task interruptions		•	•				2
No technostress	•	•	•			•	4
not finding it too complex to work with this communication meeting technology			•				1
No social isolation			•				1

Targeting improvements in necessary conditions through interventions or additional measures may be especially fruitful and resourceful. More concretely, the NCA shows that it is *not possible* to achieve substantial improvements for the outcome factors without improving the environmental factors first. Without targeting abovementioned factors, one can only improve these work experiences to a limited extent.

Outcome factors such as burnout, work engagement and work pressure show a relatively large number of necessary conditions, indicating that eradicating these negative work experiences will take varying efforts in different directions. On the other hand, high scores on grades for (HR) services and communication EUR have fewer necessary conditions. Higher grades may already be achieved by providing employees with more autonomy and/or better resources to work from home.

Additionally, providing more autonomy, decreasing experiences of technostress, and increasing support from colleagues and supervisors can target multiple (possible) points of attention simultaneously. It may be worthwhile to set up initiatives to tackle issues surrounding these environmental factors, in anticipation of finding a combined effect on multiple outcome factors.

Results Working from Home During COVID-19

Preferences for Working at Home

EUR employees were asked to indicate what percentage of their appointment they would like to work from home. For policy purposes, answers of scientific staff (e.g., teachers, professors, PhD students) have been assessed separately to answers of professional services staff and managers.



The majority in both groups indicated to have a preference to work from home 50 to 74% of their total appointment. For scientific staff, 46% (N = 170) shared to have this preference, whilst for professional services staff and managers 50% (N = 273) indicated to have this preference. Furthermore, 23% (N = 125) of the professional services staff and managers indicated to have a preference to work from home 25 to 49% of their total appointment. For scientific staff, 26% (N= 96) shared the same preference. A smaller number of employees preferred to work from home for 75 to 100% of their appointment: for scientific staff 12% (N = 45), and for professional support staff and managers 13% (N = 73), of employees indicated this to be their preference. Finally, 13% (N = 71) of professional support staff and managers and 16% (N = 60) of scientific staff indicated to have a preference to work from home 0 to 24% of their appointment.

Pulse Survey April 2020 vs. Well-Being Monitor December 2020

Changes over Time

In April 2020 the first employee well-being survey related to working during the COVID-19 pandemic was taken. In the so-called Pulse Survey, work experiences of employees were measured using single item questions related to topics that were relevant during the first phase of the pandemic. The Employee Well-Being Monitor was developed to dive deeper into the work experience of employees through the use of scientifically validated scales. Although there are differences between the way the work experience of employees at the EUR were measured, looking into the differences in outcomes of the two well-being surveys may provide insight into the development of employee well-being at the EUR over time.

Since April 2020, the grades for crisis communication of the EUR and HR services have declined (0.8 and 1.4 grade points, respectively). Additionally, (very) sufficient ratings of contact with colleagues seem to have increased, whilst ratings of (very) sufficient contact with one's supervisor seem to have decreased. (Very) high levels of work pressure seem to have decreased, as well as symptoms of tiredness. Ratings of (very) high loneliness experiences and energy-based factors seem to have increased. **Nevertheless, these differences may be due to contrasts in way of measurement and operationalization of the factors.** Differences in scores can therefore not be definitively attributed to actual change. Therefore, the next report will provide more insight into results of February 2021 vs. December 2020. These results will be directly comparable, as the measurement method is the same.

Pulse Survey Soda (April 2020)		Employee Well-Being Monitor (December 2020)	
1.348 participants		913 participants	
Working from Home			
• % (very) good experience working from home	57%	• % (very) little home/work interference*	71%
• Is there something which makes working from home challenging? (%yes)	74%	• % (very) little technostress*	55%
• Can the EUR help? (%yes)	41%	• % (very) sufficient resources to work from home*	66%
		• % (very) little task interruptions*	54%
Crisis Communication			
• Grade Communication EUR (1-10)	7,7	• Grade Communication EUR (1-10)	6,9
Grade (HR) Services			
• Grade HR Services (1-10)	7,6	• Grade HR Services (1-10)	6,2
Experience Contact Colleagues and Supervisor			
• % (very) sufficient contact colleagues	76%	• % (very) sufficient social support from colleagues*	82%
• % (very) sufficient contact team/department	73%		
• % (very) sufficient contact supervisor	71%	• % (very) sufficient supportive leadership*	67%
Work Related Well-Being			
% experience (very) applicable:		% experience (very) applicable:	
• Work Pressure	61%	• Work Pressure*	55%
• Tiredness	56%	• Burnout Complaints*	42%
• Loneliness	29%	• Social Isolation*	48%
• Energy	28%	• Work engagement*	43%

* indicates that a similar concept was measured, but through a different set of items and a different specific operationalization.

In the light of the results of employee well-being over time, it may be advisable to especially focus on environmental factors such as work pressure and social isolation. Additionally, EUR employees may benefit from more supportive leadership by their supervisors. The decline in grades for communication and HR services provide a call for action with regard to the visibility of the initiated measures to support employees during the COVID-19 pandemic, as well as the realization of clear communication about crisis measures for the EUR as a whole.