

MOTIVATION MATTERS: WELLNESS IN THE
WORKPLACE

by

MARY LONHART

A THESIS

Presented to the Department of General Social Science
and the Robert D. Clark Honors College
in partial fulfillment of the requirements for the degree of
Bachelor of Arts

June 2020
An Abstract of the Thesis of

Mary Lonhart for the degree of Bachelor of Arts
in the Department of General Social Science to be taken June 2020

Title: Motivation Matters: Wellness in the Workplace

Approved: *Katlyn Zipay*
Primary Thesis Advisor

Wellness programs in the workplace seek to improve an employee’s financial, social, mental and physical health through various forms of activities in and outside of the office. The increasing implementation of company sponsored wellness programs in the workplace has resulted in a disconnect between company motivation, as understood largely through incentives, and their perceived motives by employees. By researching the relationship between employee’s emotional response to company-sponsored wellness programs and employee engagement and commitment to their organization, I propose that company perceived motives may play an impactful role in employee outcomes. Specifically, I argue that, through wellness programs, organizations have the potential to influence employee engagement if promoted effectively and perceived well. The objective of this research is to gain an understanding on how perceptions of an organization’s motive for launching a wellness program influence employee’s emotion and, ultimately, their engagement at work. Utilizing a vignette study—and preliminarily investigated in a real organization—I theorize and test this idea. Results suggest that employees’ emotions are not systematically affected by my proposed organizational motives (wellbeing-focused motive and financial-focused motive). Therefore, further research needs to be conducted to understand more precisely how employees react to their organization’s promotions of wellness programs. Still, my work sets a foundation for considering this perspective and illuminates important considerations for organizations and researchers alike. Based on my theorizing and results, organizations should be mindful of the influence their programs have on organizationally relevant outcomes—particularly employee engagement.

Acknowledgements

Kate Zipay

Without your guidance, support and expert knowledge I would have not been able to complete my thesis to its highest potential. Thank you for always pushing me to put my best foot forward and for maintaining high expectations. Your warmth and care towards me throughout this rigorous process have kept a smile on my face. Thank you endlessly!

Amy Steadman

Having one of my favorite women help me accomplish such a new and intimidating project was one of the best gifts to receive. Your continued help, open communication and flexibility made everything feel so seamless. I cannot tell you how much I appreciate everything you have done for me over the years. Your kindness and love have made such an impact on my life. I'm forever grateful!

ABD Wellness Program Team

Thank you to the ABD Wellness Program for being the foundation of my project! Your constant open communication and willingness to work with me made this project succeed. The ABD Wellness Program is an amazing example of balance within the workplace. I greatly appreciate the opportunity to work with you all and the support you have given me.

My parents

The honors college was a daunting challenge to accept when I decided to go to the University of Oregon. You both have never doubted my capabilities as a student, even though I may have made that difficult at times. Thank you for your unwavering support, endless love and continuous kindness throughout my academic career. I could not have done any of this without you both by my side. I'm filled with gratitude to have you both in my corner. I love you!

Zac Sippel

Thank you for always cheering me on, listening to me complain and constantly reminding me how proud you are of me. I could not have done this without you. I absolutely love you.

Table of Contents

Introduction	1
Literature Review	4
Hypotheses + Grounding	7
Methods	13
Measures	15
Results	16
Discussion	17
Conclusion	20
Figure 1: Conceptual Model	21
Table 1: Descriptive Statistics and Correlations	21
Appendix A: Survey Key Mturk Study	22
Appendix B: ABD Field Study	42
I. Email to participants	44
Appendix C: Survey Key ABD Time 1	45
Appendix D: Survey Key ABD Time 2	56
Bibliography	69

Introduction

“Healthy employees are your best defense against rising health care costs. A successful wellness program can make a big impact on your bottom line” – Leaders of ABD Insurance and Financial Services (Culture of Wellness, 2016). In today’s corporate world, more and more companies are implementing wellness programs into the workplace in different ways because it gives them a competitive advantage against companies when recruiting new employees (Hermis, 2002). These programs may strive to create a sense of culture and community to further their success as a company.

I propose that employees will perceive organizations’ motivations for the wellness program as driven by a desire to enhance employee eudemonic wellbeing – defined as an individual’s fulfilling happiness and a desire to enhance employee financial wellbeing – defined as a person’s or entity’s sense of security in reference to their monetary affairs, such as savings, income, expenses, or debt (Wissing, Vella-Brodrick, Freire, Brdar & Delle Fave, 2010; Joo, 2008). This element of wellbeing may be important to the overall health of any employee and also play a significant role in wellness programs. Companies often host wellness programs to not only show interest in their employees physical, mental and financial health, but to also invest in their own financial health as a company (Hermis, 2002).

Research shows that employees in these companies tend to feel a stronger connection and sense of belonging to their organization through its wellness program (Hermis, 2002). As a result of these trends, companies may find it more advantageous to implement wellness programs into their work environment to better their employee

relations. Providing a sense of community and family within the corporate office may be one of the driving motivators for implementation of wellness programs.

While wellness programs differ across companies, it is likely that they all strive to utilize the best tools, incentives, and tactics to ensure positive outcomes. Trends suggest that among larger companies in the U.S, nearly half of them are hosting wellness programs and around 40% of their employees participate in them, which suggests that roughly 75% of employees are involved in a workplace wellness program (Hermis, 2002). With that large of a participation rate, the importance of the effectiveness of the tactics and incentives used in wellness programs could be seen as useful information to companies.

It has been shown that the unhealthy American lifestyle of employees increases health-care costs and workers' insurance (Hermis, 2013). Hosting these wellness programs may be a great and convenient tactic for companies to utilize because it may show their employees that they care about them holistically and get them motivated to invest in their health. This could also create a beneficial byproduct for companies because research shows that healthy employees do not use a lot of health care, which is covered by the company (Hermis, 2013). Therefore, there may be speculation from employees about a company's true purpose and motivation behind hosting a wellness program.

Additionally, a healthy lifestyle may be important to certain employees prior to a company-initiated wellness program. However, a company-led wellness program has the potential to add to an employee's external pressure to become fit and healthy. The benefits and consequences have not fully been assessed regarding company-led health

programs. However, when looking at the comparison of employees with high participation versus low participation, studies have found that employees with high participation have a significant improvement in exercise, smoking cessation and weight control (Mattke, 2013). Therefore, companies taking an interest in their employee's overall health may be an increasingly important aspect in today's corporate world.

The question then becomes how a company-led wellness program negatively or positively effects an employee's perception of their company. Health, fitness and eudemonic well-being may be important to people at varying levels and in different areas due to personal preference and necessary areas of focus. Integrating an employee's place of work with what is normally done in their free time may pose interesting issues.

Company-sponsored wellness programs allow for the possibility of an employee feeling obligated to participate or do certain activities in and outside of work that they usually wouldn't do. In this study, I examine how employees feel based on their perception of the organization's motivations for the wellness program. Specifically, I consider how perceptions of motivations for both wellbeing and financial benefits influence feelings of annoyance and interest. In addition, I consider how these emotional reactions ultimately impact employees' engagement at work and participation in the program.

The incentives and motives of wellness programs are a fast-growing issue because the majority of companies use financial incentives versus health-related incentives to encourage participation (Mattke, 2013). Using the knowledge that these incentives may be the main way a company sparks an employee's interest and

motivation to participate and perform well throughout the program, my research advances the understanding of these programs by gaining a better understanding of how employees view company-initiated wellness programs.

Literature Review

Wellness in the workplace have been fast growing in popularity since around the 1970's, when organizations such as the American Association of Fitness Directors in Business and Industry were founded to increase company sponsored wellness programs (Gebhardt, D. L., & Crump, C. E., 1990). This movement grabbed the attention of various organizations due to its claimed ability to decrease health care costs, change employee health status, increase productivity and improve behavior (Gebhardt, D. L., & Crump, C. E., 1990).

Upon implementation of the programs nationwide, organizations had their employees participate in events designed to better their mental, physical, financial and eudemonic well-being. Not shortly thereafter, researchers began evaluating the effect these programs had on these organizations, their leaders and their employees. They found that overall these wellness programs reduced health care costs, absenteeism and turnover while also increasing job performance and office morale (Gebhardt, D. L., & Crump, C. E., 1990).

While the initial uptake in wellness programs in organizations seemed to make a positive impact across the board, researchers found that the positive impact was only reaching about 40% of employees in any given organization (Gebhardt, D. L., & Crump, C. E., 1990). The low participation rates from employees may indicate that the

incentives and, therefore, the motivation to participate did not outweigh their desire to expend more time and energy dedicated to their workplace. Thus, wellness programs may have too limited of a positive impact on an organization to be considered useful and worthwhile.

Companies exert time and money to sponsor these wellness programs but may see little monetary reward. So far researchers have found little evidence of significant improvement or impacts on finances in the short term; however, they have found that wellness programs may be more financially beneficial when assessed over the long term due to the increase in the adoption of a healthy lifestyle (Aldana, S. G., Merrill, R. M., Price, K., Hardy, A., & Hager, R., 2005). Therefore, it may be difficult to draw any concrete conclusions about wellness programs due to their recent introduction into the corporate world. However, trends thus far may indicate that wellness programs will be mostly financially beneficial to whole organizations and physically beneficial to individual employees in the long run.

As wellness programs in the workplace have been integrated into more work spaces, research has indicated that the most successful programs with the highest participation, engagement and interest are ones that determine the program objectives and goals based on the needs, desires and motivation of their employees (Gebhardt, D. L., & Crump, C. E., 1990). Therefore, management may need to be more precise and tactical when outlining their motives for hosting a companywide wellness program. Employees' perception and response to company motives may provide the most useful insight as to what is provoking positive action and making the biggest impact.

In the workplace it may be unique to come across a task that doesn't have a process and a product, which are intrinsic and extrinsic motivation working sequentially (Amabile, T. M., 1993). A layer of motivation that has been in more recent research is that of perceived motives, which can tell researchers what extrinsic motivators the employees think the company is utilizing to increase their intrinsic motivation. Therefore, when assessing perceived motives, specifically in wellness programs in the workplace, an important aspect to account for are the employees who are motivationally orientated towards health and wellness and therefore complete the tasks that the program calls for on a daily basis, which skews the data collected.

In considering the different perceptions of motivation in the workplace, it may be very likely that employees who work for the same company might experience the company-sponsored wellness program very differently. Consequently, they might experience very different levels of job satisfaction because the motivating factors coincide with one person's motivational orientation more than their coworkers (Amabile, T. M., 1993). This is an important aspect of motivation for a company to consider when assessing participation, engagement and interest in reference to wellness programs in the workplace.

**Employees often
rely on fairness perceptions
to decide whether
management is trustworthy,**

non-biased, and will treat them as legitimate members of the organization. The objects of judgment typically studied by justice researchers are the outcomes, procedures, and interpersonal treatment received by the individual making the judgment, with a focus on how employees feel they are themselves being treated. Employees often rely on fairness perceptions to decide whether

management is trustworthy, non-biased, and will treat them as legitimate members of the organization. The objects of judgment typically studied by justice researchers are the outcomes, procedures, and interpersonal treatment received by the individual making the judgment, with a focus on how employees feel they are themselves being treated. Employees often

rely on fairness perceptions to decide whether management is trustworthy, non-biased, and will treat them as legitimate members of the organization. The objects of judgment typically studied by justice researchers are the outcomes, procedures, and interpersonal treatment received by the individual making the judgment, with a focus on how employees feel they are themselves being treated.

Furthermore, employees often judge an organization based on how fair, trustworthy and respectable management is, to indicate how they themselves are being treated (Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A., 2006). By hosting a wellness program, an organization's explicit presentation of its motivational tactics may be the highest priority because of the direct effect they have on an employee's emotional response. Thus, an employee's emotional response to the perceived motivational factors used in the wellness program could combat their negative perception of their organization or solidify it.

Along with assessing an employee's emotional response to perceived motivational factors within the Wellness Program, researchers also seek to understand the impact that these programs are having on employees and organizations as a whole. Researchers found that most organizations do see an improvement in physical and mental health by a small margin (Osilla, K. C., Van, K. B., Schnyer, C., Larkin, J. W., Eibner, C., & Mattke, S., 2012). However, due to the vast variety of program designs, incentives used, and participants, it is difficult to create an equivalent comparison to make any form of concrete statement. Hence, it may be common for companies to overemphasize certain statistics, while leaving others out to create a skewed version of their wellness program in order to attract new employees and more business.

Across most literature surrounding wellness programs in the workplace, it has been suggested that there needs to be more in-depth research and detailed studies done to create more concrete conclusions about the motivation behind these programs, impact of these programs and actual results of these programs. Thus, my research will add to

the compilation of studies and research done to answer more questions about wellness programs in the workplace.

Hypotheses + Grounding

The current study examines the influence of perceived organizational motives on employees' emotional responses to the Wellness Program and subsequent job engagement.

A company's foundational purpose is primarily to make money. However, once a company has a solid monetary foundation, it has the flexibility to expand, hire more employees, make more product, and implement employee financial benefit programs. Wellness Programs are one of the ways that organizations have sought to financially better their employees by decreasing their health care costs (Soeren Mattke, 2015). Utilizing a financial focus on Wellness Programs to strive for the financial betterment of an organization and its employees is flawed because it may create bottom-line mentality. Bottom-line mentality is defined as a way of thinking that is largely concerned with securing bottom-line outcomes at the cost of competing priorities (Greenbaum, Mawritz & Eissa, 2012). Employees who experience management with a strict financial mindset may feel like their well-being and common ethical practices cease to exist due to management's narrow focus, thus cultivating a bottom-line mentality.

Bottom-line mentality is detrimental not only to the relationship between management and its employees, but also to employee's perception of the organization. Bottom-line mentality leaves employees with a negative perception of management in their organization, which manifest into feelings of irritation, discontent, and resentment

(Quade, McLarty, & Bonner, 2019). Those feelings of overall annoyance may arise over time if an employee feels as though their overall well-being and happiness are not being prioritized by management.

1. Therefore, I propose that an organization's financial focus on Wellness Programs will be positively related to feelings of annoyance.

The main objective of organizations who sponsor Wellness Programs is to strive for the holistic betterment of their employees (Soeren Mattke, 2015). An organization's decision to host a eudemonic-focused Wellness Program may be perceived as though management cares about and is considerate of their employee's overall wellbeing. Eudemonic well-being is defined as a distinct form of happiness that is achieved through doing what a person believes is worth doing and what will optimize their sense of fulfillment (Ryan & Deci, 2001). Through sponsoring eudemonic-focused Wellness Programs, management might show employees that they value their performance and success in the office but also equally value their health and well-being as a person.

When employees feel cared for and considered in the workplace then they are more likely to complete activities or tasks, such as the Wellness Program, because they are led to believe in and value its outcome (Steers, 2004). Therefore, a eudemonic-focused Wellness Program allows employees to feel cared for and considered, which may encourage them to invest more time, energy and interest into the program. When interest continues to develop and increase for any given task, such as the Wellness Program, it encourages the development of engagement

(Renninger & Hidi, 2015). Therefore, sustained interest and motivation have a direct effect on the development of this meaningful engagement, which emphasizes the importance of attaining an employee's initial interest in the wellness program through a eudemonic focus (Renninger & Hidi, 2015).

2. Therefore, I propose that an organization's eudemonic well-being focus on Wellness Programs will be positively related to engagement through feelings of interest.

Financial well-being refers to a person's perceived ability to meet routine expenses, their amount of debt and savings, and overall satisfaction with their financial condition (Prawitz, Garman, Sorhaindo, O'Neill, Kim, & Drentea, 2006). Finances have a significant impact on employee behavior and motivation because it is a sign of success (Tang, Furnham & Davis, 2002). If money is highly motivational to people, and if they view it as a controlling factor in their life, then they may already have anxiety, stress, and irritation due to their current financial situation (Tang, Furnham & Davis, 2002). Therefore, integrating a Wellness Program that utilizes money as its motivator, attention grabber, and add incentive throughout the program would most likely lead to an increase in annoyance and irritation from employees.

Employee irritation and annoyance may create a negative work environment and manifest itself as a negative perception of management. Employee engagement is defined as an employee embracing their role and expressing their preferred self through work tasks (Saks & Gruman, 2014). Therefore, a lack of employee engagement is exemplified through an employee's withdrawal of themselves from

work roles, which can be a result of negative emotional experience(s) at work, such as being irritated and annoyed about finances by management (Saks & Gruman, 2014).

3. Therefore, I propose that an organization's financial focus on wellness programs will be negatively related to employee engagement through feelings of annoyance.

People are driven by many things, but some may argue that money is the strongest motivator in the workplace. It has been shown that incentives have a stronger effect and therefore warrant the best results when used in relation to non-work-related tasks (Grant & Sumanth, 2009). Additionally, financial-focused incentives have been shown to be very effective when the desired outcome is improving and maintaining high levels of performance through a continued interest in the workplace (Grant & Sumanth, 2009). Therefore, utilizing a financially focused and incentivized Wellness Program may warrant the highest level of employee interest.

Employee interest plays a critical role in engagement because there is growing evidence that interest leads to meaningful engagement, which is crucial to the success of a company sponsored Wellness Program (Renninger & Hidi, 2015). When interest is encouraged to develop and grow, engagement is most likely to be effectively cultivated (Renninger & Hidi, 2015). Therefore, through financially focused Wellness Programs organizations may spark an employee's interest with monetary incentives and motivation; however, cultivating a meaningful and

intentional Wellness Program for employees may increase their overall engagement in the long term.

4. Therefore, I propose that an organization's financial focus on Wellness Programs will be positively related to engagement through feelings of interest.

At the core of Wellness programs is motivation. Companies ask their employees to invest more time and energy into their place of work. Therefore, companies may find it necessary to provide their employees with a valid and useful incentive as to why they should participate in a program that exceeds their job requirements. Employee engagement is defined as an individual's conscious, emotional and behavioral response to a desired organizational outcome (Kimetal, 2012). Programs that see little participation and engagement are ones that provide no reward, motivation, or incentive for their employees (Steers, 2004). Employees that are not engaged in various aspects of their company and interested in what their company has to offer will play a fundamental role in the decrease in organizational effectiveness in the long term (Kimetal, 2012).

Interest is defined as the desire to know or learn more about something (Renninger & Hidi, 2015). Employee interest may be a strong driving force that encourages initial participation and long-term engagement in Wellness Programs. A Wellness Program with no company provided incentive or motivation does not contribute to the desire to learn more about it or increase the value of its contents of interest (Renninger & Hidi, 2015). The lack of initial interest in the content that the Wellness Program offers directly leads to a decrease in value of the program.

Therefore, the desire to engage with the content decreases rapidly because it has little to no value to an employee (Renninger & Hidi, 2015).

5. Therefore, I propose that organizations with no specific motivational focus on Wellness Programs will be negatively related to engagement through feelings of lack of interest.

Methods

Sample and procedure

In this study, I utilized a vignette to examine the relationship between perceived organizational motives for wellness programs and employees' emotional (i.e., interest and annoyance) reactions and outcomes. A vignette study is a method that presents participants with a realistic yet hypothetical scenario and then assesses participants' emotional and behavioral reactions. Vignette studies are effective at controlling the independent variable to effectively enhance internal validity (Aguinis & Bradley, 2014). In other words, this experimental design controls for external factors and allows for researchers to manipulate independent variables—thereby enhancing internal validity—while presenting a scenario that simulates a realistic experience—which enhances external validity (Aguinis & Bradley, 2014).

A vignette study design is a useful and insightful tool that, when administered correctly, can further researchers' knowledge about causal relationships. Given the focus of my study and desire to assess causality of perceived motives on emotional outcomes, a vignette study is an appropriate design choice (Aguinis, H., & Bradley, K.

J., 2014). The purpose of the study is to examine participants' perceptions of the organization's motives for launching the Wellness Program and the influence those perceptions have on employee outcomes. I recruited participants using Amazon's Mechanical Turk. I used Mechanical Turk to conduct my vignette study because it is an excellent resource that provides large, yet reliable samples of respondents at a low cost (Aguinis, H., & Bradley, K. J., 2014). Participants were required to be 18 years or older. I recruited 140 participants, and after filtering for non-responses, the final sample included 100 participants. Participants' age averaged 32.75 years ($SD = 8.72$). 24 percent of the participants were female.

This experiment was conducted online using Qualtrics survey platform.

First, participants were asked to assume they worked in an organization that was about to launch a wellness program. Specifically, they read: “You are an employee at ABC and with the new year beginning you are anticipating the launch of the renewed health Program, entitled Balance for 2020, that ABC hosts every year. ABC is an insurance company that provides insurance for large corporations across the nation. For over 10 years The ABC team has been participating in “The Health Program”, which is a yearlong health competition that has a range of prizes at the end of the calendar year for the employees that participate. In January, when the Wellness Program relaunches for the new year and you just received one of the four kickoff emails...”

Second, participants were randomly and evenly presented one of four emails:

1. Email with well-being focused motive.
2. Email with financial focused motive.
3. Email with both well-being and financial focused motive.
4. Email with no motive.

These emails are included in Appendix A. All four emails announced the kickoff of the Wellness Program and then included a section about their motives based on the condition. Each condition included responses from approximately 25 participants. Finally, after reading the presented email, participants answered a series of questions including questions about their emotional states as well as their engagement. Finally, participants completed demographic questions.

Measures

All measures used a seven-point Likert scale from 1= strongly disagree to 7= strongly agree.

Manipulation check. To confirm that the randomly assigned emails manipulating well-being motives and financial motives were effective at influence participants' perceptions, at the conclusion of the study, we asked participants how strongly they agree with two statements using the seven-point Likert scale: "my organizations motivation for the Wellness Program is primarily to help me with financial benefits and outcomes" and "my organizations motivation for the Wellness Program is primarily to help me with well-being and personal wellness outcomes".

Feelings of interest and annoyance. I measured the employee's emotions by utilizing the emotional scales created by Watson, Clark, L.A. & Tellegen (1988). This is a dependable and valid scale that assess global affect as well as discrete emotions, such as interest, that are common emotions employees experience in the workplace (Watson, Clark, L.A. & Tellegen, 1988). The three items used to assess feelings of interest include "interested", "alert", and "curious". The three items used to assess feelings of annoyance include "angry", "irritated", and "annoyed".

Engagement. I measured engagement by utilizing the Work Engagement and Service Climate Scales created by Salanova, Agut and Peiro (2005). Answers to these statements will create a more holistic understanding of the relationship between service climate and organizational engagement. Two samples of statement in the survey: "I would feel that I can continue working for very long periods of time" and "when I am working, I would forget everything else around me" (Salanova, Agut, & Peiro, 2005). (Steers & Porter, 2005).

Results

Upon collecting and compiling the data from MTurk, I utilized SPSS, a complex statistical data analysis software package, to evaluate the data through a series of calculating means, linear regressions and one-way ANOVA tests. These tests allowed me to quantify and interpret the data, which enabled me to draw logical and qualitative conclusions based on the numerical results.

I propose that an organization's financial focus on the Wellness Program will be positively related to feelings of annoyance. Through the financial-focused wellness program, annoyance emerged as not significant and not a predictor of engagement ($F(1,100) = .004, p = .949$), thereby not supporting my hypothesis.

I hypothesized that an organization's eudemonic well-being focus on the Wellness Programs will be positively related to engagement through feelings of interest. Through the eudemonia well-being focused wellness program, interest emerged as not significant and not a predictor of engagement ($p < .001, b = .0206$), thereby not supporting my hypothesis.

I hypothesized that an organization's financial focus on the Wellness Programs will be negatively related to engagement through feelings of annoyance. Through the financial focused wellness program, annoyance emerged as not significant and not a predictor of engagement ($p = .964, b = -.0002$), thereby not supporting my hypothesis.

I hypothesized that organization's financial focus on the Wellness Program will be positively related to engagement through feelings of interest. Through the financial

focused wellness program, interest emerged as not significant and not a predictor of engagement ($p < .001$, $b = .0267$), thereby not supporting my hypothesis.

I hypothesized that organizations with no specific motivational focus on the Wellness Programs will be negatively related to engagement through feelings of interest. Through no specific motivational focus on the Wellness Program, interest emerged as not significant and not a predictor of engagement ($p < .001$, $b = .685$), thereby not supporting my hypothesis.

After analyzing and interpreting the data in reference to each hypothesis, the data did not support my hypotheses. A few possibilities as to why the data collected did not support any of the hypotheses are that the sample size was too small, the range of emotions was too narrow, or there need to be more dependent variables, other than just engagement. The trends of the data are promising, however there were too many extraneous and limiting factors that might not have allowed for significant findings.

Discussion

This study is the start the conversation about studies surrounding wellness programs in the workplace. While previous studies, may have sought to understand what financial, health and wellness effects wellness programs are having on companies as a whole, this study takes a different approach by understanding how the external motivating factors that companies use to motivate and incentivize their employees are being perceived by the employee (Aldana, Merrill, Price, Hardy & Hager, 2005; Gebhardt & Crump, 1990; Mattke, Liu, Caloyeras, Huang, Van Busum, Khodyakov &

Shier, 2013). This study gives organizations insight into how they should approach messaging and advertising their motives for the program. Thus, they will be able to ensure that the program is received well by employees and ensure the best results possible from the program.

There are various practical implications that can be drawn from this study. These same ideas about perceived motivation are important to consider when utilizing external motivating factors, such as rewards or praise, to increase intrinsic motivation to complete any task.

In the future to create more useful data and to ensure stronger results, researchers should conduct a field study with a company who already has high participation rate in their current wellness program. It would be also advantageous to have direct contact and control over the content and frequency of the emails being sent to employee participants. In this study, I was unable to have direct control over the style, format and frequency of communication with the participants which made it difficult to ensure that the company motives were being portrayed with the same emphasis, reoccurrence and importance that I originally desired. Furthermore, in the emails to the employees participating in the study, there should be a clear, prominent and defined motivational incentive to ensure it cannot be missed and to evoke the strongest reaction and response from employees.

Additionally, to better the study in the future it should be conducted over a longer period to time, ideally a full calendar year, to fully assess how each motivational factor affected an employee's participation, engagement and interest in the long term.

This study only assesses an employee's immediate reaction to the companies perceived

motivating factors; however, it would be more useful to study the long-term effects in order to be able to make a claim regarding how perceived motivating factors effect engagement, participation and interest throughout the program. As an undergraduate student, I had a very strict timeline to adhere to in order to conduct and complete this study. Therefore, I was unable to conduct this study for longer than a month, which is a short time frame to be able to accurately measure the effects of perceived motivational factors on overall engagement and interest in a wellness program that takes place for an entire calendar year. Lastly, researchers might also want to consider how the same perceived motives affect a wider range of an employee's emotions, such as excitement, joy, contentment, sadness and anger. Then they would be able to better analyze how negative or positive emotions affect an employee's job satisfaction, organizational commitment, job involvement and overall mental health. I was only able to assess a few emotional responses due to the limited amount of time I had, the inexperience I had with SPSS, and the limited amount of questions or prompts I could include on my survey to maintain honest and accurate answers from participants.

This study did not warrant significant findings that indicate whether or not different perceived motivational factors influence an employee's initial participation, overall engagement, and motivation in a company-sponsored wellness program. Trends suggest that with a larger sample size, perceived motivational factors may affect an employee's interest and, therefore, overall engagement in the Wellness Program. If this same study were conducted over the duration of the whole wellness program, trends might be able to tell researchers not only which perceived motivational factors warrant the highest initial interest and engagement from employees, but, furthermore, which

perceived motivational factors warrant the highest sustained interest and engagement from employees in the longevity of the Wellness Program.

Conclusion

This study tested the way an employee perceived company motives for hosting a wellness program and how it affects their initial interest and engagement in the Wellness Program. Through a vignette study, these findings were not significant; however, trends indicate that with a few modifications to the study, researchers may find that perceived motives do have an effect on an employee's emotional response to the program. Therefore, this indicates how an employee will presumably interact with and participate in a company-sponsored wellness program. This study is important to businesses and organizations at large because of the increase in popularity and adoption of wellness programs. It is important to ensure that organizations are utilizing the best motives to warrant a positive response and impactful outcome from their employees. Wellness programs could have a large, positive impact on the corporate world's physical and financial health, using studies like this help them establish the fastest and most effective way to get there.

Figure 1: Conceptual Model:

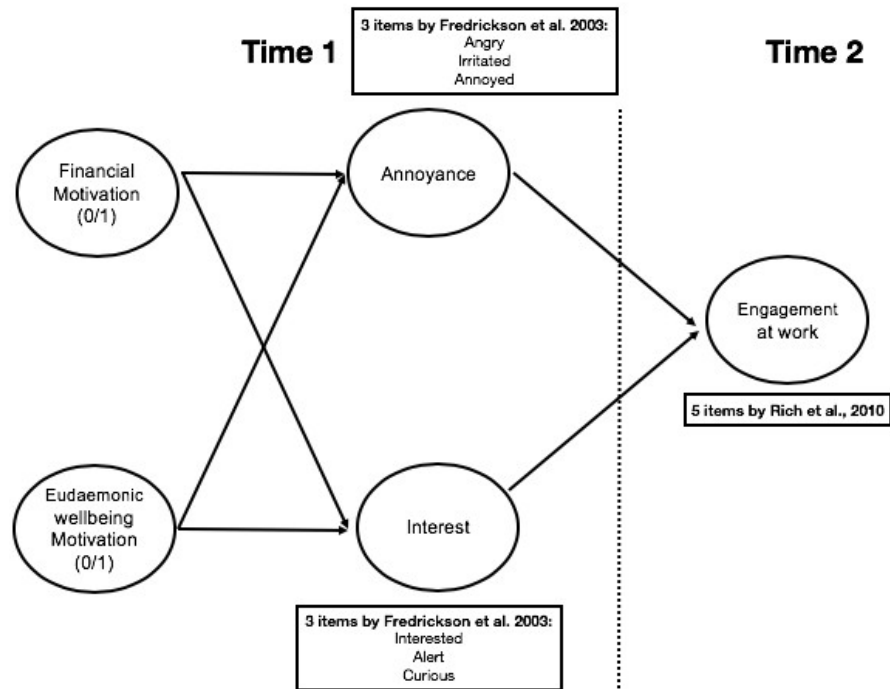


Table 1. Descriptive Statistics and Correlations – Mturk Study

TABLE 1. Descriptive Statistics and Correlations

	Mean	SD	1	2	3	4
1. Financial Motivation	.51	.50				
2. Eudemonic Motivation	.51	.50	-.011			
3. Annoyance	3.05	1.83	-.006	-.081		
4. Interest	5.43	1.00	.039	.030	-.113	
5. Engagement	5.07	.91	-.009	.058	.027	.685

Appendix A: Survey Key Mturk Study

MTURK-Motivation Matters: Wellness in the Workplace

Q1 Workplace Study with the University of Oregon

Welcome to the workplace study conducted by the Lundquist College of Business at the University of Oregon! Thank you again for your interest in this study—I appreciate your willingness to participate.

The purpose of this study is to better understand how people experience health programs in the workplace. I am interested in understanding employee attitudinal and behavioral reactions to companies' health-based programs. Your answers will help me begin to understand the effectiveness of these programs and how they influence your lives and your organizations.

The following are the requirements for participation in this study:

1. You must work full-time (at least 30 hours per week)
2. You must be 18 or older

If you have any questions about the study, please contact Mary Lonhart at mlohar2@uoregon.edu or Kate Zipay at kzipay@uoregon.edu.

Q49 You are being asked to participate in a research study. The box below highlights key information about this research for you to consider when making a decision whether or not to participate. Carefully consider this information and the more detailed information provided below the box. Please ask questions about any of the information you do not understand before you decide whether to participate.

Key Information for You to Consider Voluntary Consent. You are being asked to volunteer for a research study. It is up to you whether you choose to participate or not. There will be no penalty or loss of benefits to which you are otherwise entitled if you choose not to participate or discontinue participation.

Purpose. The purpose of this study is to better understand how people experience wellness programs in the workplace. I am interested in understanding employee attitudinal and behavioral reactions to companies' health-based programs. Your answers will help me begin to understand the effectiveness of these programs and how they influence your lives and your organizations.

Duration. It is expected that your participation will last 5 minutes for each survey.

Procedures and Activities. You will be asked to complete one survey over a period of several months.

Risks. The risks associated with your participation are no more than you would experience in your everyday life. There is a very small chance that during the course of transmission via the internet, your IP address may be identifiable by third parties (e.g., computer hackers). We do not ask for highly sensitive information.

Benefits. This study offers you an opportunity to reflect on your own experiences as a participant the wellness program. Although there are no tangible benefits for participating, the study will provide an important contribution to the organizational science literature and practice of management.

Alternatives. Participation is voluntary; alternatively, you can choose not to participate or skip questions you do not feel comfortable answering.

What happens if I agree to participate in this research? If you agree to be in this research, your participation will include filling out two online surveys (each 5 minutes long), separated by approximately 2 weeks each. The questions we will be asking concern your emotions, attitudes, and psychological experiences. A sample question could be how serene you have felt within the last month. You can skip any question that makes you uncomfortable or stop participating at any time.

What happens to the information collected for this research? Information collected for this research will be used to complete an honors thesis and potential future publication in an academic journal. Importantly, such publications will report only aggregate analysis and will not refer to specific individuals. The only identifying information (i.e., your name and email address) will be deleted after data collection and not be used in any published reports and conference presentations about this study. Under no circumstance, information collected for this research will be shared with people other than the researchers specified in this consent form.

How will my privacy and data confidentiality be protected? We will take measures to protect your privacy and the security of all your personal information, but we can never fully guarantee they will be protected. Measures we will take include:

- Your data will be kept confidential and to the extent permitted by the technology being used. All data will be kept secure on password-protected University of Oregon servers.
- Access to the records will be limited to the researchers; however, please note that regulatory agencies, and the Institutional Review Board and internal University of Oregon auditors may review the research records for research and/or funding compliance purpose.
- These records will be destroyed once the papers we write about this project will be accepted for publication. Individuals and organization that conduct or monitor this research may be permitted access to and inspect the research records. This may include access to your private information. These individuals and organizations include: The Institutional Review Board (IRB) that reviewed this research (see below).

What if I want to stop participating in this research? Taking part in this research study is your decision. Your participation in this study is voluntary. You do not have to take part in this study, but if you do, you can stop at any time. You have the right to choose not to answer specific questions or completely withdraw from continued participation at any point in this study without penalty or loss of benefits to which you are otherwise entitled. Your decision whether or not to participate will not affect your relationship with the researchers or the University of Oregon. Please note that there are no right or wrong answers and that your responses will be most useful to us if the survey is complete.

Who can answer my questions about this research? If you have questions, concerns, contact the principal investigator Mary Lonhart at 831-247-6998 or mlohar2@uoregon.edu. If you would like to reach the Primary Advisor, contact Kate Zipay at 541-346-0136 or kzipay@uoregon.edu. If you would like a copy of this consent script, please print one for your records. An Institutional Review Board (“IRB”) is overseeing this research. An IRB is a group of people who perform independent review of research studies to ensure the rights and welfare of participants are protected. UO Research Compliance Services is the office that supports the IRB. If you have questions about your rights or wish to speak with someone other than the research team, you may contact: Research Compliance Services 5237 University of Oregon Eugene, OR 97403-5237 (541) 346-2510

STATEMENT OF CONSENT

I have had the opportunity to read and consider the information in this form. I have asked any questions necessary to make a decision about my participation. I understand that I can ask additional questions throughout my participation. I understand that by signing below, I volunteer to participate in this research. I understand that I am not waiving any legal rights. I have been provided with a copy of this consent form. I understand that if my ability to consent or assent for myself changes, either I or my legal representative may be asked to re-consent prior to my continued participation in this study.

I consent to participating in this study [check box]

Q15 Below are the eligibility requirements for this study. Please check the box next to each of the requirements to confirm you are eligible to participate in this study. Please check the boxes next to each statement to confirm eligibility.

1. You must work full-time (at least 30 hours per week) [check box]

2. You must be 18 years or older. [check box]

Q17 Thank you again for your willingness to participate in my honors theses study. I am so appreciative of your engagement and support! Please answer as honestly as possible. Your responses will have significant impact on our findings and recommendations, so it is important that you are as honest as possible. Thanks again!

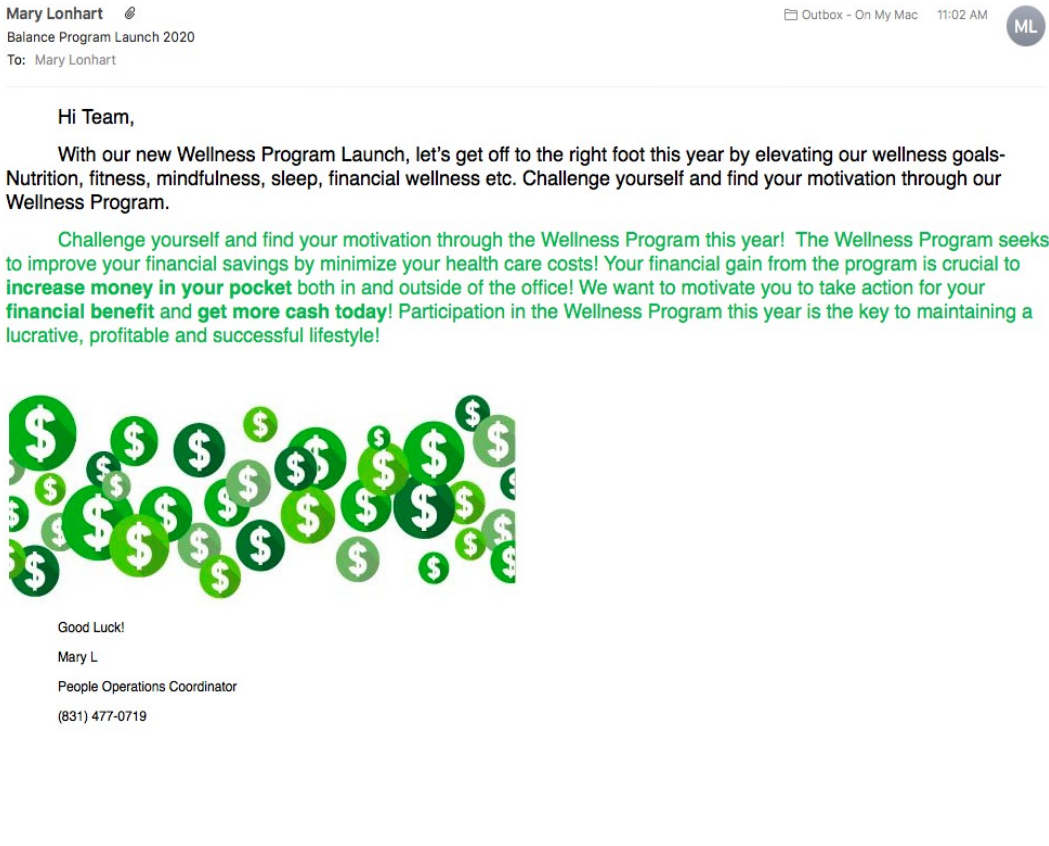
Q70 **Please read the following information very carefully.**

On the next page you will be given **information about communications from your hypothetical organization regarding a newly launched health program.**

Even though we are describing a hypothetical situation, we ask that you **treat it as realistically as possible** because we want to know how you interpret the information provided.

Specifically, **please pretend that you truly work at this organization** and that the communications you receive are real and meaningful to your experiences at this organization.

Q40 You are an employee at ABC and with the new year beginning you are anticipating the launch of the renewed health Program, entitled Balance for 2020, that ABC hosts every year. ABC is an insurance company that provides insurance for large corporations across the nation. For over 10 years The ABC team has been participating in “The Health Program”, which is a yearlong health competition that has a range of prizes at the end of the calendar year for the employees that participate. In January, when the Balance program relaunches for the new year and you just received one of the four kickoff emails that read:



☆ Mary Lonhart @
Balance Program Launch 2020
To: Mary Lonhart

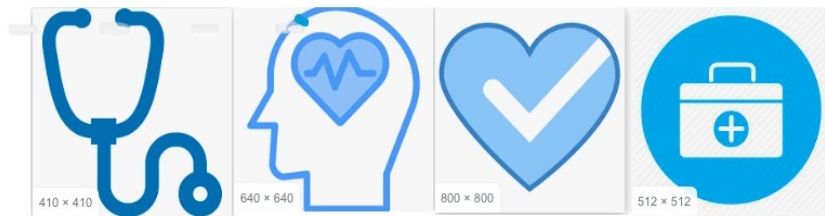
Outbox - On My Mac 11:09 AM



Hi Team,

With our new Wellness Program Launch, let's get off to the right foot this year by elevating our wellness goals- Nutrition, fitness, mindfulness, sleep, financial wellness etc. Challenge yourself and find your motivation through our Wellness Program.

Challenge yourself and find your motivation through the Wellness Program this year! The wellness program seeks to improve your overall well-being—inside and out. Your overall wellness from the program is crucial to **increase meaningfulness** both in and outside the office! We want to motivate you to take action and start **living your best life today!** Participation in the Wellness Program this year is the key to maintaining a balanced, meaningful and successful lifestyle!



Good Luck!
Mary L
People Operations Coordinator
(831) 477-0719

Mary Lonhart
Balance Program Launch 2020
To: Mary Lonhart

Outbox - On My Mac 11:11 AM

ML

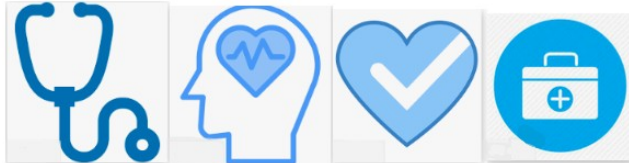
Hi Team,

With our new Wellness Program Launch, let's get off to the right foot this year by elevating our wellness goals- Nutrition, fitness, mindfulness, sleep, financial wellness etc. Challenge yourself and find your motivation through our Wellness Program.

Challenge yourself and find your motivation through the Wellness Program this year! The Wellness Program seeks to improve your financial savings by minimize your health care costs! Your financial gain from the program is crucial to **increase money in your pocket both in and outside of the office!** We want to motivate you to take action for your financial benefit and get more cash today!



Not only can you challenge yourself and find your financial motivation, BUT you can also discover your **well-being motivation** through the Wellness Program this year! The wellness program seeks to also improve your overall well-being—inside and out. Your overall wellness from the program is crucial to **increase meaningfulness** both in and outside the office! We want to motivate you to take action and start **living your best life today!**



Your participation in the Wellness Program this year is the **key** to maintaining a **meaningful, profitable and successful** lifestyle!

Good Luck!

Mary L

People Operations Coordinator

(831) 477-0719



Hi Team,

With our new Balance Launch, let's get off to the right foot this year by elevating our wellness goals- Nutrition, fitness, mindfulness, sleep, financial wellness etc. Challenge yourself and find your motivation through our Wellness Program!

Good Luck!

Mary L

People Operations Coordinator

(831) 477-0719

Q52 Think about the situation you read on the previous page and the email you "received" about the company's wellness program. In answering the questions below, we want you to pretend that you are now a member of that organization. Consider how you might feel and react to the health program when responding to the statements and respond how you feel right now as if you were receiving this email as a member of the organization.

Right now I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
angry	0	0	0	0	0	0	0
irritated	0	0	0	0	0	0	0
annoyed	0	0	0	0	0	0	0
sad	0	0	0	0	0	0	0
unhappy	0	0	0	0	0	0	0
downhearted	0	0	0	0	0	0	0
ashamed	0	0	0	0	0	0	0
humiliated	0	0	0	0	0	0	0
disgraced	0	0	0	0	0	0	0

Right now I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
self- assured	0	0	0	0	0	0	0
confident	0	0	0	0	0	0	0
proud	0	0	0	0	0	0	0
interested	0	0	0	0	0	0	0
alert	0	0	0	0	0	0	0
curious	0	0	0	0	0	0	0
hopeful	0	0	0	0	0	0	0
optimistic	0	0	0	0	0	0	0
encouraged	0	0	0	0	0	0	0

Imagine what your attitudes and behaviors would be if the company you worked for hosted this Balance Program. Then at work...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
I would feel full of energy.	0	0	0	0	0	0	0
I would feel strong and vigorous.	0	0	0	0	0	0	0
When I get up in the morning, I would feel like going to work.	0	0	0	0	0	0	0
I would feel that I can continue working for very long periods of time.	0	0	0	0	0	0	0
I would feel mentally very resilient.	0	0	0	0	0	0	0
I would always persevered, even when things do not go well.	0	0	0	0	0	0	0

I would find the work that I do full of meaning and purpose.	0	0	0	0	0	0	0
I would be enthusiastic about my job.	0	0	0	0	0	0	0
I would feel that my job inspires me.	0	0	0	0	0	0	0
I would feel proud of the work that I do.	0	0	0	0	0	0	0
I would feel my job challenging.	0	0	0	0	0	0	0
I would feel that time flies when I'm working.	0	0	0	0	0	0	0
When I am working, I would forget everything else around me.	0	0	0	0	0	0	0
I I would feel happy when I am working intensely.	0	0	0	0	0	0	0
I would be immersed in my work.	0	0	0	0	0	0	0
I would get carried away when I'm working.	0	0	0	0	0	0	0
I would find it difficult to detach myself from my job.	0	0	0	0	0	0	0

Imagine what your attitudes and behaviors would be if the company you worked for hosted this Balance Program. Then at work...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
I would be willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	0	0	0	0	0	0	0
I would talk up this organization to my friends as a great organization to work for.	0	0	0	0	0	0	0
I would accept almost any types of job assignment in order to keep working for this organization.	0	0	0	0	0	0	0
I would find that my values and the organization's values are very similar.	0	0	0	0	0	0	0

I would be proud to tell others that I am part of this organization. I would find that this organization really inspires the very best in me in the way of job performance. I would be extremely glad that I chose this organization to work for over others I was considering at the time I joined. I would really care about the fate of this organization. For me, this would be the best of all possible organizations for which to work.

0 0 0 0 0 0 0

0 0 0 0 0 0 0

0 0 0 0 0 0 0

0 0 0 0 0 0 0

0 0 0 0 0 0 0

Imagine what your attitudes and behaviors would be if the company you worked for hosted this Balance Program. Then at work...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
All in all, I would be satisfied with my job.	0	0	0	0	0	0	0
In general, I would not like my job.	0	0	0	0	0	0	0
In general, I would like working here.	0	0	0	0	0	0	0

Imagine what your attitudes and behaviors would be if the company you worked for hosted this Balance Program. Then at work...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization takes pride in my accomplishments.	0	0	0	0	0	0	0
My organization really cares about my well-being.	0	0	0	0	0	0	0
My organization values my contributions to its well-being.	0	0	0	0	0	0	0
My organization strongly considers my goals and values.	0	0	0	0	0	0	0
My organization shows little concern for me.	0	0	0	0	0	0	0
My organization is willing to help me if I need a special favor.	0	0	0	0	0	0	0

Imagine what your attitudes and behaviors would be if the company you worked for hosted this Balance Program. Then at work...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
I would be able to concentrate on what I am doing.	0	0	0	0	0	0	0
I would lose much sleep over worry.	0	0	0	0	0	0	0
I would feel that you are playing a useful part in things.	0	0	0	0	0	0	0
I would feel capable of making decisions about things.	0	0	0	0	0	0	0
I would feel constantly under strain.	0	0	0	0	0	0	0

I would feel I couldn't overcome my difficulties.	0	0	0	0	0	0	0
I would be able to enjoy my normal day to day activities.	0	0	0	0	0	0	0
I would be able to face up to my problems.	0	0	0	0	0	0	0
I would be feeling unhappy or depressed.	0	0	0	0	0	0	0
I would be losing confidence in myself.	0	0	0	0	0	0	0
I would be thinking of myself as a worthless person.	0	0	0	0	0	0	0
I would be feeling reasonably happy, all things considered.	0	0	0	0	0	0	0

How likely is it that you would plan to participate in the 2020 Balance program?

- Extremely likely
- Moderately likely
- Slightly likely
- Neither likely nor unlikely
- Slightly unlikely
- Moderately unlikely
- Extremely unlikely

Based on the email, to what extent do you agree with the statement below.

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization's motivation for the Balance Program is primarily to help me with financial benefits and outcomes.	0	0	0	0	0	0	0

Based on the email, to what extent do you agree with the statement below.

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization's motivation for the Balance Program is primarily to help me with well-being and personal wellness outcomes.	0	0	0	0	0	0	0

Finally, we would like to know a little more about your background. Please answer the following questions.

Your age:

What is your gender?

- Woman
- Man
- Other _____

What is the highest level of school you have completed or the highest degree you have received?

- Less than high school degree
- High school graduate (high school diploma or equivalent including GED)
- Some college but no degree
- Associate degree in college (2-year)
- Bachelor's degree in college (4-year)
- Master's degree
- Doctoral degree
- Professional degree (JD, MD)

What is your race or ethnicity? (check all that apply)

- White
- Black or African American
- Native American
- Asian
- Native Hawaiian or Pacific Islander
- Hispanic/ Latino
- Other _____

Appendix B: ABD Field Study

To test who these theories apply to, today in a company that hosts their own wellness program I planned and launched a field study over the course of a month with ABD Insurance and Financial Services. One of ABD's biggest attractions and prized possession is their wellness program. I choose this company because they have been hosting and participating in the Wellness Program for over ten years. Therefore, they have made many adjustments and tailored it over the years to best fit their goals and desired outcomes from the program. ABD is a very large insurance company based on the west coast that has hundreds of employees. ABD hosts their own program with the intention to better their employee's overall wellness but also to help other company's implement their own wellness program. For this field study I recruited participants from the San Mateo, California Office branch of ABD which consists of roughly 340 employees, most of whom generally participate in the Wellness Program each year.

My research idea originated from reading and learning about ABD's wellness program. Specifically, the advertisement of the wellness program on their website sparked my interest to conduct this study. ABD advertises their wellness program as a way to create a "culture of wellness" within your workspace. ABD claims that "healthy employees are your best defense against rising health care costs" and therefore "a successful wellness program can make a big impact on your bottom line". This raised several questions for me. First, are ABD and these other companies hosting and participating in companywide wellness programs because they care about the health and wellness of their employees or because they want the financial benefit from healthier employees or perhaps, both? Second, where does their motivation lie? And, third, what

do their employees perceive to be the companies motivating factors for hosting and participating in these companywide wellness programs?

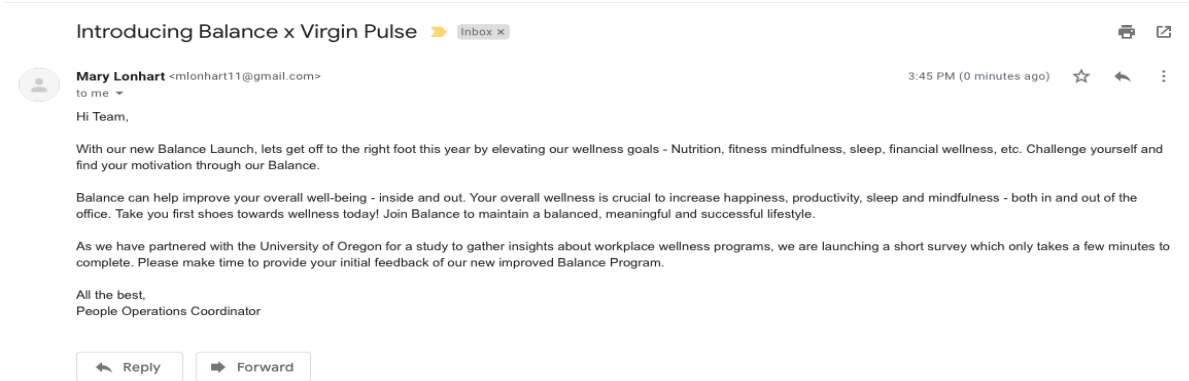
ABD leadership invited me to add language to their wellness program launch emails that reflected my interest in understanding the various motives of the organization as perceived by the employees—specifically motives related to eudemonic wellbeing and financial benefits.

When the Wellness program relaunched for the new year, I attempted to survey their employees which will help me gather information on why those employees chose to participate in the event based on what they think the company's reasoning is behind launching the program is and how this affected their commitment to the organization and engagement in their work. This survey included questions as to what perceived motivating factors from the company they respond to best when presented with the wellness program. Additionally, I included informational and consent forms to ensure employees did not talk to one another about their interpretation of emails they have received or the difference in information they have received. This was to mitigate contamination or hypothesis guessing in my study results. I also asked them what they think the study is about, what their think their organizations motivation for the program is (to test that they understood the email), and whether they have heard about others' information, etc. to verify that there wasn't any contamination in the office. Consistent with my theorizing, I chose to concentrate on just two methods of motivation from the company, financial well-being and overall health. I also surveyed the ABD employees will also be surveyed 2.5 weeks after the initial distribution of the Wellness Program kick off flyer to assess employee engagement and other relevant outcomes.

Unfortunately, after conducting both surveys over the course of a month, gathering and analyzing the data it has become apparent that the sample size was too small to yield enough power to analyze data and draw meaningful conclusions. However, general patterns of the data suggest that employees do react to organizational motivations. More research needs to be conducted in order for a claim to be made about how wellness programs effect an employee’s perception of their company.

Conducting a field study was a great opportunity to see how my predictions would play out in the real world, the results were not enough to conclude much. The sample size needs to be much larger in order to warrant significant results. However, this was a great learning experience for me to work with a company, coordinate all the deadlines and ensure that we have the best results possible. ABD utilizes many great tools, motives and tactics to create a positive, fun and accessible wellness program that keeps employees’ interest, engaged and committed. With continued research and more experience hosting the wellness program, ABD and companies alike can continue to improve their programs from the inside out.

I. Emails to participants



Appendix C: Survey key ABD Time 1

Motivation Matters: Wellness in the Workplace TIME 1

Q1 Workplace Study with the University of Oregon

Welcome to the workplace study conducted by the Lundquist College of Business at the University of Oregon! Thank you again for your interest in this study—I appreciate your willingness to participate.

I am a senior at the University of Oregon studying business. I am also in the Clark Honors College here at the university, which means I am in the beginning stages of writing my thesis under the supervision of Dr. Kate Zipay. I will be working with a team of business and honors Clark advisors to complete a research study on organizationally sponsored wellness programs in the workplace for my thesis presentation in the winter. I believe this research study is a great fit with ABD because of highly ABD prides themselves on the success of their business as well as the overall health and wellbeing of their employees.

The purpose of this study is to better understand how people experience wellness programs in the workplace. I am interested in understanding employee attitudinal and behavioral reactions to companies' health-based programs. Your answers will help me begin to understand the effectiveness of these programs and how they influence your lives and your organizations. The following are the requirements for participation in this study:

1. You must work full-time (at least 30 hours per week)
2. You must be 18 or older
3. You must be willing to complete two short surveys over the next few weeks

If you have any questions about the study, please contact Mary Lonhart at mlonhar2@uoregon.edu or Kate Zipay at kzipay@uga.edu.

Q2 You are being asked to participate in a research study. The box below highlights key information about this research for you to consider when making a decision whether or not to participate. Carefully consider this information and the more detailed information provided below the box. Please ask questions about any of the information you do not understand before you decide whether to participate.

Key Information for You to Consider Voluntary Consent. You are being asked to volunteer for a research study. It is up to you whether you choose to participate or not. There will be no penalty or loss of benefits to which you are otherwise entitled if you choose not to participate or discontinue participation.

Purpose. The purpose of this study is to better understand how people experience wellness programs in the workplace. I am interested in understanding employee attitudinal and behavioral reactions to companies' health-based programs. Your answers will help me begin to understand the effectiveness of these programs and how they influence your lives and your organizations.

Duration. It is expected that your participation will last 5 minutes for each survey. We will ask you to complete four surveys over the course of several months, i.e. your participation will last 10-15 minutes in total.

Procedures and Activities. You will be asked to complete two surveys over a period of several months.

Risks. The risks associated with your participation are no more than you would experience in your everyday life. There is a very small chance that during the course of transmission via the internet, your IP address may be identifiable by third parties (e.g., computer hackers). We do not ask for highly sensitive information.

Benefits. This study offers you an opportunity to reflect on your own experiences as a participant the wellness program. Although there are no tangible benefits for participating, the study will provide an important contribution to the organizational science literature and practice of management.

Alternatives. Participation is voluntary; alternatively, you can choose not to participate or skip questions you do not feel comfortable answering.

What happens if I agree to participate in this research? If you agree to be in this research, your participation will include filling out two online surveys (each 5 minutes long), separated by approximately 2 weeks each. The questions we will be asking concern your emotions, attitudes, and psychological experiences. A sample question could be how serene you have felt within the last month. You can skip any question that makes you uncomfortable or stop participating at any time.

What happens to the information collected for this research? Information collected for this research will be used to complete an honors thesis and potential future publication in an academic journal. Importantly, such publications will report only aggregate analysis and will not refer to specific individuals. The only identifying information (i.e., your name and email address) will be deleted after data collection and not be used in any published reports and conference presentations about this study. Under no circumstance, information collected for this research will be shared with people other than the researchers specified in this consent form.

How will my privacy and data confidentiality be protected? We will take measures to protect your privacy and the security of all your personal information, but we can never fully guarantee they will be protected. Measures we will take include:

- Your data will be kept confidential and to the extent permitted by the technology being used. All data will be kept secure on password-protected University of Oregon servers.

- Access to the records will be limited to the researchers; however, please note that regulatory agencies, and the Institutional Review Board and internal University of Oregon auditors may review the research records for research and/or funding compliance purpose.
- These records will be destroyed once the papers we write about this project will be accepted for publication.

Individuals and organization that conduct or monitor this research may be permitted access to and inspect the research records. This may include access to your private information. These individuals and organizations include: The Institutional Review Board (IRB) that reviewed this research (see below).

What if I want to stop participating in this research? Taking part in this research study is your decision. Your participation in this study is voluntary. You do not have to take part in this study, but if you do, you can stop at any time. You have the right to choose not to answer specific questions or completely withdraw from continued participation at any point in this study without penalty or loss of benefits to which you are otherwise entitled. Your decision whether or not to participate will not affect your relationship with the researchers or the University of Oregon. Please note that there are no right or wrong answers and that your responses will be most useful to us if the survey is complete.

Who can answer my questions about this research? If you have questions, concerns, contact the principal investigator Mary Lonhart at 831-247-6998 or mlonhar2@uoregon.edu. If you would like to reach the Primary Advisor, contact Kate Zipay at 541-346-0136 or kzipay@uoregon.edu. If you would like a copy of this consent script, please print one for your records. An Institutional Review Board (“IRB”) is overseeing this research. An IRB is a group of people who perform independent review of research studies to ensure the rights and welfare of participants are protected. UO Research Compliance Services is the office that supports the IRB. If you have questions about your rights or wish to speak with someone other than the research team, you may contact: Research Compliance Services 5237 University of Oregon Eugene, OR 97403-5237 (541) 346-2510

STATEMENT OF CONSENT

I have had the opportunity to read and consider the information in this form. I have asked any questions necessary to make a decision about my participation. I understand that I can ask additional questions throughout my participation. I understand that by signing below, I volunteer to participate in this research. I understand that I am not waiving any legal rights. I have been provided with a copy of this consent form. I understand that if my ability to consent or assent for myself changes, either I or my legal representative may be asked to re-consent prior to my continued participation in this study.

I consent to participate in this study. [check box]

Q15 Below are the eligibility requirements for this study. Please check the box next to each of the requirements to confirm you are eligible to participate in this study. Please check the boxes next to each statement to confirm eligibility.

- 1. You must work full-time (at least 30 hours per week) [check box]
- 2. You must be 18 years or older. [check box]
- 3. You must be willing to complete two short surveys over the next few weeks

Q17 Thank you again for your willingness to participate in my honors theses study. I am so appreciative of your engagement and support!
 Please recall the email sent by your organization this week regarding the 2020 wellness program. In that email, your organization communicated their motivation for your participation in the program. In this survey, we ask that you reflect on that information as you answer the question. Please answer as honestly as possible. Your responses will have significant impact on our findings and recommendations, so it is important that you are as honest as possible.
 Thanks again!

With regard to my organization's motivation related to the launch of the 2020 wellness program I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
angry	0	0	0	0	0	0	0
irritated	0	0	0	0	0	0	0
annoyed	0	0	0	0	0	0	0
sad	0	0	0	0	0	0	0
unhappy	0	0	0	0	0	0	0
downhearted	0	0	0	0	0	0	0
ashamed	0	0	0	0	0	0	0
humiliated	0	0	0	0	0	0	0
disgraced	0	0	0	0	0	0	0

Right now, I feel...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
angry	0	0	0	0	0	0	0
irritated	0	0	0	0	0	0	0
annoyed	0	0	0	0	0	0	0
sad	0	0	0	0	0	0	0
unhappy	0	0	0	0	0	0	0
downhearted	0	0	0	0	0	0	0
ashamed	0	0	0	0	0	0	0
humiliated	0	0	0	0	0	0	0
disgraced	0	0	0	0	0	0	0

With regard to my organization's motivation related to the launch of the 2020 wellness program I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
self-assured	0	0	0	0	0	0	0
confident	0	0	0	0	0	0	0
proud	0	0	0	0	0	0	0
interested	0	0	0	0	0	0	0
alert	0	0	0	0	0	0	0
curious	0	0	0	0	0	0	0
hopeful	0	0	0	0	0	0	0
optimistic	0	0	0	0	0	0	0
encouraged	0	0	0	0	0	0	0

Right now, I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
self-assured	0	0	0	0	0	0	0
confident	0	0	0	0	0	0	0
proud	0	0	0	0	0	0	0
interested	0	0	0	0	0	0	0
alert	0	0	0	0	0	0	0
curious	0	0	0	0	0	0	0
hopeful	0	0	0	0	0	0	0
optimistic	0	0	0	0	0	0	0
encouraged	0	0	0	0	0	0	0

Based on the email, to what extent do you agree with the statement below.

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree or Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization's motivation for the wellness program is primarily to help me with financial benefits and outcomes.	0	0	0	0	0	0	0

Based on the email, to what extent do you agree with the statement below.

	Strongly disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree or Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization's motivation for the wellness program is primarily to help me with well-being and personal wellness outcomes.	0	0	0	0	0	0	0

Finally, we would like to know a little more about your background. Please answer the following questions.

Your age:

What is your sex?

- Male
- Female

What is the highest level of school you have completed or the highest degree you have received?

- Less than high school degree
- High school graduate (high school diploma or equivalent including GED)
- Some college but no degree
- Associate degree in college (2-year)
- Bachelor's degree in college (4-year)
- Master's degree
- Doctoral degree
- Professional degree (JD, MD)

What is your race or ethnicity? (check all that apply)

- White
- Black or African American
- Native American
- Asian
- Native Hawaiian or Pacific Islander
- Hispanic/ Latino
- Other _____

How long have you worked for ABD insurance?

How likely is it that you will participate in the wellness program?

- Extremely likely
- Moderately likely
- Slightly likely
- Neither likely nor unlikely
- Slightly unlikely
- Moderately unlikely
- Extremely unlikely

In years past, to what level have you participated in the wellness program?

0 1 2 3 4 5 6 7 8 9 1
0 0 0 0 0 0 0 0 0 0 0
0



Please enter your first and last name.

Thank you so much again for your willingness to participate in my honors theses study. I am so appreciative of your engagement and support! If you have any questions, comments or concerns please feel free to contact me, Mary Lonhart, at mlohar2@uoregon.edu or at (831)247-6998. I will be sending another short survey (5-10min) in two weeks to gather further information on the wellness program once you all have participated in it a little bit. Thanks again!

Appendix D: Survey Key ABD Time 2

Motivation Matters: Wellness in the Workplace TIME 2

Q1 Workplace Study with the University of Oregon

Welcome back to the workplace study conducted by the Lundquist College of Business at the University of Oregon!

Thank you again for your willingness to participate in my honors theses study. I am so appreciative of your engagement and support!

Please recall the email sent by your organization this week regarding the 2020 wellness program. In that email, your organization communicated their motivation for your participation in the program. In this survey, we ask that you reflect on that information as you answer the question.

If you participated in the first survey it crucial to success of my study that you complete the second survey as well! If you did not participate in the first survey you are welcome to complete the second one, however it is not imperative. Please answer as honestly as possible. Your responses will have significant impact on our findings and recommendations, so it is important that you are as honest as possible. Thanks again!

Please enter your first and last name.

With regard to my organization's motivation related to the launch of the 2020 wellness program I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
angry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
irritated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
annoyed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
unhappy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
downhearted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ashamed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
humiliated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
disgraced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

With regard to my organization's motivation related to the launch of the 2020 wellness program I feel....

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
self-assured	0	0	0	0	0	0	0
confident	0	0	0	0	0	0	0
proud	0	0	0	0	0	0	0
interested	0	0	0	0	0	0	0
alert	0	0	0	0	0	0	0
curious	0	0	0	0	0	0	0
hopeful	0	0	0	0	0	0	0
optimistic	0	0	0	0	0	0	0
encouraged	0	0	0	0	0	0	0

Since completing the last survey...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
At work, I have felt full of energy.	0	0	0	0	0	0	0
In my job, I have felt strong and vigorous.	0	0	0	0	0	0	0
When I get up in the morning, have felt like going to work.	0	0	0	0	0	0	0
At work, I have felt that I can continue working for very long periods of time.	0	0	0	0	0	0	0
In my job, I have been mentally very resilient.	0	0	0	0	0	0	0

At work, I have always persevered, even when things do not go well.

0 0 0 0 0 0 0

I have found the work that I do full of meaning and purpose.

0 0 0 0 0 0 0

I have been enthusiastic about my job.

0 0 0 0 0 0 0

I have felt that my job inspires me.

0 0 0 0 0 0 0

I have felt proud of the work that I do.

0 0 0 0 0 0 0

I have found my job challenging.

0 0 0 0 0 0 0

I have felt that time flies when I'm working.

0 0 0 0 0 0 0

When I am working, I have forgotten everything else around me.

0 0 0 0 0 0 0

I have felt happy when I am working intensely.

0 0 0 0 0 0 0

I have been immersed in my work.

0 0 0 0 0 0 0

I have gotten

0 0 0 0 0 0 0

carried
away when
I'm
working.
I have
found it
difficult to
detach
myself from
my job.

0 0 0 0 0 0 0

Since completing the last survey...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
I have been willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	0	0	0	0	0	0	0
I have talked up this organization to my friends as a great organization to work for.	0	0	0	0	0	0	0
I would accept almost any types of job assignment in order to keep working for this organization.	0	0	0	0	0	0	0
I have found that my values and the organization's values are very similar.	0	0	0	0	0	0	0
I have been proud to tell others that I am part of this organization.	0	0	0	0	0	0	0

I have found that this organization really inspires the very best in me in the way of job performance. I have been extremely glad that I chose this organization to work for over others I was considering at the time I joined. I have really cared about the fate of this organization. For me, this was the best of all possible organizations for which to work.

0 0 0 0 0 0 0

0 0 0 0 0 0 0

0 0 0 0 0 0 0

0 0 0 0 0 0 0

Since completing the last survey...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
All in all, I have been satisfied with my job.	0	0	0	0	0	0	0
In general, I have not liked my job.	0	0	0	0	0	0	0
In general, I have liked working here.	0	0	0	0	0	0	0

Since completing the last survey...

	Strongly Disagree 1	Disagree 2	Some-what Disagree 3	Neither Agree nor Disagree 4	Some-what Agree 5	Agree 6	Strongly Agree 7
My organization has taken pride in my accomplishments.	0	0	0	0	0	0	0
My organization has really cared about my well-being.	0	0	0	0	0	0	0
My organization has valued my contributions to its well-being.	0	0	0	0	0	0	0
My organization has strongly considered my goals and values.	0	0	0	0	0	0	0
My organization has shown little concern for me.	0	0	0	0	0	0	0
My organization has been willing to help me if I need a special favor.	0	0	0	0	0	0	0

Since completing the last survey...

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
I have been able to concentrate on what you're doing.	0	0	0	0	0	0	0
I have lost much sleep over worry.	0	0	0	0	0	0	0
I have felt that you are playing a useful part in things.	0	0	0	0	0	0	0
I have felt capable of making decisions about things.	0	0	0	0	0	0	0
I have felt constantly under strain.	0	0	0	0	0	0	0
I have felt I couldn't overcome my difficulties.	0	0	0	0	0	0	0

I have been able to enjoy my normal day to day activities.	0	0	0	0	0	0	0
I have been able to face up to my problems.	0	0	0	0	0	0	0
I have been feeling unhappy or depressed.	0	0	0	0	0	0	0
I have been losing confidence in myself.	0	0	0	0	0	0	0
I have been thinking of myself as a worthless person.	0	0	0	0	0	0	0
I have been feeling reasonably happy, all things considered.	0	0	0	0	0	0	0

Since completing the last survey, to what extent do you agree with the statement below.

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization's motivation for the wellness program is primarily to help me with well-being and personal wellness outcomes.	0	0	0	0	0	0	0

Based on the email, to what extent do you agree with the statement below.

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Neither Agree nor Disagree 4	Somewhat Agree 5	Agree 6	Strongly Agree 7
My organization's motivation for the wellness program is primarily to help me with financial benefits and outcomes.	0	0	0	0	0	0	0

How likely is it that you will participate in the wellness program?

- Extremely likely
- Moderately likely
- Slightly likely
- Neither likely nor unlikely
- Slightly unlikely
- Moderately unlikely
- Extremely unlikely

Q40 Thank you so much again for your willingness to participate in my honors theses study. I am so appreciative of your engagement and support!

Please remind your coworkers to take the second survey as it is crucial to the success of my study!

If you have any questions, comments or concerns please feel free to contact me, Mary Lonhart, at mlohar2@uoregon.edu or at (831)247-6998.

Thanks again!

Bibliography

- Aguinis, H., & Bradley, K. J. (2014). Best practice recommendations for designing and implementing experimental vignette methodology studies. *Organizational Research Methods, 17*(4), 351-371.
- Aldana, S. G., Merrill, R. M., Price, K., Hardy, A., & Hager, R. (2005). Financial impact of a comprehensive multisite workplace health promotion program. *Preventive medicine, 40*(2), 131-137.
- Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human resource management review, 3*(3), 185-201.
- Amazon Mechanical Turk. (2005). Retrieved May 03, 2020, from <https://www.mturk.com/>
- Bowling, A. (1991). *Measuring health: a review of quality of life measurement scales* (pp. 1-55). Milton Keynes: Open University Press.
- Culture of Wellness. (2016, February 25). Retrieved April 30, 2020, from <https://www.theabdteam.com/practices/employee-benefits/culture-of-wellness>
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of applied psychology, 93*(1), 48.
- Grant, A. M., & Sumanth, J. J. (2009). Mission possible? The performance of prosocially motivated employees depends on manager trustworthiness. *Journal of Applied Psychology, 94*(4), 927.
- Gebhardt, D. L., & Crump, C. E. (1990). Employee fitness and wellness programs in the workplace. *American psychologist, 45*(2), 262.

- Hermis, P. S. (2002). Wellness in the work place: A qualitative study wellness programs for companies with 300 or less employees.
- Joo, S. (2008). Personal financial wellness. In *Handbook of consumer finance research* (pp. 21-33). Springer, New York, NY.
- Lea, S. E., & Webley, P. (2006). Money as tool, money as drug: The biological psychology of ... Retrieved April 30, 2020, from <https://www.ncbi.nlm.nih.gov/pubmed/16606498>
- Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
- Mattke, S., Liu, H., Caloyeras, J. P., Huang, C. Y., Van Busum, K. R., Khodyakov, D., & Shier, V. (2013). Workplace wellness programs study: Final report. Santa Monica, CA: RAND Corporation.
- Mattke, S., Kapinos, K., Caloyeras, J. P., Taylor, E. A., Batorsky, B., Liu, H., ... & Newberry, S. (2015). Workplace wellness programs: services offered, participation, and incentives. *Rand health quarterly*, 5(2).
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.
- Mujtaba, B. G., & Cavico, F. J. (2013). Corporate wellness programs: implementation challenges in the modern American workplace. *International journal of health policy and management*, 1(3), 193.
- Mujtaba, B. G., & Cavico, F. J. (2014). Wellness programs and means of getting employees to stay healthy: a response to Kristin Van Busum and Soeren Mattke. *International journal of health policy and management*, 2(1), 47.
- Osilla, K. C., Van, K. B., Schnyer, C., Larkin, J. W., Eibner, C., & Mattke, S. (2012). Systematic review of the impact of worksite wellness programs. *The American journal of managed care*, 18(2), e68-81.
- Prawitz, A., Garman, E. T., Sorhaindo, B., O'Neill, B., Kim, J., & Drentea, P. (2006). InCharge financial distress/financial well-being scale: Development, administration, and score interpretation. *Journal of Financial Counseling and Planning*, 17(1).
- Renninger, K. A., & Hidi, S. (2015). *The power of interest for motivation and engagement*. Routledge.
- Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of*

Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 27(4), 537-543.

- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual review of psychology*, 52(1), 141-166.
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement?. *Human Resource Development Quarterly*, 25(2), 155-182.
- Salanova, M., Agut, S., & Peiro, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90, 1217-1227.
- Tang, T. L. P., Furnham, A., & Davis, G. M. T. W. (2002). The meaning of money. *Journal of Managerial Psychology*.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS scales. *Journal of personality and social psychology*, 54(6), 1063.
- Wissing, M. P., Vella-Brodick, D., Freire, T., Brdar, I., & Delle Fave, A. (2010, May 4). The Eudamonic and Hedonic Components of Happiness: Qualitative and Quantitative Findings. Retrieved May 12, 2020, from <https://link.springer.com/article/10.1007/s11205-010-9632#citeas>