



**WORK HEALTH, SAFETY, AND WELLBEING STRATEGY AND
EMPLOYEE ENGAGEMENT: A MIXED-METHODS STUDY**

A thesis submitted by

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for the award of

Doctor of Professional Studies

2020

(VOLUME II)

TABLE OF CONTENTS

Appendix 1 – USQ Research Ethics Approval.....	3
Appendix 2 – Interview Participant Information Sheet (Interviews).....	4
Appendix 3 – USQ Interview Participant Information Sheet.....	6
Appendix 4 – Semi structured Interview Questions	7
Appendix 5 – Online survey questionnaire (WEES)	8
Appendix 6 – Australian Institute of Managers and Leaders Invitation	14
Appendix 7 – Australian Institute of Health and Safety Invitation	15
Appendix 8 – Survey participation invitation on LinkedIn.....	16
Appendix 9 - Probability Plots WHSW & employee engagement survey.....	17
Appendix 10 – Regression analysis probability plots.....	53
Appendix 11 – Publications from this Research	54

APPENDIX 1 – USQ RESEARCH ETHICS APPROVAL



Human Ethics Application

Application ID : H18REA120
 Application Title : Work health, safety and wellness (WHSW) strategy and employee Engagement: A mixed methods exploratory sequential study
 Date of Submission : 14/05/2018
 Primary Investigator : Mr Brent Marc Halliday; Principal Investigator
 Other Personnel : Dr Luke Van Der Laan; Principal Supervisor



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Research Ethics Applications (1)

Application ID	Application Title	Application Status	Primary Contact	Workflow State	Template Name	Date
H18REA120	Work health, safety and wellness (WHSW) strat...	Approved	Mr Brent Marc Halliday	HREC Exec review complete - Approved	HRE Application Form v2.0	21/05/2018

APPENDIX 2 – INTERVIEW PARTICIPANT INFORMATION SHEET (INTERVIEWS)

Research ethics Approval: H18REA120

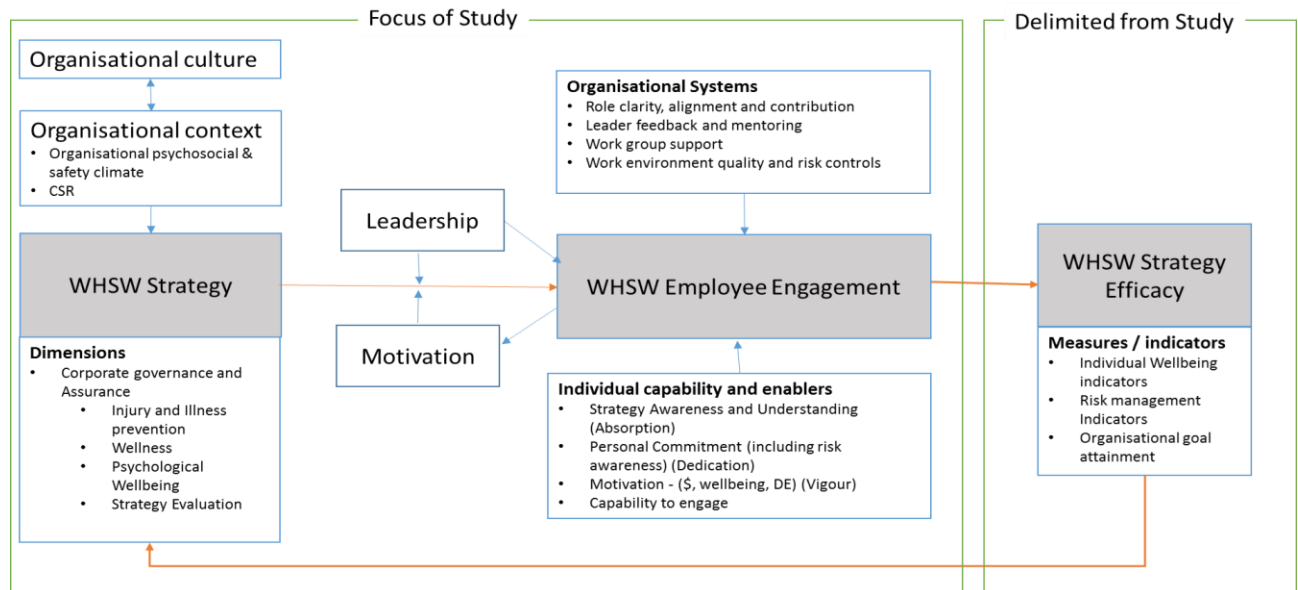
Title: Workplace health, safety and wellbeing and employee engagement

Research Overview

This study seeks to investigate the relationship between the variables of workplace health, safety, and wellbeing (WHSW) as an organizational strategic priority and employee engagement with the WHSW imperatives (dimensions) that outlines the strategy. The study also investigates the moderating effect of leadership and employee motivation on the relationship. A key assumption of the study as derived from the extant literature is that WHSW strategy and employee engagement are indicators of WHSW efficacy. A key outcome of the study is to develop a framework for organisations wishing to implement WHSW strategy.

While the literature reports numerous studies related to the relationship between engagement and efficacy it does not define and operationalize WHSW strategy. The contribution to theory is therefore significant. Organisations currently do not have insight as to the development of WHSW strategy in addition to not having a framework illustrating how strategy, engagement and efficacy are related. As such the study aims to make a meaningful contribution to professional practice.

The conceptual WHSW and employee engagement framework



Model Operational Definitions

- WHSW (Worker Wellbeing): Worker Wellbeing is defined as: “a state facilitated by the organisation which achieves optimal worker functioning, motivation and engagement resulting in positive outcomes in an employees’ working life, social life and organisational performance” (Source: Developed for this research).
- Organisational context: Organisational context is defined for this research as: “the set of organisational circumstances under which the strategy process and content is determined to set the direction and scope of an organisation over the short and long

term. It is informed by how employees perceive the enactment of organisational policies and procedures relating to WHSW in their organisation at a given point in time and the organisations obligations beyond legal compliance” (Source: Developed for this research)

- WHSW Strategy: WHSW strategy is defined as: “a strategic direction dedicated to matching internal and external capabilities with opportunities and threats to achieve a future state of WHSW, which is embedded in, and acknowledged as a priority of the organisational strategy, underpinned by the organisational mission, values and priorities” (Source: Developed for this research)
- WHSW employee engagement: WHSW engagement is defined as: “a workplace outcome where employees are committed to their organisation’s goals and values, motivated to contribute to organisational success with a positive, fulfilling, work-related state of mind”(Source: Developed for this research)
- Leadership: Leadership is defined as: “strategic leadership is the ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organisation” (Ireland & Hitt 1999 in Orazi, 2014 p.34)
- WHSW strategy efficacy: WHSW Strategy efficacy is defined for this research as: “the combination of pre-defined results or other units of information which reflects directly or indirectly, the extent to which an anticipated WHSW outcome is achieved, or the quality of processes leading to that outcome. These may be (i) qualitative which are indicators that would describe or assess a quality or (ii) quantitative which are an indicator that can be counted or measured and described numerically” (Adapted from NSW health department cited in SafeWork Australia 2005, p.5).

APPENDIX 3 – USQ INTERVIEW PARTICIPANT INFORMATION SHEET

Project Details

Title of Project: **Workplace health, safety, wellbeing strategy and employee engagement: A mixed methods study**

Human Research Ethics Approval Number: H18REA120

Research Team Contact Details

Principal Investigator Details

Mr Brent Halliday
 Email: u1057307@umail.usq.edu.au
 Mobile: 0428394738

Supervisor Details

Dr Luke Van Der Laan
 Email: luke.vanderlaan@usq.edu.au
 Telephone: (07) 46315508

Statement of Consent

By signing below, you are indicating that you:

- Have read and understood the information document regarding this project. Yes / No
- Have had any questions answered to your satisfaction. Yes / No
- Understand that if you have any additional questions you can contact the research team. Yes / No
- Are over 18 years of age. Yes / No
- Agree to participate in the project. Yes / No

Participant Name

Participant Signature

Date

Please return this sheet to a Research Team member prior to undertaking the questionnaire.

APPENDIX 4 – SEMI STRUCTURED INTERVIEW QUESTIONS

Work Health, Safety and Wellbeing strategy and employee engagement: A mixed methods study

1. Semi-structured Interview Questions
2. In your experience does the definition of organizational context represent the topic for this research?
3. In your experience does the definition of Worker Wellbeing represent the topic for this research?
4. In your experience does the definition of WHSW engagement represent the topic for this research?
5. In your experience does the definition of WHSW Strategy represent the topic for this research?
6. In your experience does the definition of WHSW efficacy represent the topic for this research?
7. Based on your views for Q1-Q5 does the model outlined represent a strategic approach to WHSW beyond traditional management practices?

APPENDIX 5 – ONLINE SURVEY QUESTIONNAIRE (WEES)

Work Health, Safety, Wellbeing Strategy and Employee Engagement

About this research

This research is being undertaken by the investigator as part of the Doctor of Professional Studies degree at the University of Southern Queensland. The information you provide during this survey will be used to help further knowledge in the area of Workplace Health, Safety and Wellbeing (WHSW) Strategy and WHSW employee engagement.

This research is being conducted in accordance with University of Southern Queensland Ethics Approval **H18REA136**.

Instructions for completion

This survey requires you complete four sections:

Part A: Questions relating to Demographic Information

Part B: Questions relating to WHSW Strategy

Part C: Questions relating to WHSW Employee Engagement

Part D: Questions relating to WHSW Strategy Efficacy

There are no right, or wrong answers and it should take you 15 minutes to complete. All your responses will be kept strictly confidential, reported in a deidentified format, and destroyed on completion of this research. You may choose to Exit the survey at any time.

Further Information

Should you require assistance please contact the investigator by email at u1057307@umail.usq.edu.au

If you have any concerns or complaints about the ethical conduct of the project you may contact the University of Southern Queensland Manager of Research Integrity and Ethics on +61 7 4631 2214 or email researchintegrity@usq.edu.au.

Thank you for your interest in completing this survey on work health, safety, wellbeing strategy and employee engagement. Your time is appreciated.

PART A: Demographic Information

Please select your Discipline

Workplace Health and Safety

Wellbeing or Health

Human Resources

Other:

Please select the number of years' experience relevant to you *

0-4

5-9

10 or more

Please select the level of your role

Senior Manager

Manager

Professional or Practitioner

Please select your industry

Construction

Manufacturing

Transport

Resources

Public

Other:

Please select your level of education

Vocational

Undergraduate

Postgraduate

Please select your location

Western Australia

Northern Territory

South Australia

Queensland

New South Wales

Australian Capital Territory

Victoria

Tasmania

Gender

Please select your Gender

Male

Female

Do not identify as either

Prefer not to disclose

PART B: Workplace Health, Safety and Wellbeing Strategy

Below are a series of questions related to Workplace Health, Safety and Wellbeing (WHSW) Strategy. Please click on the first response that comes to mind on the scale ranging from **Strongly Disagree** to **Strongly Agree**.

Based on your experience to what extent do you believe that: *

Please choose the appropriate response for each item:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Organizational Context influences Work Health, Safety and Wellbeing Strategy					
Work Health, Safety and Wellbeing Strategy influences Work Health, Safety and Wellbeing Employee Engagement					
Work Health, Safety and Wellbeing Employee Engagement influences Work Health, Safety and Wellbeing strategy efficacy					
Organisational processes influences Work Health, Safety and Wellbeing Employee Engagement					
Individual Enablers influences Work Health, Safety and Wellbeing Employee Engagement					
Work Health, Safety and Wellbeing Employee Engagement influences Organisational Processes					
Work Health, Safety and Wellbeing Employee Engagement influences Individual Enablers					
Organisational Processes influences Organisational Context					
Individual Enablers influence Work Health, Safety and Wellbeing Strategy					
Work Health, Safety and Wellbeing Strategy Efficacy influences Work Health, Safety and Wellbeing Strategy					
Leadership influences Organisational Context, Work Health, Safety and Well-being Strategy and Employee Engagement					
Prevention of harm, including physical safety is an inherent core of Worker Wellbeing.					
Worker Wellbeing includes employees managing lifestyle health and psychological health risks as an organisational priority. Which positively affects employee commitment					
To be in an optimal state of wellbeing employees need to be connected at the individual, team and organisational levels and have purpose in their work					
Individual risk awareness and proactive action are central to personal growth in WHSW Capability					

Organisational Culture influences WHSW strategy development over the short and long-term					
Organisational Context is dynamic and affects the short and long-term WHSW strategy content.					
Employees need to be involved in WHSW strategy development at an early stage and be clear on their personal contribution as it relates to vision, mission and goals					
Legal obligations and organisational corporate governance requirements need to be understood and assessed as they influence the focus of strategy					
Individual leadership capability affects wellbeing and the level of engagement in strategy					
WHSW strategy and resource allocation must be integrated and address immediate risks prior to longer term strategic risks.					
Line management drive and affect strategy implementation by translating and communicating organisational requirements for individuals and teams					
Ownership enhances personal growth and the capability to engage in WHSW Strategy					
Personal risk awareness and control needs to be facilitated by the organisation as part of strategy implementation to engage employees in WHSW					
Meaningful consultation for understanding the WHSW Strategy implementation impacts on the level of employee engagement in the short and long term					
Organisational and leader trust is dependent on values-based feedback which affects employee motivation and individual wellbeing.					
WHSW Strategy measurement must focus on broader outcomes related to individual wellbeing, work completed, worker perceptions on safety systems, risk management effectiveness and satisfaction with work					

PART C: Employee Engagement

Below are a series of questions related to Workplace Health, Safety and Wellbeing (WHSW) Employee Engagement as measured by the UTRECHT WORK ENGAGEMENT SCALE. Please click on the first response that comes to mind on the scale ranging from Strongly Disagree to Strongly Agree.

Based on your experience to what extent do you agree that:

*Please choose the appropriate response for each item:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
An indicator of Vigor is: At my work, I feel bursting with energy (VI1)					
An indicator of Vigor is: At my job, I feel strong and vigorous (VI2)					
An indicator of Vigor is: When I get up in the morning, I feel like going to work (VI3)					
An indicator of Vigor is: I can continue working for very long periods at a time (VI4)					
An indicator of Vigor is: At my job, I am very resilient, mentally (VI5)					
An indicator of Vigor is: At my work I always persevere, even when things do not go well (VI6)					
An indicator of Dedication is: I find the work that I do full of meaning and purpose (DE1)					
An indicator of Dedication is: I am proud on the work that I do (DE4)					
An indicator of Dedication is: To me, my job is challenging (DE5)					
An indicator of Dedication is: I am enthusiastic about my job (DE2)					
An indicator of Dedication is: My job inspires me (DE3)					
An indicator of Absorption is: Time flies when I'm working (AB1)					
An indicator of Absorption is: When I am working, I forget everything else around me (AB2)					
An indicator of Absorption is: I feel happy when I am working intensely (AB3)					
An indicator of Absorption is: I am immersed in my work (AB4)					
An indicator of Absorption is: I get carried away when I'm working (AB5)					

An indicator of Absorption is: It is difficult to detach myself from my job (AB6)					
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Part D: WHSW Strategy Efficacy

The following questions relate to the INDICATORS OF WHSW STRATEGY EFFICACY. Please click on the first response that comes to mind on the scale ranging from **Strongly Disagree to Strongly Agree**.

Based on your experience to what extent do you agree with the following statements: *

Please choose the appropriate response for each item:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I understand my organisation's strategy					
The WHSW priorities of my organisation are clear					
My own level of health and wellbeing is high					
My organisation's risk control effectiveness is high					
Individual, team, organisational goal attainment is high					
My own job satisfaction is high					
Work related injuries, illness and diseases are low					
Absenteeism levels are low					

Thank you for taking the time to respond to this survey

Submit your survey.

Thank you for completing this survey.

APPENDIX 6 – AUSTRALIAN INSTITUTE OF MANAGERS AND LEADERS INVITATION

Dear Colleague/member/Name,

You have been invited to participate in a survey.

The title is **Workplace Health, Safety and Wellbeing strategy and employee engagement.**

Research Description

This study seeks to investigate Workplace Health, Safety and Wellbeing (WHSW) as an organizational strategic priority and employee engagement, with the WHSW imperatives (dimensions) that forms the strategy. The study also investigates the moderating effect of leadership on the relationship. A key outcome of the study is the development of a business framework for organisations wishing to implement WHSW strategy.

While the literature reports numerous studies related to the relationship between engagement and efficacy it does not define and operationalise WHSW strategy. The contribution to theory is therefore significant. Organisations currently do not have insight as to the development of WHSW strategy, nor is there a framework illustrating how strategy, engagement and efficacy are related. As such the study aims to make a meaningful contribution to professional practice.

Accordingly, this research will be of particular interest to a cross section of managers and leaders. I have attached for your information the University of Southern Queensland Participant Information Statement and the link to the survey which should take no longer than 15 minutes to complete.

To participate, please click on the link below.

Yours Sincerely,

Brent Halliday

Click here to do the survey: <https://surveys.usq.edu.au/index.php/759616?lang=en>

APPENDIX 7 – AUSTRALIAN INSTITUTE OF HEALTH AND SAFETY INVITATION



The **University of Southern Queensland** is conducting a study that seeks to investigate Workplace Health, Safety and Wellbeing (WHSW) as an organizational strategic priority and employee engagement, with the WHSW imperatives (dimensions) that form the strategy.

Find the information sheet with further details of the survey [here](#).

Find the survey here: <http://bit.ly/37Hv0wM>

APPENDIX 8 – SURVEY PARTICIPATION INVITATION ON LINKEDIN

Hi all.

I am seeking your assistance in completing the final research component of the Doctor of Professional Studies at University of Southern Queensland via a short online survey. Below is an outline of the research and the link to the survey titled Workplace Health, Safety and Wellbeing Strategy and Employee Engagement.

This study seeks to investigate Workplace Health, Safety and Wellbeing (WHSW) as an organizational strategic priority and employee engagement, with the WHSW dimensions that forms the strategy. A key outcome of the study is the development of a business framework for organisations wishing to implement WHSW strategy. As such the study aims to make a meaningful contribution to professional practice.

Accordingly, this research will be of particular interest to a cross section of managers and leaders. If you would like the University of Southern Queensland Participant Information Statement please let me know. The link to the survey which should take no longer than 15 minutes to complete is attached below.

To participate, please click on the link below.

Yours Sincerely,

Brent Halliday

Click here to do the survey:

Work Health, Safety, Wellbeing Strategy and Employee Engagement

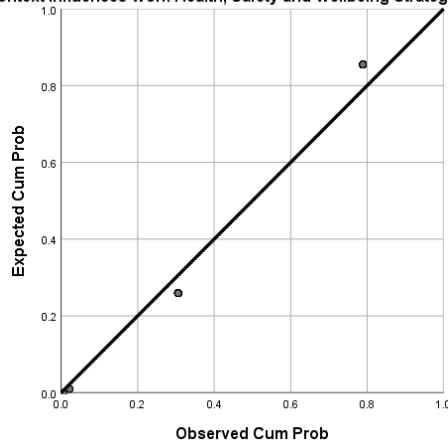
surveys.usq.edu.au

APPENDIX 9 - PROBABILITY PLOTS WHSW & EMPLOYEE ENGAGEMENT SURVEY

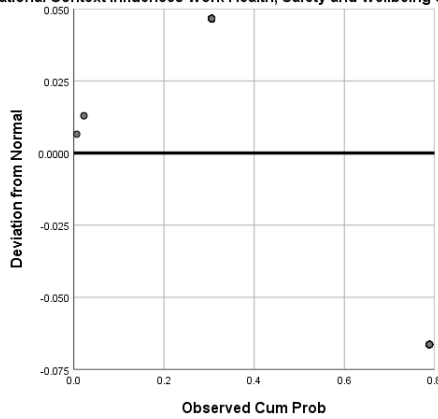
PPlot

SE02[SQ002]. Based on your experience to what extent do you believe that: [Organizational Context influences Work Health, Safety and Wellbeing Strategy]

Normal P-P Plot of SE02[SQ002]. Based on your experience to what extent do you believe that: [Organizational Context influences Work Health, Safety and Wellbeing Strategy]

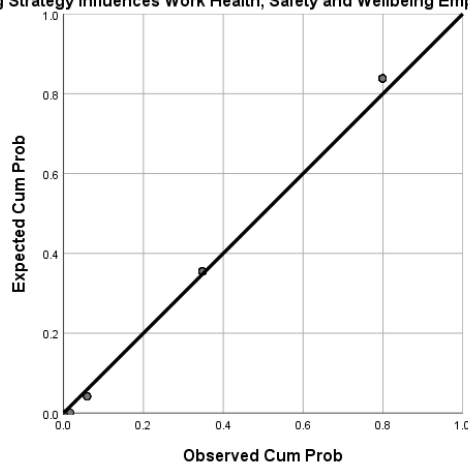


Detrended Normal P-P Plot of SE02[SQ002]. Based on your experience to what extent do you believe that: [Organizational Context influences Work Health, Safety and Wellbeing Strategy]

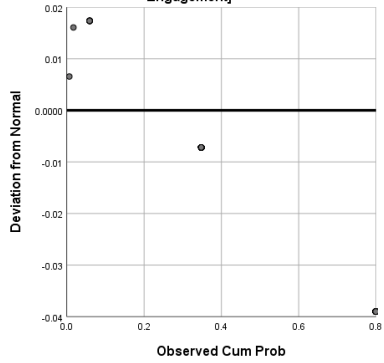


SE02[SQ003]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Strategy influences Work Health, Safety and Wellbeing Employee Engagement]

Normal P-P Plot of SE02[SQ003]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Strategy influences Work Health, Safety and Wellbeing Employee Engagement]

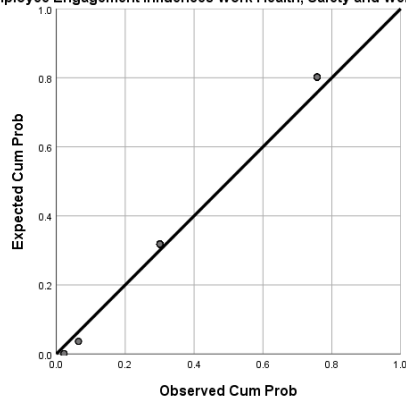


Detrended Normal P-P Plot of SE02[SQ003]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Strategy influences Work Health, Safety and Wellbeing Employee Engagement]

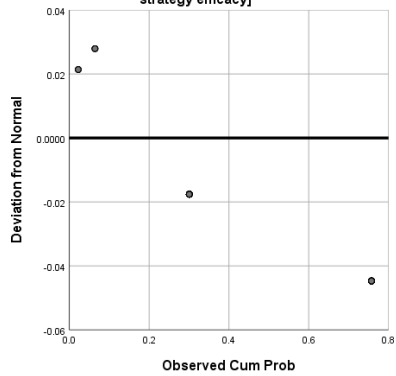


SE02[SQ004]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Work Health, Safety and Wellbeing strategy efficacy]

Normal P-P Plot of SE02[SQ004]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Work Health, Safety and Wellbeing strategy efficacy]

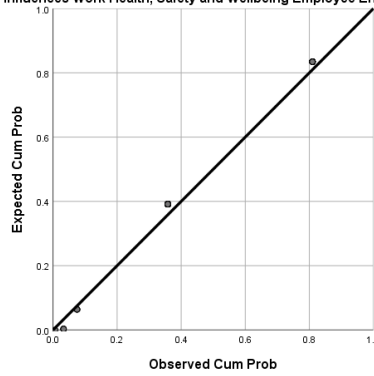


Detrended Normal P-P Plot of SE02[SQ004]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Work Health, Safety and Wellbeing strategy efficacy]

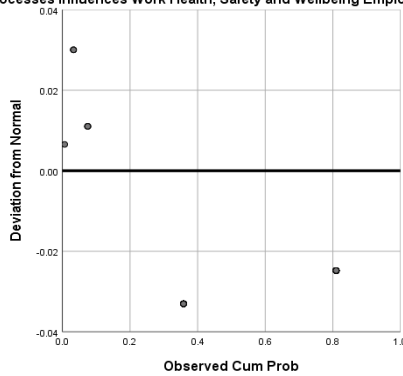


SE02[SQ005]. Based on your experience to what extent do you believe that: [Organisational processes influences Work Health, Safety and Wellbeing Employee Engagement]

Normal P-P Plot of SE02[SQ005]. Based on your experience to what extent do you believe that: [Organisational processes influences Work Health, Safety and Wellbeing Employee Engagement]

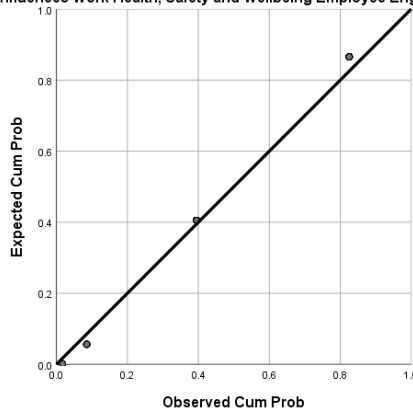


Detrended Normal P-P Plot of SE02[SQ005]. Based on your experience to what extent do you believe that: [Organisational processes influences Work Health, Safety and Wellbeing Employee Engagement]

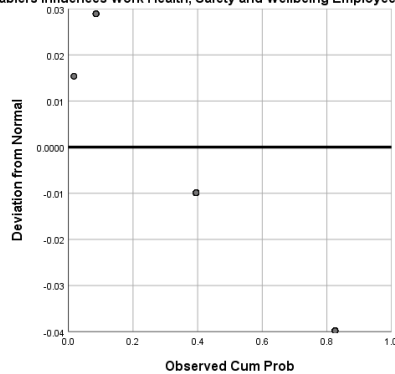


SE02[SQ006]. Based on your experience to what extent do you believe that: [Individual Enablers influences Work Health, Safety and Wellbeing Employee Engagement]

Normal P-P Plot of SE02[SQ006]. Based on your experience to what extent do you believe that: [Individual Enablers influences Work Health, Safety and Wellbeing Employee Engagement]

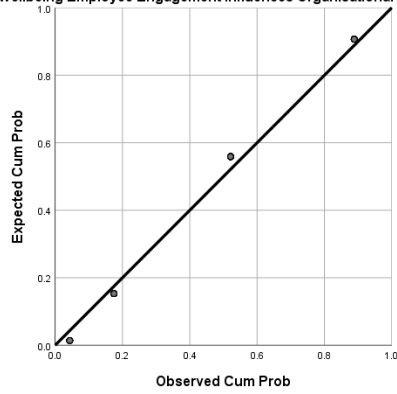


Detrended Normal P-P Plot of SE02[SQ006]. Based on your experience to what extent do you believe that: [Individual Enablers influences Work Health, Safety and Wellbeing Employee Engagement]

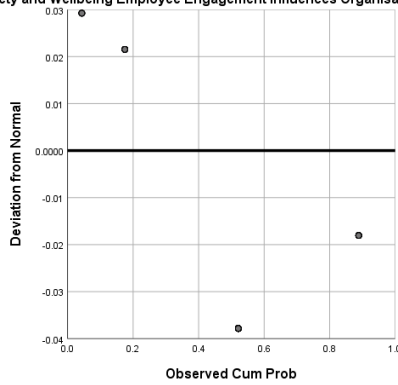


SE02[SQ007]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Organisational Processes]

Normal P-P Plot of SE02[SQ007]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Organisational Processes]

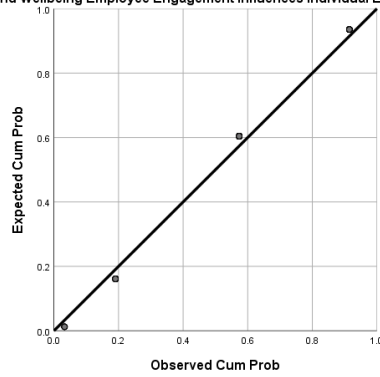


Detrended Normal P-P Plot of SE02[SQ007]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Organisational Processes]

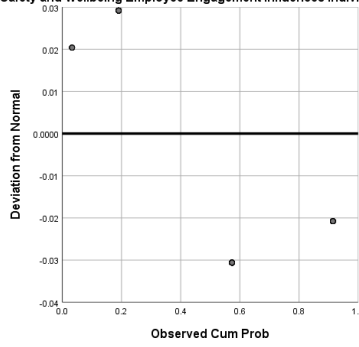


SE02[SQ008]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Individual Enablers]

Normal P-P Plot of SE02[SQ008]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Individual Enablers]

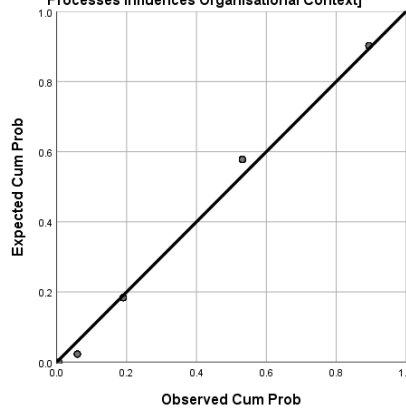


Detrended Normal P-P Plot of SE02[SQ008]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Employee Engagement influences Individual Enablers]

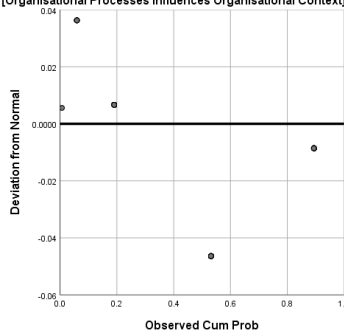


SE02[SQ010]. Based on your experience to what extent do you believe that: [Organisational Processes influences Organisational Context]

Normal P-P Plot of SE02[SQ010]. Based on your experience to what extent do you believe that: [Organisational Processes influences Organisational Context]

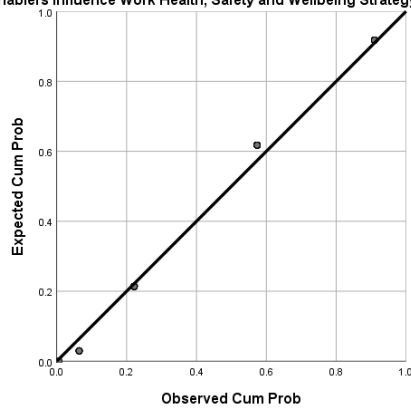


Detrended Normal P-P Plot of SE02[SQ010]. Based on your experience to what extent do you believe that: [Organisational Processes influences Organisational Context]

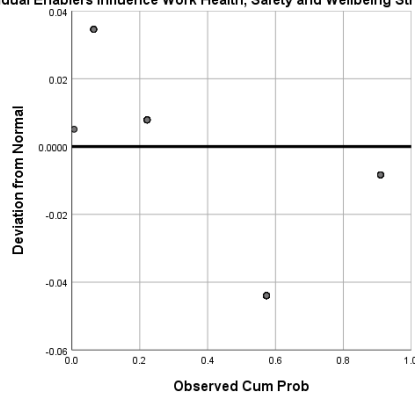


SE02[SQ011]. Based on your experience to what extent do you believe that: [Individual Enablers influence Work Health, Safety and Wellbeing Strategy]

Normal P-P Plot of SE02[SQ011]. Based on your experience to what extent do you believe that: [Individual Enablers influence Work Health, Safety and Wellbeing Strategy]

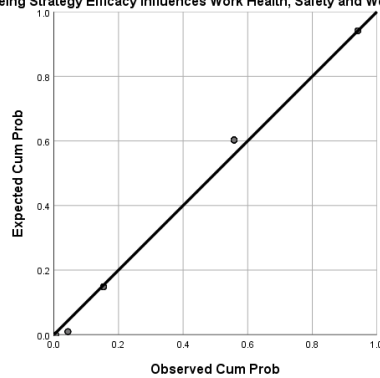


Detrended Normal P-P Plot of SE02[SQ011]. Based on your experience to what extent do you believe that: [Individual Enablers influence Work Health, Safety and Wellbeing Strategy]

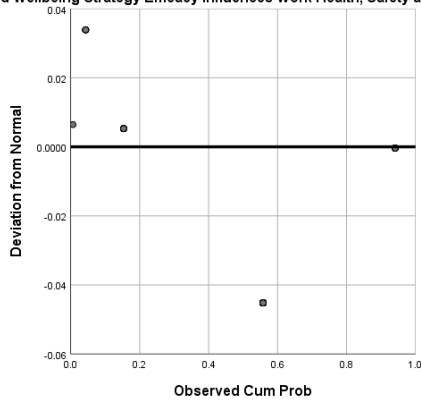


SE02[SQ012]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Strategy Efficacy influences Work Health, Safety and Wellbeing Strategy]

Normal P-P Plot of SE02[SQ012]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Strategy Efficacy influences Work Health, Safety and Wellbeing Strategy]

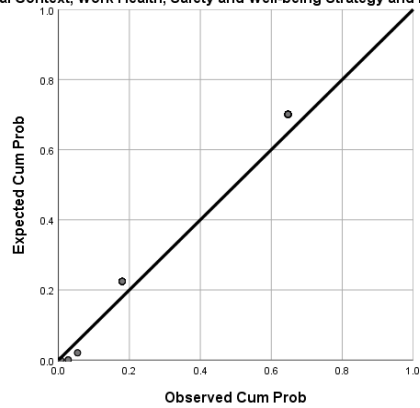


Detrended Normal P-P Plot of SE02[SQ012]. Based on your experience to what extent do you believe that: [Work Health, Safety and Wellbeing Strategy Efficacy influences Work Health, Safety and Wellbeing Strategy]

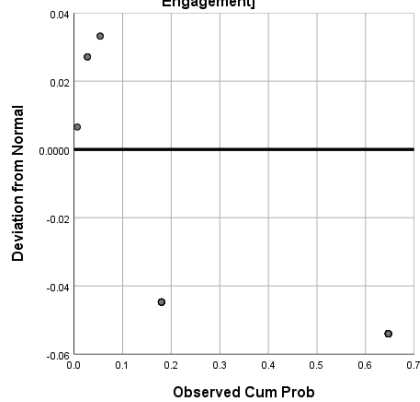


SE02[SQ013]. Based on your experience to what extent do you believe that: [Leadership influences Organisational Context, Work Health, Safety and Well-being Strategy and Employee Engagement]

Normal P-P Plot of SE02[SQ013]. Based on your experience to what extent do you believe that: [Leadership influences Organisational Context, Work Health, Safety and Well-being Strategy and Employee Engagement]

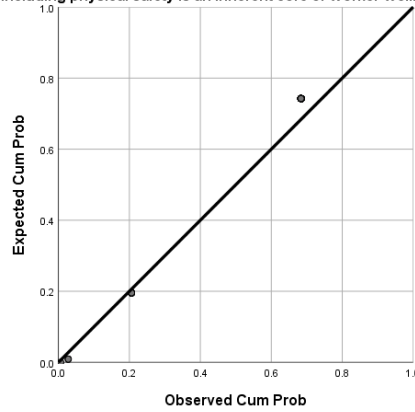


Detrended Normal P-P Plot of SE02[SQ013]. Based on your experience to what extent do you believe that: [Leadership influences Organisational Context, Work Health, Safety and Well-being Strategy and Employee Engagement]

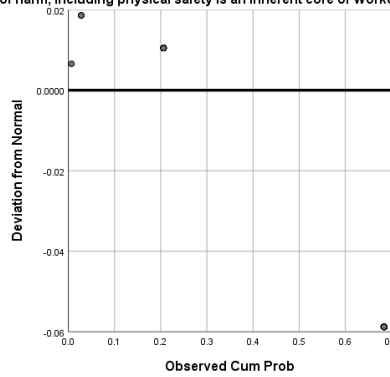


SE02[SQ014]. Based on your experience to what extent do you believe that: [Prevention of harm, including physical safety is an inherent core of Worker Wellbeing.]

Normal P-P Plot of SE02[SQ014]. Based on your experience to what extent do you believe that: [Prevention of harm, including physical safety is an inherent core of Worker Wellbeing.]

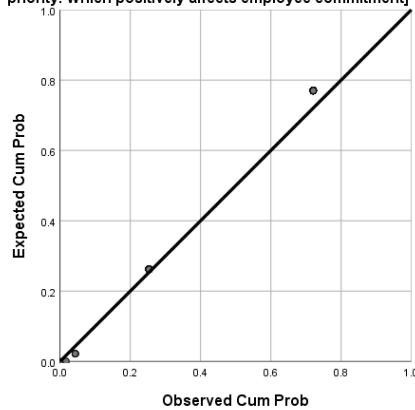


Detrended Normal P-P Plot of SE02[SQ014]. Based on your experience to what extent do you believe that: [Prevention of harm, including physical safety is an inherent core of Worker Wellbeing.]

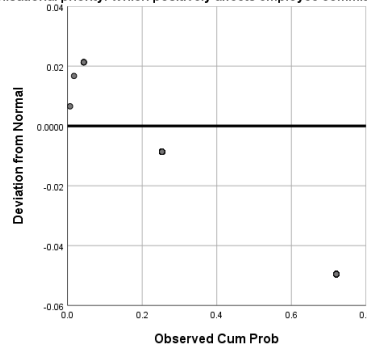


SE02[SQ015]. Based on your experience to what extent do you believe that: [Worker Wellbeing includes employees managing lifestyle health and psychological health risks as an organisational priority. Which positively affects employee commitment]

Normal P-P Plot of SE02[SQ015]. Based on your experience to what extent do you believe that: [Worker Wellbeing includes employees managing lifestyle health and psychological health risks as an organisational priority. Which positively affects employee commitment]

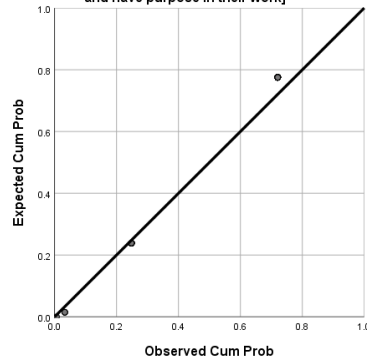


Detrended Normal P-P Plot of SE02[SQ015]. Based on your experience to what extent do you believe that: [Worker Wellbeing includes employees managing lifestyle health and psychological health risks as an organisational priority. Which positively affects employee commitment]

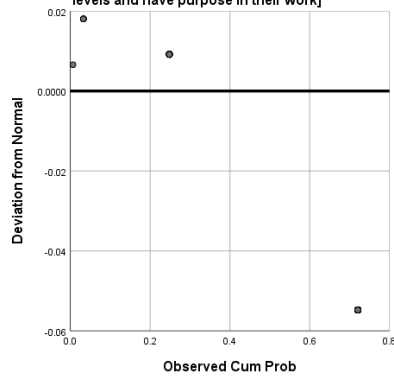


SE02[SQ016]. Based on your experience to what extent do you believe that: [To be in an optimal state of wellbeing employees need to be connected at the individual, team and organisational levels and have purpose in their work]

Normal P-P Plot of SE02[SQ016]. Based on your experience to what extent do you believe that: [To be in an optimal state of wellbeing employees need to be connected at the individual, team and organisational levels and have purpose in their work]

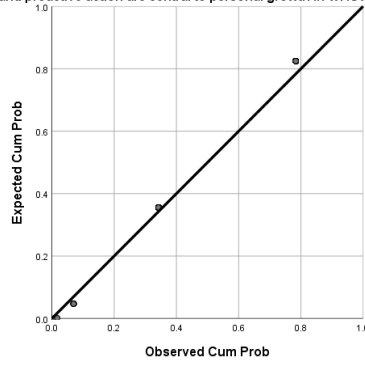


Detrended Normal P-P Plot of SE02[SQ016]. Based on your experience to what extent do you believe that: [To be in an optimal state of wellbeing employees need to be connected at the individual, team and organisational levels and have purpose in their work]

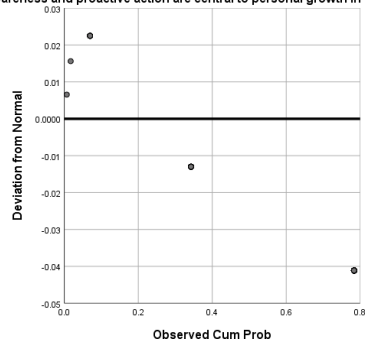


SE02[SQ017]. Based on your experience to what extent do you believe that: [Individual risk awareness and proactive action are central to personal growth in WHSW Capability]

Normal P-P Plot of SE02[SQ017]. Based on your experience to what extent do you believe that: [Individual risk awareness and proactive action are central to personal growth in WHSW Capability]

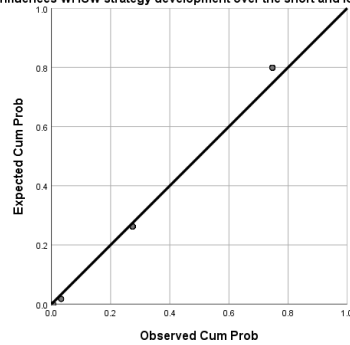


Detrended Normal P-P Plot of SE02[SQ017]. Based on your experience to what extent do you believe that: [Individual risk awareness and proactive action are central to personal growth in WHSW Capability]

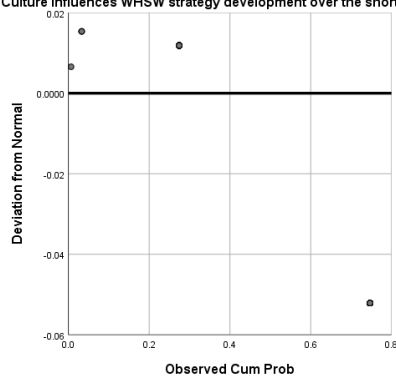


SE02[SQ018]. Based on your experience to what extent do you believe that: [Organisational Culture influences WHSW strategy development over the short and long-term]

Normal P-P Plot of SE02[SQ018]. Based on your experience to what extent do you believe that: [Organisational Culture influences WHSW strategy development over the short and long-term]

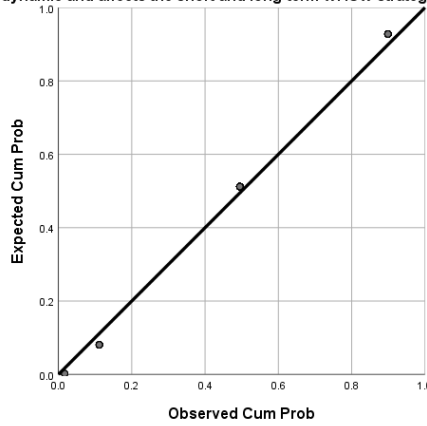


Detrended Normal P-P Plot of SE02[SQ018]. Based on your experience to what extent do you believe that: [Organisational Culture influences WHSW strategy development over the short and long-term]

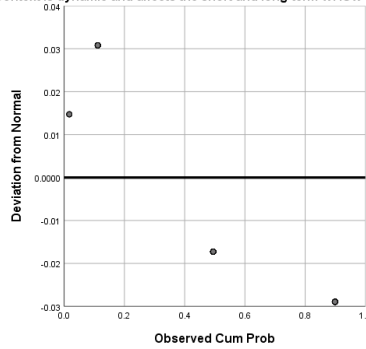


SE02[SQ019]. Based on your experience to what extent do you believe that: [Organisational Context is dynamic and affects the short and long-term WHSW strategy content.]

Normal P-P Plot of SE02[SQ019]. Based on your experience to what extent do you believe that: [Organisational Context is dynamic and affects the short and long-term WHSW strategy content.]

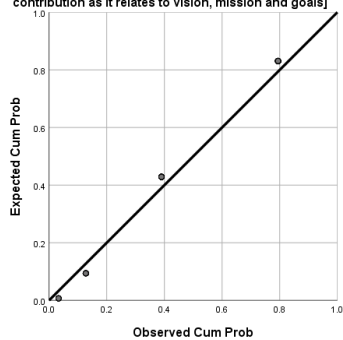


Detrended Normal P-P Plot of SE02[SQ019]. Based on your experience to what extent do you believe that: [Organisational Context is dynamic and affects the short and long-term WHSW strategy content.]

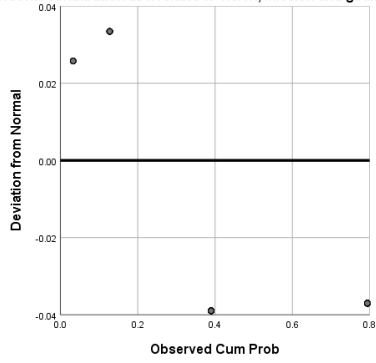


SE02[SQ020]. Based on your experience to what extent do you believe that: [Employees need to be involved in WHSW strategy development at an early stage and be clear on their personal contribution as it relates to vision, mission and goals]

Normal P-P Plot of SE02[SQ020]. Based on your experience to what extent do you believe that: [Employees need to be involved in WHSW strategy development at an early stage and be clear on their personal contribution as it relates to vision, mission and goals]

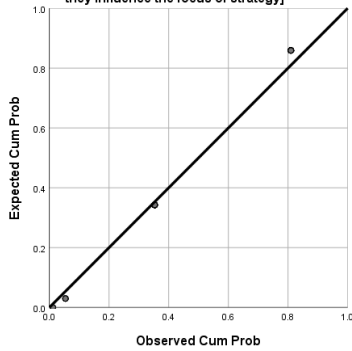


Detrended Normal P-P Plot of SE02[SQ020]. Based on your experience to what extent do you believe that: [Employees need to be involved in WHSW strategy development at an early stage and be clear on their personal contribution as it relates to vision, mission and goals]

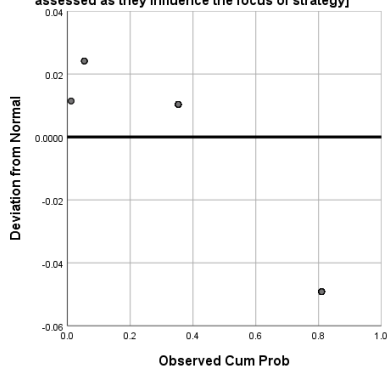


SE02[SQ021]. Based on your experience to what extent do you believe that: [Legal obligations and organisational corporate governance requirements need to be understood and assessed as they influence the focus of strategy]

Normal P-P Plot of SE02[SQ021]. Based on your experience to what extent do you believe that: [Legal obligations and organisational corporate governance requirements need to be understood and assessed as they influence the focus of strategy]

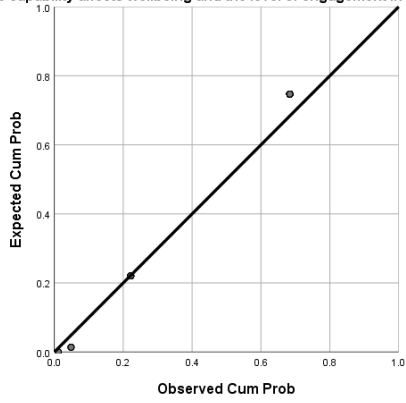


Detrended Normal P-P Plot of SE02[SQ021]. Based on your experience to what extent do you believe that: [Legal obligations and organisational corporate governance requirements need to be understood and assessed as they influence the focus of strategy]

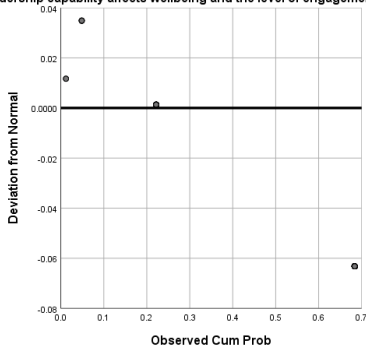


SE02[SQ022]. Based on your experience to what extent do you believe that: [Individual leadership capability affects wellbeing and the level of engagement in strategy]

Normal P-P Plot of SE02[SQ022]. Based on your experience to what extent do you believe that: [Individual leadership capability affects wellbeing and the level of engagement in strategy]

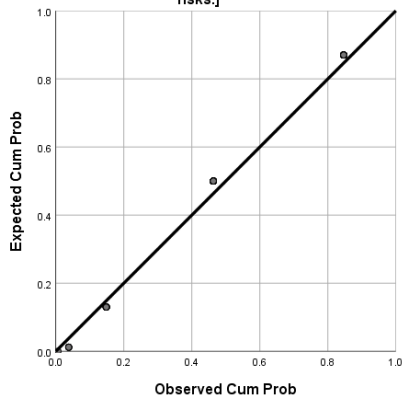


Detrended Normal P-P Plot of SE02[SQ022]. Based on your experience to what extent do you believe that: [Individual leadership capability affects wellbeing and the level of engagement in strategy]

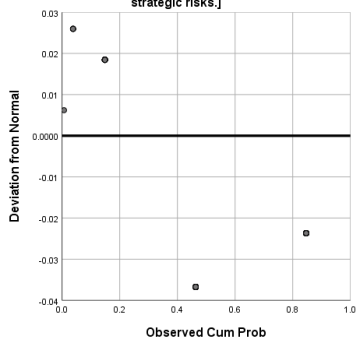


SE02[SQ023]. Based on your experience to what extent do you believe that: [WHSW strategy and resource allocation must be integrated and address immediate risks prior to longer term strategic risks.]

Normal P-P Plot of SE02[SQ023]. Based on your experience to what extent do you believe that: [WHSW strategy and resource allocation must be integrated and address immediate risks prior to longer term strategic risks.]

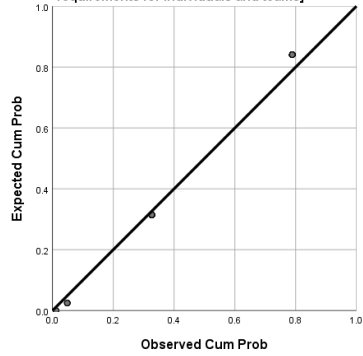


Detrended Normal P-P Plot of SE02[SQ023]. Based on your experience to what extent do you believe that: [WHSW strategy and resource allocation must be integrated and address immediate risks prior to longer term strategic risks.]

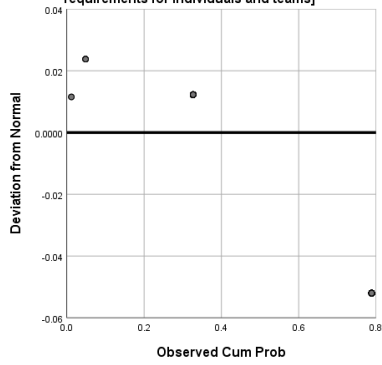


SE02[SQ024]. Based on your experience to what extent do you believe that: [Line management drive and affect strategy implementation by translating and communicating organisational requirements for individuals and teams]

Normal P-P Plot of SE02[SQ024]. Based on your experience to what extent do you believe that: [Line management drive and affect strategy implementation by translating and communicating organisational requirements for individuals and teams]

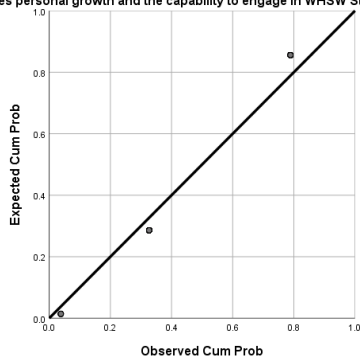


Detrended Normal P-P Plot of SE02[SQ024]. Based on your experience to what extent do you believe that: [Line management drive and affect strategy implementation by translating and communicating organisational requirements for individuals and teams]

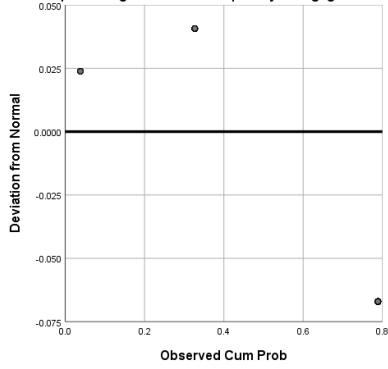


SE02[SQ025]. Based on your experience to what extent do you believe that: [Ownership enhances personal growth and the capability to engage in WHSW Strategy]

Normal P-P Plot of SE02[SQ025]. Based on your experience to what extent do you believe that: [Ownership enhances personal growth and the capability to engage in WHSW Strategy]

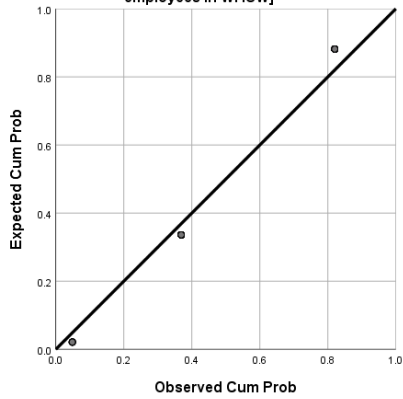


Detrended Normal P-P Plot of SE02[SQ025]. Based on your experience to what extent do you believe that: [Ownership enhances personal growth and the capability to engage in WHSW Strategy]

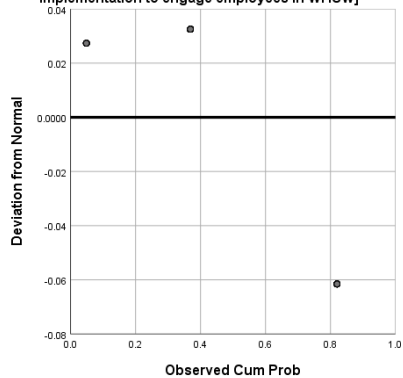


SE02[SQ026]. Based on your experience to what extent do you believe that: [Personal risk awareness and control needs to be facilitated by the organisation as part of strategy implementation to engage employees in WHSW]

Normal P-P Plot of SE02[SQ026]. Based on your experience to what extent do you believe that: [Personal risk awareness and control needs to be facilitated by the organisation as part of strategy implementation to engage employees in WHSW]

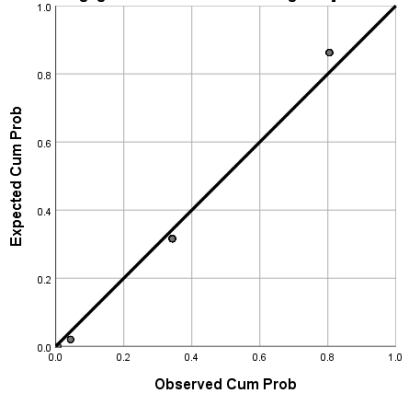


Detrended Normal P-P Plot of SE02[SQ026]. Based on your experience to what extent do you believe that: [Personal risk awareness and control needs to be facilitated by the organisation as part of strategy implementation to engage employees in WHSW]

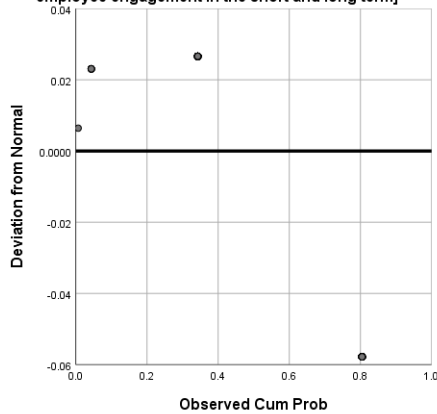


SE02[SQ027]. Based on your experience to what extent do you believe that: [Meaningful consultation for understanding the WHSW Strategy implementation impacts on the level of employee engagement in the short and long term]

Normal P-P Plot of SE02[SQ027]. Based on your experience to what extent do you believe that: [Meaningful consultation for understanding the WHSW Strategy implementation impacts on the level of employee engagement in the short and long term]

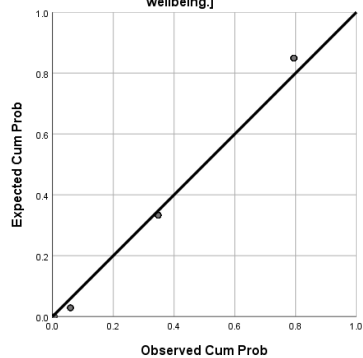


Detrended Normal P-P Plot of SE02[SQ027]. Based on your experience to what extent do you believe that: [Meaningful consultation for understanding the WHSW Strategy implementation impacts on the level of employee engagement in the short and long term]

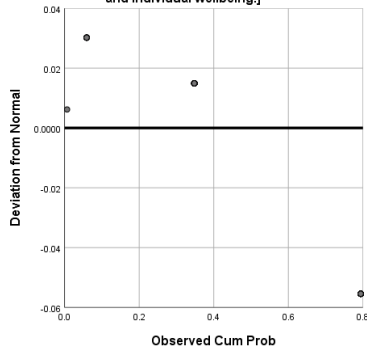


SE02[SQ028]. Based on your experience to what extent do you believe that: [Organisational and leader trust is dependent on values-based feedback which affects employee motivation and individual wellbeing.]

Normal P-P Plot of SE02[SQ028]. Based on your experience to what extent do you believe that: [Organisational and leader trust is dependent on values-based feedback which affects employee motivation and individual wellbeing.]

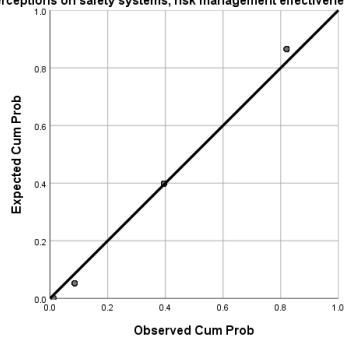


Detrended Normal P-P Plot of SE02[SQ028]. Based on your experience to what extent do you believe that: [Organisational and leader trust is dependent on values-based feedback which affects employee motivation and individual wellbeing]

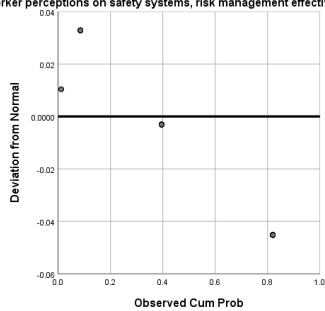


SE02[SQ029]. Based on your experience to what extent do you believe that: [WHSW Strategy measurement must focus on broader outcomes related to individual wellbeing, work completed, worker perceptions on safety systems, risk management effectiveness

Normal P-P Plot of SE02[SQ029]. Based on your experience to what extent do you believe that: [WHSW Strategy measurement must focus on broader outcomes related to individual wellbeing, work completed, worker perceptions on safety systems, risk management effectiveness and sa

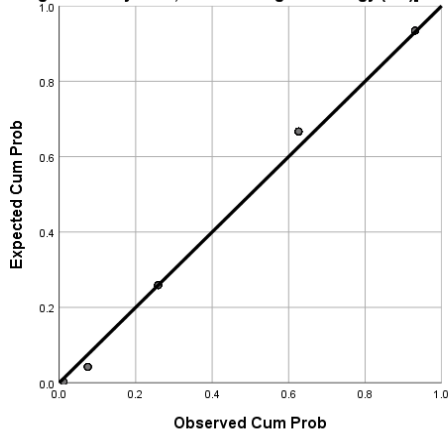


Detrended Normal P-P Plot of SE02[SQ029]. Based on your experience to what extent do you believe that: [WHSW Strategy measurement must focus on broader outcomes related to individual wellbeing, work completed, worker perceptions on safety systems, risk management effectiveness and sa

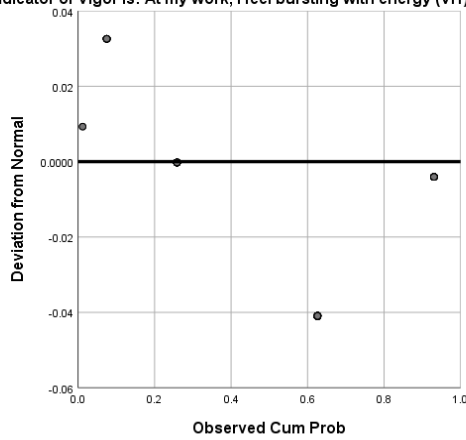


EE01[SQ001]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my work, I feel bursting with energy (VI1)]

Normal P-P Plot of EE01[SQ001]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my work, I feel bursting with energy (V1)]

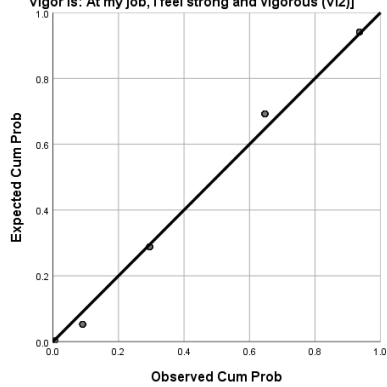


Detrended Normal P-P Plot of EE01[SQ001]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my work, I feel bursting with energy (V1)]

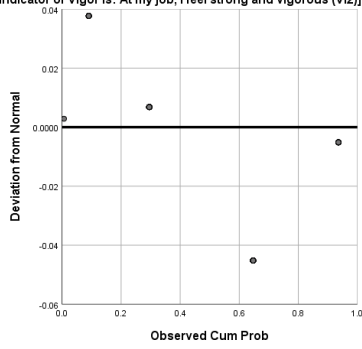


EE01[SQ002]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my job, I feel strong and vigorous (V12)]

Normal P-P Plot of EE01[SQ002]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my job, I feel strong and vigorous (V12)]

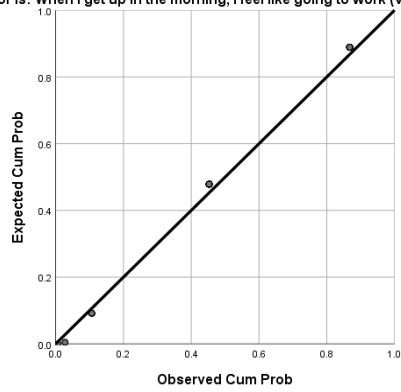


Detrended Normal P-P Plot of EE01[SQ002]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my job, I feel strong and vigorous (VI2)]

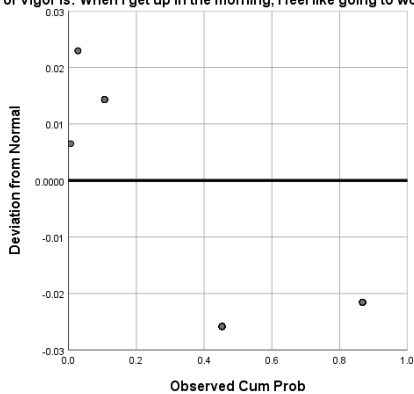


EE01[SQ003]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: When I get up in the morning, I feel like going to work (VI3)]

Normal P-P Plot of EE01[SQ003]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: When I get up in the morning, I feel like going to work (VI3)]

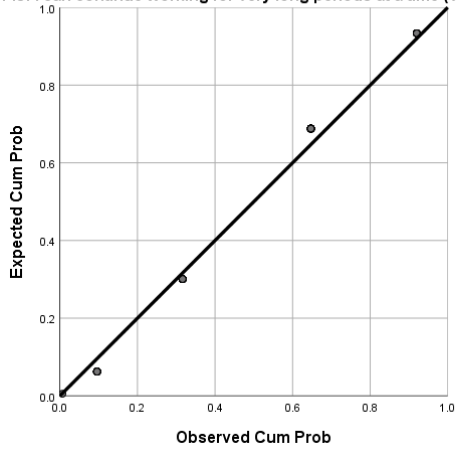


Detrended Normal P-P Plot of EE01[SQ003]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: When I get up in the morning, I feel like going to work (VI3)]

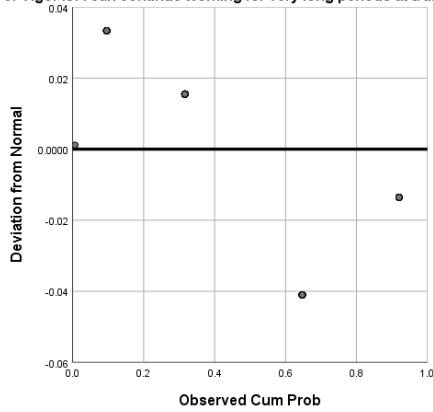


EE01[SQ004]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: I can continue working for very long periods at a time (VI4)]

Normal P-P Plot of EE01[SQ004]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: I can continue working for very long periods at a time (V14)]

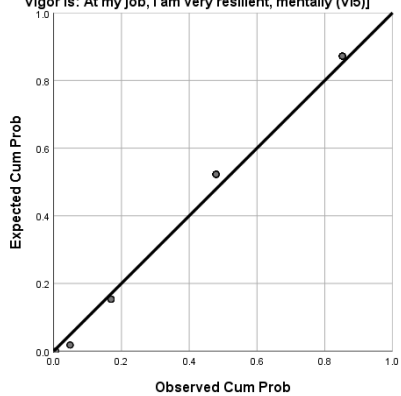


Detrended Normal P-P Plot of EE01[SQ004]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: I can continue working for very long periods at a time (V14)]

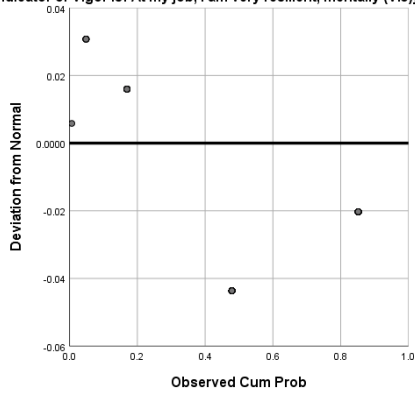


EE01[SQ005]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my job, I am very resilient, mentally (V15)]

Normal P-P Plot of EE01[SQ005]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my job, I am very resilient, mentally (V15)]

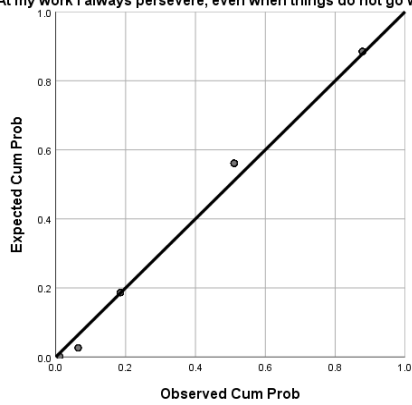


Detrended Normal P-P Plot of EE01[SQ005]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my job, I am very resilient, mentally (VI5)]

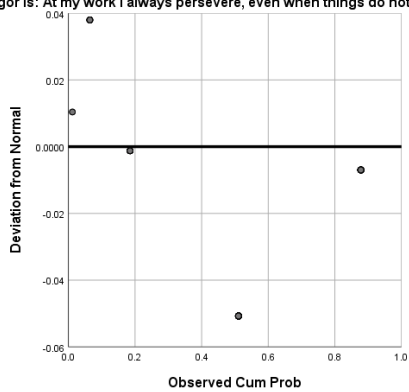


EE01[SQ006]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my work I always persevere, even when things do not go well (VI6)]

Normal P-P Plot of EE01[SQ006]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my work I always persevere, even when things do not go well (VI6)]

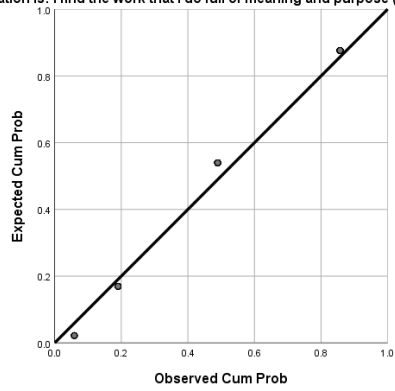


Detrended Normal P-P Plot of EE01[SQ006]. Based on your experience to what extent do you agree that: [An indicator of Vigor is: At my work I always persevere, even when things do not go well (VI6)]

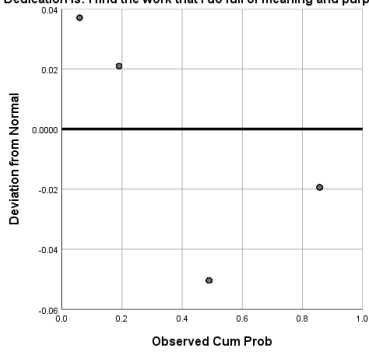


EE01[SQ007]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I find the work that I do full of meaning and purpose (DE1)]

Normal P-P Plot of EE01[SQ007]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I find the work that I do full of meaning and purpose (DE1)]

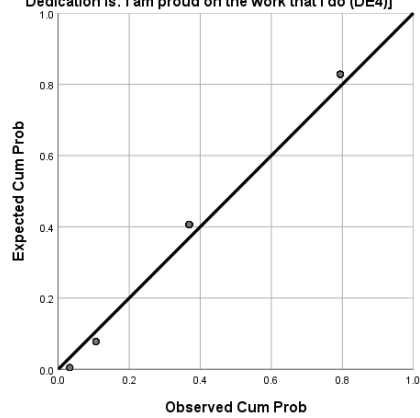


Detrended Normal P-P Plot of EE01[SQ007]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I find the work that I do full of meaning and purpose (DE1)]

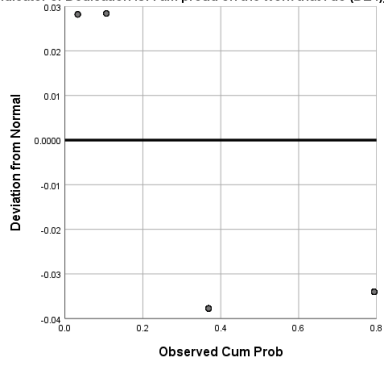


EE01[SQ008]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I am proud on the work that I do (DE4)]

Normal P-P Plot of EE01[SQ008]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I am proud on the work that I do (DE4)]

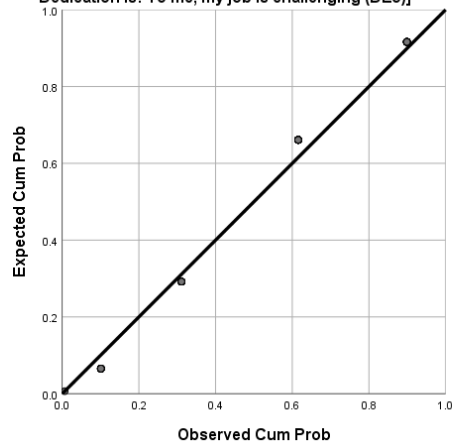


Detrended Normal P-P Plot of EE01[SQ008]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I am proud on the work that I do (DE4)]

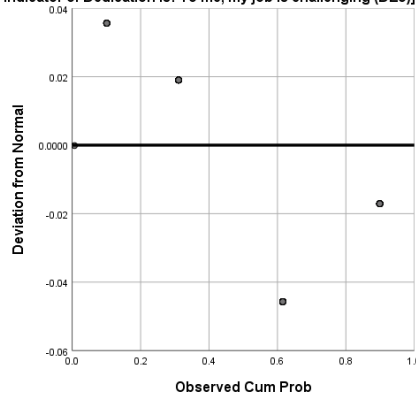


EE01[SQ009]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: To me, my job is challenging (DE5)]

Normal P-P Plot of EE01[SQ009]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: To me, my job is challenging (DE5)]

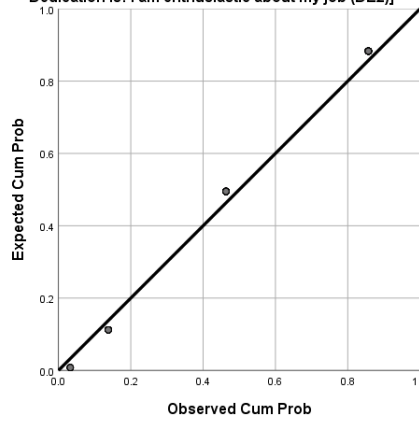


Detrended Normal P-P Plot of EE01[SQ009]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: To me, my job is challenging (DE5)]

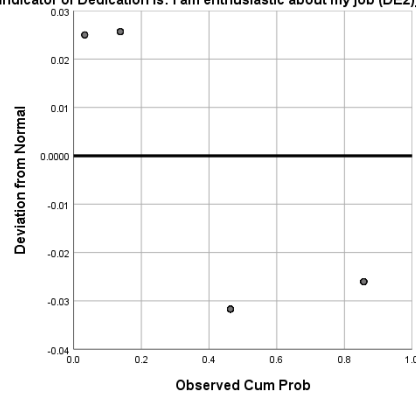


EE01[SQ010]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I am enthusiastic about my job (DE2)]

Normal P-P Plot of EE01[SQ010]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I am enthusiastic about my job (DE2)]

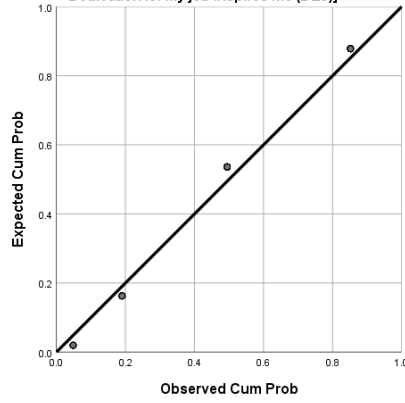


Detrended Normal P-P Plot of EE01[SQ010]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: I am enthusiastic about my job (DE2)]

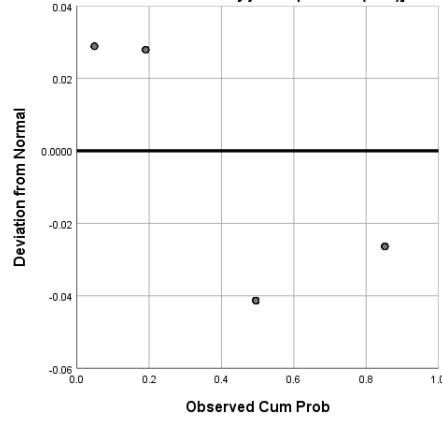


EE01[SQ011]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: My job inspires me (DE3)]

Normal P-P Plot of EE01[SQ011]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: My job inspires me (DE3)]

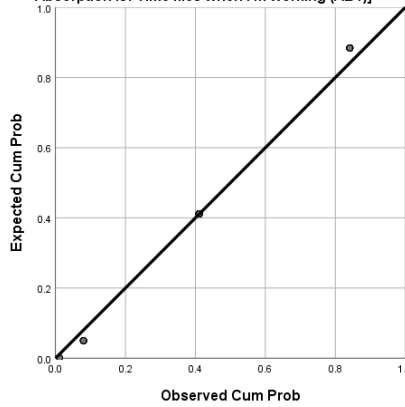


Detrended Normal P-P Plot of EE01[SQ011]. Based on your experience to what extent do you agree that: [An indicator of Dedication is: My job inspires me (DE3)]

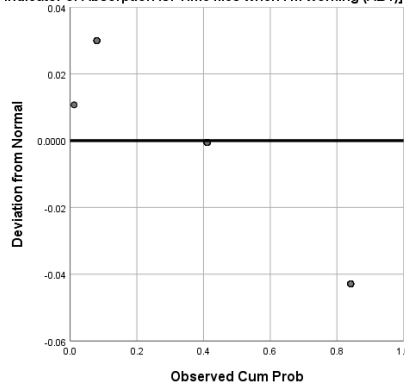


EE01[SQ012]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: Time flies when I'm working (AB1)]

Normal P-P Plot of EE01[SQ012]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: Time flies when I'm working (AB1)]

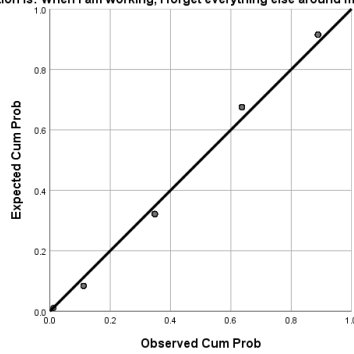


Detrended Normal P-P Plot of EE01[SQ012]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: Time flies when I'm working (AB1)]

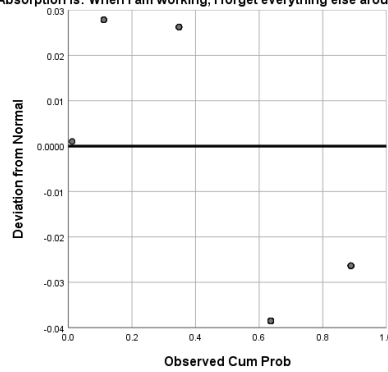


EE01[SQ013]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: When I am working, I forget everything else around me (AB2)]

Normal P-P Plot of EE01[SQ013]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: When I am working, I forget everything else around me (AB2)]



Detrended Normal P-P Plot of EE01[SQ013]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: When I am working, I forget everything else around me (AB2)]

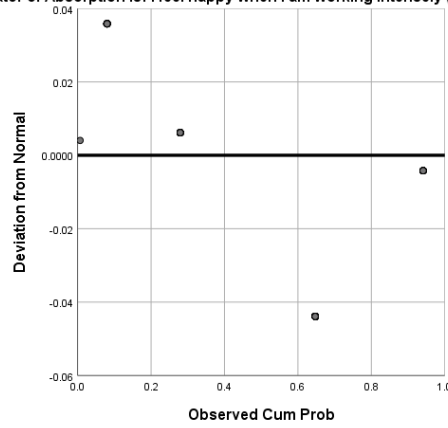


EE01[SQ014]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I feel happy when I am working intensely (AB3)]

Normal P-P Plot of EE01[SQ014]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I feel happy when I am working intensely (AB3)]

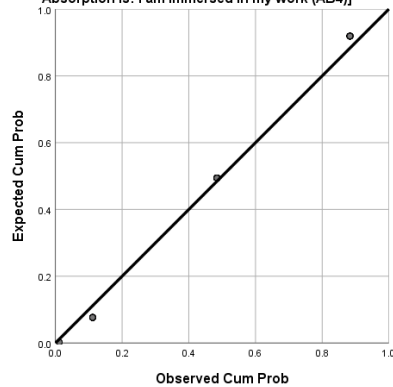


Detrended Normal P-P Plot of EE01[SQ014]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I feel happy when I am working intensely (AB3)]

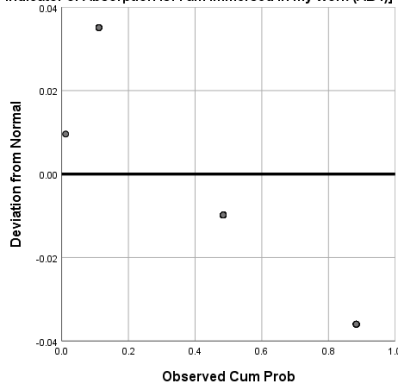


EE01[SQ015]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I am immersed in my work (AB4)]

Normal P-P Plot of EE01[SQ015]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I am immersed in my work (AB4)]

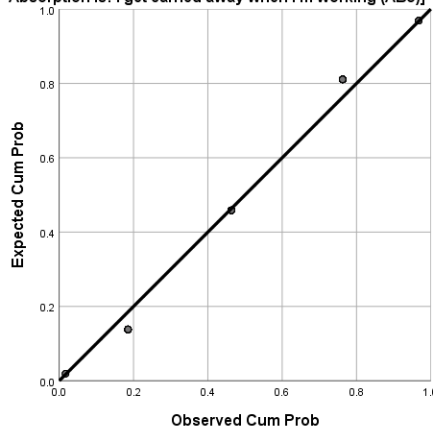


Detrended Normal P-P Plot of EE01[SQ015]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I am immersed in my work (AB4)]

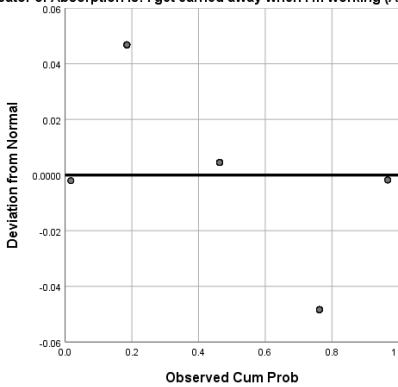


EE01[SQ016]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I get carried away when I'm working (AB5)]

Normal P-P Plot of EE01[SQ016]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I get carried away when I'm working (AB5)]

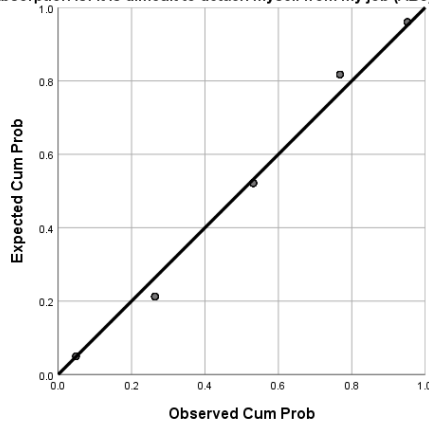


Detrended Normal P-P Plot of EE01[SQ016]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: I get carried away when I'm working (AB5)]

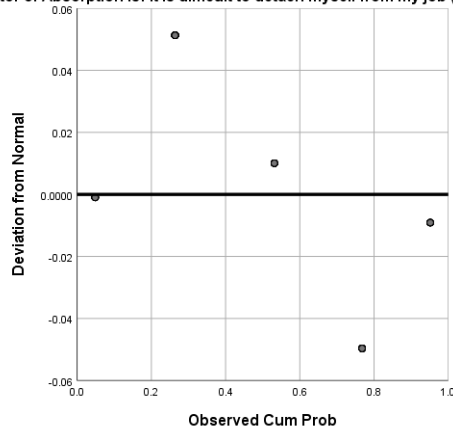


EE01[SQ017]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: It is difficult to detach myself from my job (AB6)]

Normal P-P Plot of EE01[SQ017]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: It is difficult to detach myself from my job (AB6)]

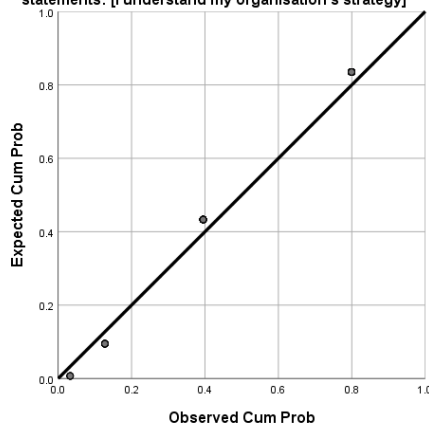


Detrended Normal P-P Plot of EE01[SQ017]. Based on your experience to what extent do you agree that: [An indicator of Absorption is: It is difficult to detach myself from my job (AB6)]

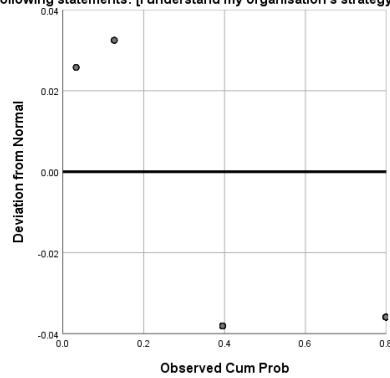


WE01[SQ001]. Based on your experience to what extent do you agree with the following statements: [I understand my organisation's strategy]

Normal P-P Plot of WE01[SQ001]. Based on your experience to what extent do you agree with the following statements: [I understand my organisation's strategy]

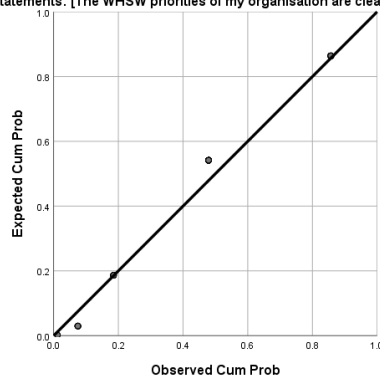


Detrended Normal P-P Plot of WE01[SQ001]. Based on your experience to what extent do you agree with the following statements: [I understand my organisation's strategy]

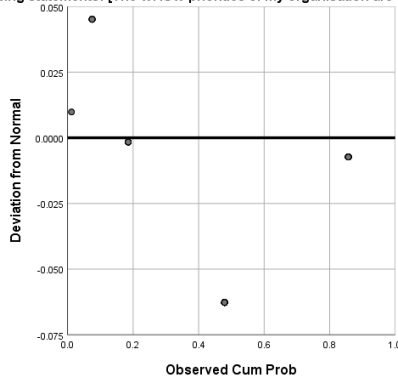


WE01[SQ002]. Based on your experience to what extent do you agree with the following statements: [The WHSW priorities of my organisation are clear]

Normal P-P Plot of WE01[SQ002]. Based on your experience to what extent do you agree with the following statements: [The WHSW priorities of my organisation are clear]

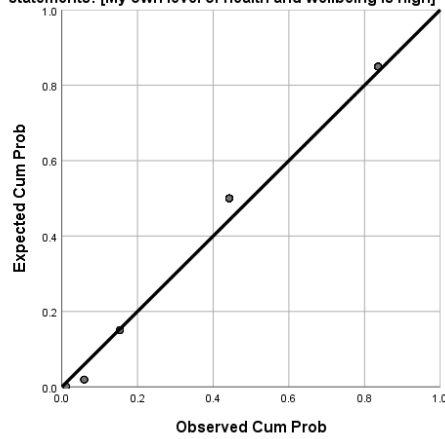


Detrended Normal P-P Plot of WE01[SQ002]. Based on your experience to what extent do you agree with the following statements: [The WHSW priorities of my organisation are clear]

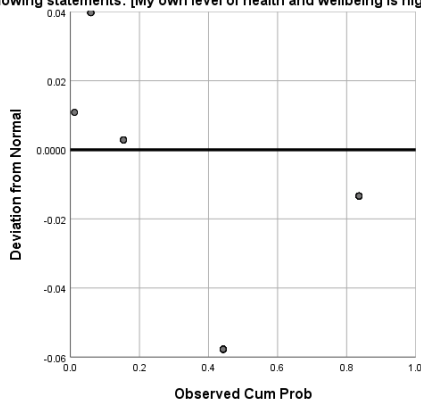


WE01[SQ003]. Based on your experience to what extent do you agree with the following statements: [My own level of health and wellbeing is high]

Normal P-P Plot of WE01[SQ003]. Based on your experience to what extent do you agree with the following statements: [My own level of health and wellbeing is high]

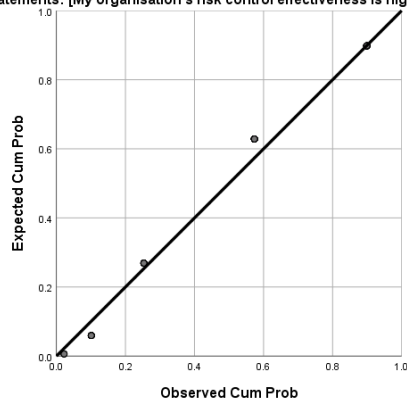


Detrended Normal P-P Plot of WE01[SQ003]. Based on your experience to what extent do you agree with the following statements: [My own level of health and wellbeing is high]

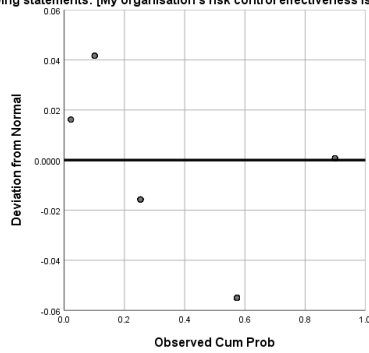


WE01[SQ004]. Based on your experience to what extent do you agree with the following statements: [My organisation's risk control effectiveness is high]

Normal P-P Plot of WE01[SQ004]. Based on your experience to what extent do you agree with the following statements: [My organisation's risk control effectiveness is high]

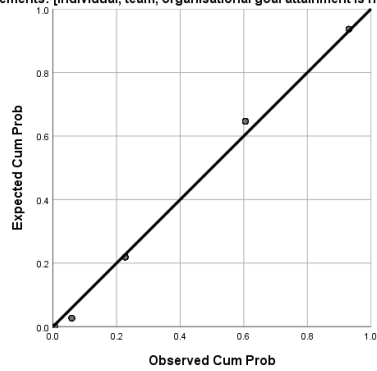


Detrended Normal P-P Plot of WE01[SQ004]. Based on your experience to what extent do you agree with the following statements: [My organisation's risk control effectiveness is high]

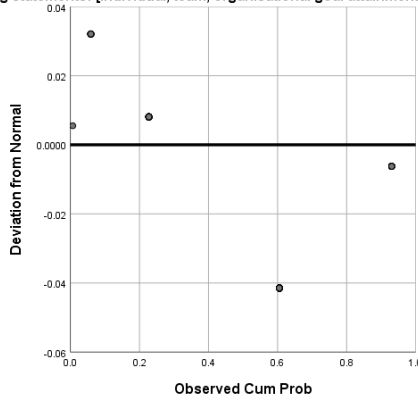


WE01[SQ005]. Based on your experience to what extent do you agree with the following statements: [Individual, team, organisational goal attainment is high]

Normal P-P Plot of WE01[SQ005]. Based on your experience to what extent do you agree with the following statements: [Individual, team, organisational goal attainment is high]

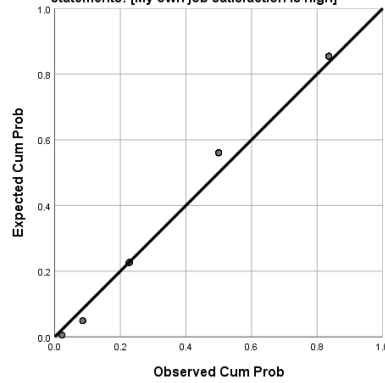


Detrended Normal P-P Plot of WE01[SQ005]. Based on your experience to what extent do you agree with the following statements: [Individual, team, organisational goal attainment is high]

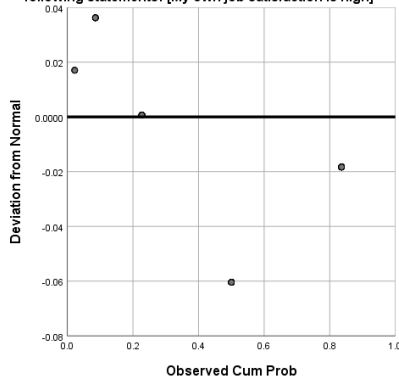


WE01[SQ006]. Based on your experience to what extent do you agree with the following statements: [My own job satisfaction is high]

Normal P-P Plot of WE01[SQ006]. Based on your experience to what extent do you agree with the following statements: [My own job satisfaction is high]

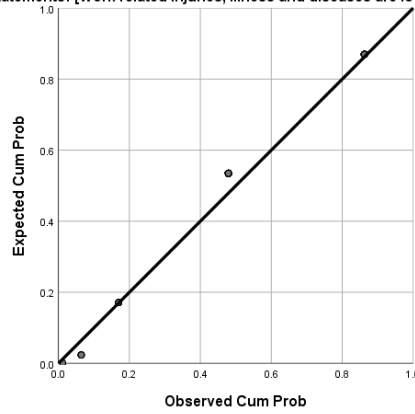


Detrended Normal P-P Plot of WE01[SQ006]. Based on your experience to what extent do you agree with the following statements: [My own job satisfaction is high]

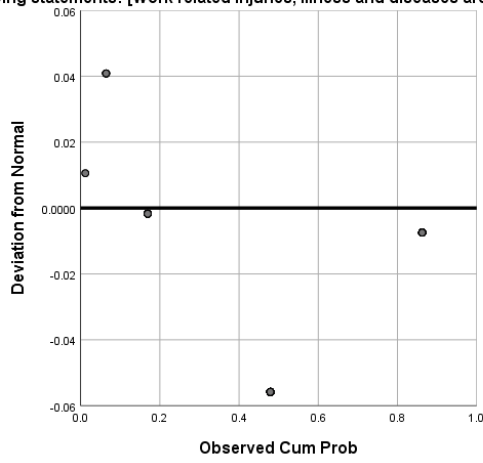


WE01[SQ007]. Based on your experience to what extent do you agree with the following statements: [Work related injuries, illness and diseases are low]

Normal P-P Plot of WE01[SQ007]. Based on your experience to what extent do you agree with the following statements: [Work related injuries, illness and diseases are low]

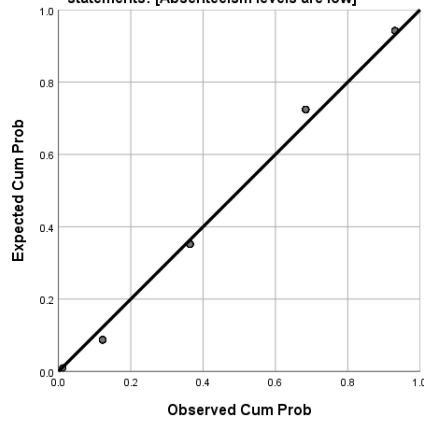


Detrended Normal P-P Plot of WE01[SQ007]. Based on your experience to what extent do you agree with the following statements: [Work related injuries, illness and diseases are low]

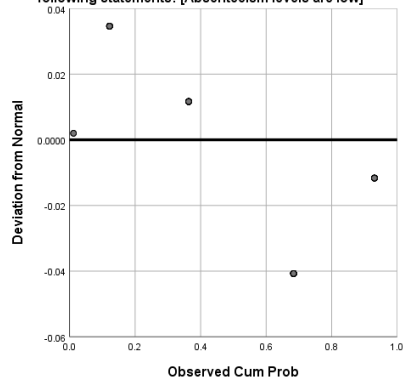


WE01[SQ008]. Based on your experience to what extent do you agree with the following statements: [Absenteeism levels are low]

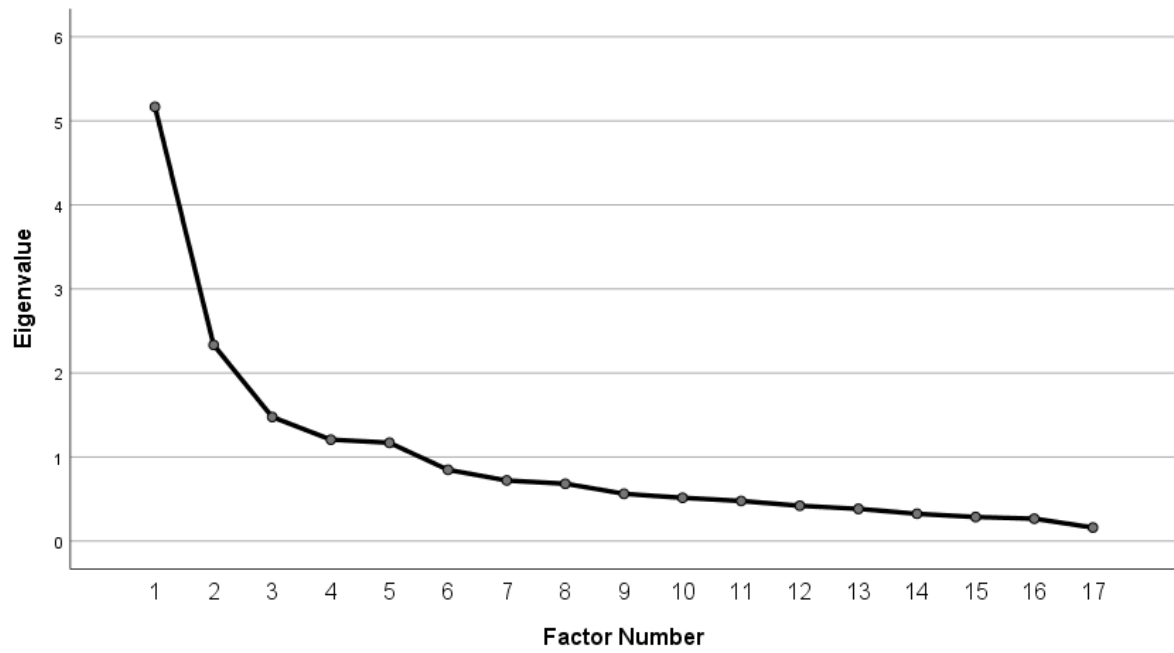
Normal P-P Plot of WE01[SQ008]. Based on your experience to what extent do you agree with the following statements: [Absenteeism levels are low]



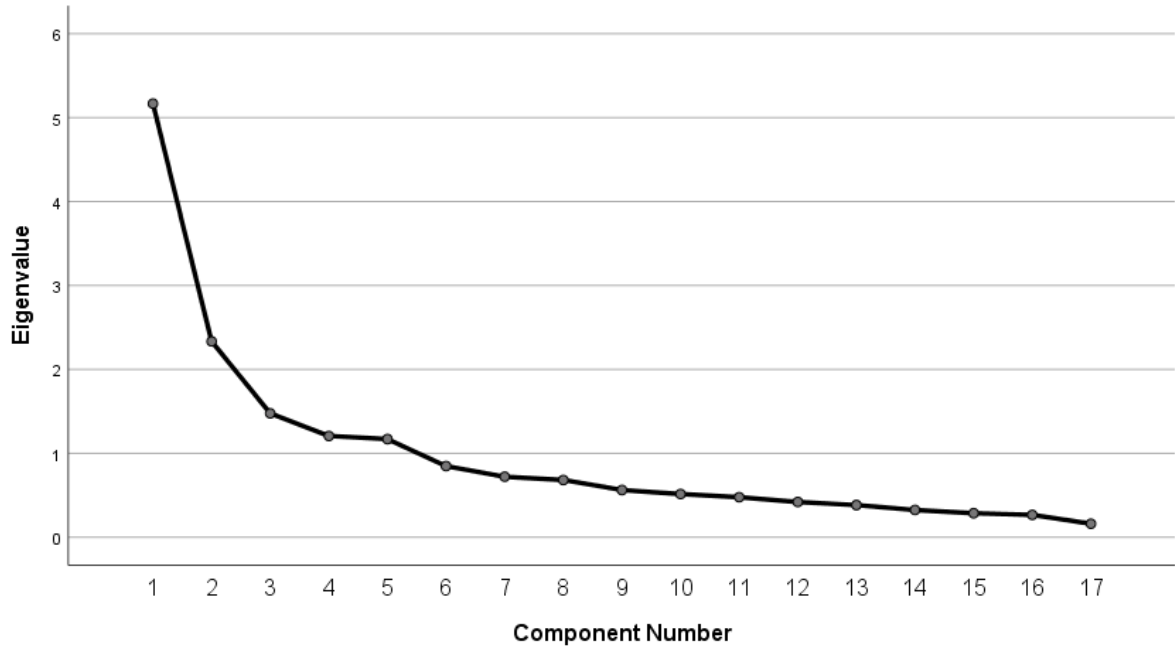
Detrended Normal P-P Plot of WE01[SQ008]: Based on your experience to what extent do you agree with the following statements: [Absenteeism levels are low]



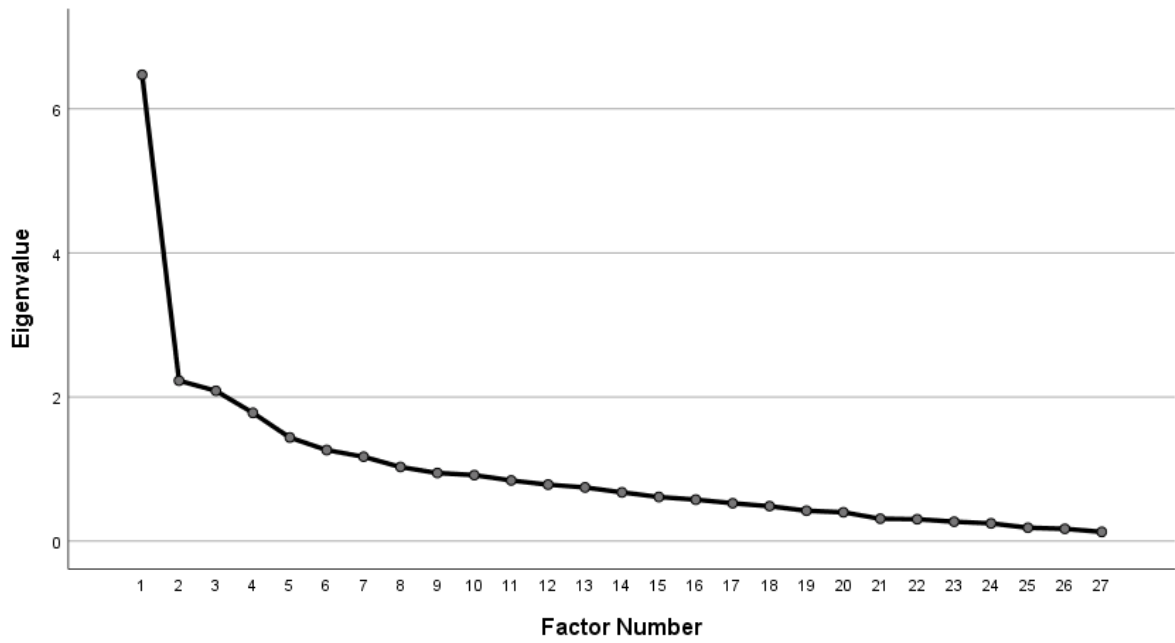
Scree Plot



Scree Plot

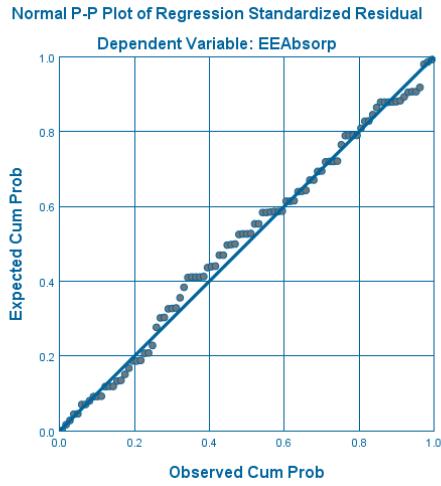


Scree Plot

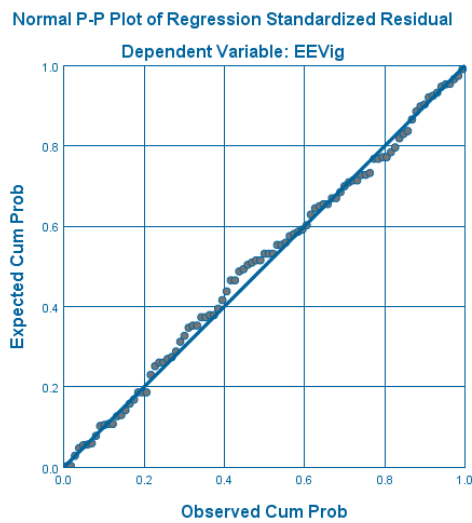


APPENDIX 10 – REGRESSION ANALYSIS PROBABILITY PLOTS

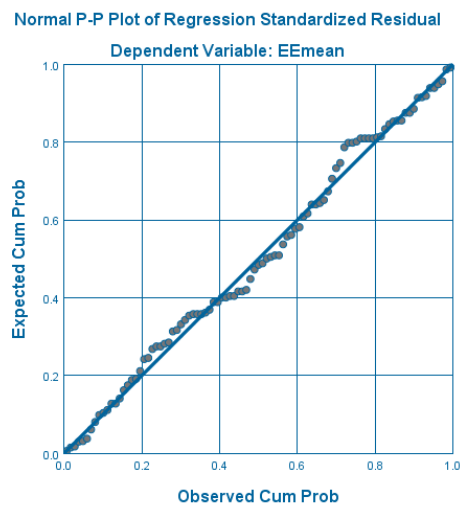
WHSW Strategy to Absorption



WHSW Strategy to Vigour



WHSW Strategy to Dedication



APPENDIX 11 – PUBLICATIONS FROM THIS RESEARCH

Halliday B, and van Der Laan L., 2020, Adding value to business: Towards development of a Work Health, Safety and Wellbeing Strategy and Employee Engagement Framework, Journal of Business and Psychology, vol xx, pp. xx – In progress