



# **MentallyPro**

# **Administration**

# **Manual**

Psychosocial Risk  
Assessment Scale  
for the Work Environment

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**Use of the masculine plural when referring to people of both sexes.**

The use of the masculine plural in this Guide when referring to women and men at work as a collective is not intended to be discriminatory in any way. Instead, it follows the linguistic principle of economy of expression to facilitate reading with the least possible effort, given the abundance of data. We refer explicitly to both male and female workers only when a comparison between sexes is relevant to the context.

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# 1. Introduction

MentallyPro is a scale created to assess exposure to common risk factors associated with psychologically-based illnesses in the work environment, as well as the experience of emotional distress that may also arise. It is a computer-based scale that facilitates administration and scoring.

The scale consists of 56 items arranged in groups of four. Each person is asked to select, from the four items presented in each block, the item they identify with most strongly, followed by the second, third, and lastly, the one they identify with least. Therefore, they are asked to rank the four items from highest to lowest level of identification.

This is a very simple task that requires minimal attention and concentration over a brief period (approximately 12 to 14 minutes).

This scale has been constructed using ipsative items to reduce the likelihood of bias effects due to social desirability or induced responses.

Broadly speaking, these types of tests are based on the presentation of sets of items with the same valence (sentences that are all either favorable or unfavorable) to be selected or ranked. This reduces the probability of response falsification and participant bias.

Each item receives a raw score derived from the ranking assigned by each person. This score is then used to estimate the standardized scores during the scale's norming process.

This scale has been created based on psychometric requirements, under the assumption that the aggregated responses of workers provide an estimate of the organizational situation. Therefore, it meets rigorous requirements regarding validity and reliability, minimizing random measurement error to ensure the data is useful.

For this to be achieved, administration conditions must be followed with the utmost rigor, as the accuracy of the collected data depends on the correct administration of the instrument.

The scale presented complies with all psychometric criteria described in standard literature, which can be consulted in Muñiz & Fonseca (2019).

## 2. Factors Evaluated

The MentallyPro scale is designed to evaluate 14 risk exposure factors. Higher scores in each factor should be interpreted as protective situations, while lower scores are associated with higher exposure.

This implies that exposure is linked to an increased probability of experiencing illness or feelings of distress, and reducing exposure is associated with a reduction of those probabilities. In no way does a high or low score indicate the presence or absence of psychological distress.

It is important to remember that what is being evaluated is an estimate of the probability of occurrence. This should be interpreted as the need to carry out preventive actions across all factors, even if some or all of them show high scores. Zero risk does not exist, and all assessments are linked to interventions of varying priority and intensity. MentallyPro identifies this selection of priorities and intensities. It should be noted that all scores, including high ones, must be associated with preventive action.

The following table summarizes the name and identifier of each evaluated factor.

NUM	FACTOR	ABBREV
1	WORK CONTENT	CONT
2	WORKLOAD AND WORK PACE	RITM
3	WORKING TIME	TT
4	PARTICIPATION AND CONTROL	PART
5	ROLE PERFORMANCE AND RESPONSIBILITIES	FUNC
6	PROFESSIONAL DEVELOPMENT	DESP
7	INTERPERSONAL RELATIONSHIPS	REL
8	WORK TEAMS	ET
9	MENTAL LOAD	CARM
10	WORK-LIFE BALANCE	CONC
11	LEADERSHIP STYLE	LID
12	CHANGE MANAGEMENT	CAMB
13	SOCIAL REWARD	RECO
14	INFORMATION AND TRANSPARENCY	INFO

### 3. Definition of Factors

Based on the coordinated efforts of literature review and consultation with specialists in this field, the conceptual definition of the factors is included below:

FACTOR	CONCEPTUAL DEFINITION
<b>WORK CONTENT</b>	This refers to evaluating the fit between task content and the skills, abilities, and knowledge of the individual performing them. It involves identifying the impact of their work on others based on how their tasks are defined, structured, and organized.
<b>WORKLOAD AND WORK PACE</b>	This refers to evaluating workload levels that determine both the quantity of work (perceived work intensity) and qualitative elements (monotony, routine, etc.), as well as the pace and planning of work, while taking into account the environment in which it is performed (the more physical elements of the work environment). It concerns the level of attention required for the execution of tasks.
<b>WORKING TIME</b>	This refers to the temporal organization of work, which includes issues such as the amount of time worked, distribution, rest periods between workdays and breaks during work, atypical schedules, shifts, etc. It also concerns aspects of work-life balance and the management of personal and social time.
<b>PARTICIPATION AND CONTROL</b>	This refers to the capacity and opportunity for workers to participate in decision-making that most directly affects their specific work, their immediate areas or departments, and the organization of their tasks, allowing them to exercise a degree of influence, decision-making power, and autonomy.
<b>ROLE PERFORMANCE AND RESPONSIBILITIES</b>	This refers to evaluating all matters related to the definition of roles, responsibilities, and objectives of the workplace, as well as the general knowledge of these same elements within the organization as a whole.
<b>PROFESSIONAL DEVELOPMENT</b>	This factor addresses matters affecting a worker's position relative to their organization in terms of their sense of belonging, growth, and opportunities within the company. It also considers the equity between the worker's contributions and what they receive from the organization.

FACTOR	CONCEPTUAL DEFINITION
<b>INTERPERSONAL RELATIONSHIPS</b>	This refers to evaluating aspects derived from the relationships established among people in the work environment. Interpersonal relationships can be identified within the organization (among colleagues, or with supervisors or subordinates) or outside of the organization (clients, suppliers, etc.).
<b>WORK TEAMS</b>	This factor encompasses matters related to the tools used to perform work tasks, their functioning, and the demands placed on the worker. It includes the impact of digitalization processes and more sophisticated instrumentation.
<b>MENTAL LOAD</b>	This factor is linked to the strictly cognitive effort required by the assigned tasks. It also involves evaluating the mental effort (mental resources) that the task demands.
<b>WORK-LIFE BALANCE</b>	This refers to evaluating the extent to which work obligations interfere with personal life. This includes the effect of digital disconnection.
<b>LEADERSHIP STYLE</b>	This factor relates to the significant role that leadership style (understood not only in terms of those in higher positions but also including informal leadership) exerts over other factors. It evaluates the extent to which there is a perception of positive and supportive leadership.
<b>CHANGE MANAGEMENT</b>	This factor is linked to the difficulties that are sometimes perceived in the face of changes in work routines.
<b>SOCIAL REWARD</b>	This refers to the effect that the social valuation of work exerts on workers' perceptions. Working conditions are influenced by the perceived social value associated with each occupation. This should also include the concept of recognition within the organization itself.
<b>INFORMATION AND TRANSPARENCY</b>	This factor is associated with the availability of information and compliance with transparency standards in the work environment.

## 4. Glossary and Terminology

Since it is possible that individuals not trained in psychology may be responsible for managing the entire evaluation process, a brief glossary is included to clarify definitions and concepts.




















- **Cognitive Activity:** Mental resources applied to the performance of a task.
- **Anxiety:** A distress response stemming from the inability to manage stressful situations.
- **Attention:** A cognitive capacity consisting of maintaining a state of alertness.
- **Scale:** A group of evaluation items developed using psychometric criteria.
- **Mental Load:** The identification of the amount of mental resources applied to the performance of a task.
- **Concentration:** Levels of focused attention dedicated to the perception of a stimulus.
- **Stress:** An activation response with an adaptive component that can become pathological when such activation becomes chronic.
- **Protective Factor:** A factor whose exposure reduces the probability of developing an illness.
- **Risk Factor:** A factor whose exposure increases the probability of developing an illness.
- **Item:** Each of the stimuli (questions) that make up a test or questionnaire.
- **Psychometrics:** A set of techniques and instruments aimed at the validation of a psychological questionnaire.
- **Psychopathology:** A set of diagnoses for illnesses with a psychological component.

# 5. Fields of Application

The scale is normed for 16 different activities. Each field has its own norms, allowing the scale's scoring to be performed using different benchmarks, even when administered within the same entity.

This option is intended to ensure that results are tailored to the various activities that coexist within an organization.

The list of Application Sectors is as follows:

 Public administration	 Banking	 Retail and customer service	 Contact center
 Maintenance and facilities	 Logistics and transport	 Catering and food services	 Insurance
 Consulting	 Education	 Hotel industry	 Production processes
 Services	 Health and social care	 Telecommunications	 Pharmaceutical sector
 Water management and treatment	 Security and access control	 Legal firms	

## 6. Norms and Languages

One of MentallyPro's core challenges is to become a global instrument, adapted to various languages and countries.

Adaptations are planned in English, Catalan, Galician, Valencian, Portuguese, Pan-American Spanish, and Chinese. The translations are already prepared, and as new companies request these specific norms, the standardization processes will be carried out accordingly.

## 7. MentallyPro ID

Mentally ID is a specific scale integrated into the MentallyPro battery, developed to evaluate exposure to psychosocial risk factors in individuals with intellectual disabilities who perform work activities.

This instrument shares the same conceptual structure as the general MentallyPro scale, assessing the same psychosocial factors, which allows for the integration of results into the organization's global analysis. However, it incorporates methodological adaptations aimed at ensuring cognitive accessibility, item comprehension, and response validity within this group. These adaptations include simplified language, modified response formats, and the option for proxy-administration (hetero-administration), allowing the data collection process to be tailored to the needs of the individual being assessed.

Scores obtained through Mentally ID must be interpreted in conjunction with the results of the general scale, contributing to a more comprehensive and inclusive evaluation of the organizational reality.

Due to its psychometric and administration specificities, Mentally ID features a specific Administration Manual detailing application conditions, administration procedures, and interpretation criteria.

## 8. Administration Stages

The correct administration of the scale requires following a series of sequential steps that must always be applied in this specific order, adopting all necessary rigorous measures to ensure the final result is accurate and appropriate. We will cover:

- Step 1: Evaluation of the entity to be assessed.
- Step 2: Preparation of the computerized data collection system.
- Step 3: Computerized administration of the scale.
- Step 4: Incorporation of complementary variables of interest.
- Step 5: Computerized administration.
- Step 6: Closing the database.
- Step 7: Review and verification of the database.
- Step 8: Results analysis.
- Step 9: Reporting.
- Step 10: Proposal for improvement and intervention actions, and process evaluation by the person responsible for the assessment process.

## Step 1: Analysis of the entity to be assessed

In this first step, the following processes must be ensured:

- **Information for the entire organization** and the establishment of guarantees required by current regulations regarding data confidentiality and anonymity of responses.
- **Involvement** of the entity's units, as well as its social partners or stakeholders.
- **Prior notification** before administration regarding the start of the process and the use of a psychometrically tested assessment instrument.

It is important to remember that to administer MentallyPro, one must be accredited. This accreditation is obtained by completing a training period that provides an in-depth understanding of all the details of the MentallyPro scale.

## Step 2: Preparation of the computerized data collection system

In this stage, the sociodemographic and structural variables to be studied as part of the final report will be established. At this point, the following must be noted:

**1)** Age (raw age in years) and Sex (categorized into three categories) are mandatory variables. Likewise, it is mandatory to include the list of activity sectors to apply the appropriate norm for the declared sector.

**2)** Any variables intended for use as subsequent stratification variables must be included. This selection depends on the strategic objectives of the assessment and will be finalized during the first step.

Any analysis stratum with a sample size of fewer than 30 participants is not statistically significant and, therefore, should be avoided.

## Step 3: Computerized administration of the scale

In this phase, the computerized application must be reviewed to ensure the administration of the items described in Annex 1 follows the order defined in Annex 2. Similarly, the correct operationalization of the variables from the previous section must be confirmed.

In all cases, the administration instructions must remain constant across all administrations and are as follows:

*This scale is designed to assess exposure to various psychosocial risks within your work environment. It is not an individual diagnostic test, nor is it a psychological evaluation of your job competencies or skills.*

*Your responses, on their own, are not sufficient to provide a complete assessment of your company or institution. Furthermore, this is not a clinical evaluation intended to detect illnesses or injuries.*

*Your information will never be analyzed individually, and your data will not be transferred to any other party. Data will only be analyzed in an aggregated format, with absolute respect for Data Protection Laws and the ethical principles of psychological assessment.*

*The task you are about to perform is very simple. You will be presented with four short phrases. You must rank them by assigning the number 1 to the phrase that most accurately represents you, through to the number 4 for the phrase that least represents you within each block. Each block must be ranked from 1 to 4.*

*It will take approximately 15 minutes to complete the scale.*

*Remember, there are no right or wrong answers. Simply rank the four phrases according to your own judgment and complete all blocks; none can be left unanswered.*

*Thank you very much.*

*Checking this box implies acceptance of the conditions stated above and is considered your informed consent.*

## Step 4: Incorporation of complementary variables of interest

In this section, and always after the presentation of the items, variables of interest may be included. These may refer to specific issues or be dedicated to estimating the presence of harassment (in its various forms) or the workers' perception of the preventive measures previously activated by the evaluated institution.

Specifically, it is important that in cases involving individuals requiring special attention due to their disability status (sensory, physical, psychological...), their work situation is assessed using the following variables:

If the person responding to the scale has a recognized percentage of sensory, motor, or psychological disability, they must answer the following complementary questions:

- Do I require any physical assistance to perform my work?  YES  NO
- Do I need a special work schedule?  YES  NO
- Do I have more time to complete a task, if needed?  YES  NO
- Is my workplace adapted to my needs?  YES  NO

It is also recommended to consider including questions, outside of the scale, to evaluate the existence of workplace harassment and the actions taken for its eradication.

## Step 5: Computerized administration

Administration is conducted through standard IT and communication channels, following the sampling monitoring required for a representative and sufficient sample size to meet standard statistical guarantees. Necessary sample sizes can be estimated using a 95% confidence level as the minimum criterion, assuming maximum indeterminacy ( $\pi = 1 - \mu = 0,5$ ) in the absence of known parameters.

It is **IMPORTANT** to remember that no detail of any item can be modified and all must be answered. Likewise, it is **IMPORTANT** to insist that the study of a single item, separated from the total scale, holds no informative value.

Step 6: Closing the database

Step 7: Review and verification of the database

Step 8: Results analysis

Step 9: Report

Step 10: Proposal for improvement and intervention actions and evaluation of the process by the person responsible for the evaluation process.

This step is achieved through the self-report by the person responsible for the entire process of the following checklist.

## **9. Evaluation context assessment scale**

This scale must be completed exclusively by the person responsible for data collection in the psychosocial risk assessment process.

It is simply about obtaining an expert evaluation of the data collection conditions, to obtain elements that allow for a more appropriate assessment of the results obtained from the administration of the battery.

It must be answered only once, and the responses are the exclusive responsibility of the Occupational Risk Technician responsible for the evaluation. The final value can be used as a coefficient of ecological validity for the overall results.

ASPECT TO BE ASSESSED	YES = 1	NO = 0
Has the assessment process been correctly publicized?		
Has the social partner/party intervened appropriately?		
Has management actively participated?		
Has the administration of the questionnaire been facilitated for the workers?		
Have the necessary materials and equipment for the assessment been provided?		
Was important data available to get to know the company before starting the assessment?		
Have data protection and informed consent guidelines been respected?		
Is information from previous evaluations available?		
Is a results report on the improvement proposals from previous evaluations available?		
Has the evaluation process been satisfactory?		
<b>SUM OF VALUES</b>		

# 10. Technical sheet

## Reference population

People employed in the evaluated entity who are between 18 and 70 years old. Below or above this age range, the scale is not applicable.

## Precision

- **Sample size:** 6,576 participants.
- **Confidence Level:** 95%
- **Case of maximum indeterminacy**  $\pi = 1-\pi = 0,5$
- **Precision:** 0,0118

In the case of the benchmarking for each activity sector, the precision under the same 95% confidence level and the same assumption of maximum indeterminacy ranges from 2.12% to 3.15%. Cronbach's  $\alpha$  values have also been obtained for each factor and activity sector, yielding a distribution of  $\alpha$  values ranging from 0.712 to 0.931, which ensures sufficiently high and, in most cases, excellent classical reliability levels.

Reliability estimated by Cronbach's  $\alpha$

FACTOR	$\alpha$
WORK CONTENT	0.711
WORKLOAD AND WORK PACE	0.707
WORKING TIME	0.817
PARTICIPATION AND CONTROL	0.827
PERFORMANCE OF FUNCTIONS AND RESPONSIBILITIES	0.714
PROFESSIONAL DEVELOPMENT	0.811
INTERPERSONAL RELATIONS	0.833
WORK TEAMS	0.824
MENTAL LOAD	0.943
CONCILIATION	0.911
LEADERSHIP STYLE	0.868
CHANGE MANAGEMENT	0.711
SOCIAL REWARD	0.792
INFORMATION AND TRANSPARENCY	0.857

**Construct Validity (Validity evidence):** 14-factor measurement model estimated using the ML technique with the assumptions of independence of measurement errors and correlation between factors (assimilated to Oblimin rotation).

INDICATOR	VALUE
TLI	0.982
CFI	0.976
RMRS	0.002 (0.001 – 0.003 IC – 95%)
SRMS	0.002 (0.001 – 0.003 IC – 95%)

## 11. Interpretation of Results

In all cases, the scores obtained must be interpreted as follows:

- **High Scores:** Greater protection against the risk factor.
- **Lower Scores:** Greater exposure to the risk factor.

The scores are standardized according to an IQ-style scale, such that all factors follow a normal distribution with a mean of 100 and a standard deviation of 15 ( $\mu = 100$ ;  $\sigma = 15$ ).

The scores have been corrected for age and sex, ensuring that systematic biases have been eliminated; however, differential effects due to the values of these two variables remain.

# Annex 1. List of Items Assigned to Each Factor (UK)

BLOCK NUMBER 1	
PHRASES	FACTOR: CONT
I have the necessary knowledge and skills to perform my job.	
I am familiar with the tasks I have to perform in my job.	
I consider my tasks to be important.	
My job allows me to apply the training I have received.	

BLOCK NUMBER 2	
PHRASES	FACTOR: RITM
I have enough time to carry out my daily tasks.	
When there is an increase in workload, I can handle it adequately.	
I have a job that allows me moments of mental relaxation.	

**BLOCK NUMBER 3****PHRASES****FACTOR: TT**

I can manage my working hours independently.

I can manage my break times during my working day.

I have the possibility to organize my work schedule.

I have enough time at work to give my best performance.

**BLOCK NUMBER 4****PHRASES****FACTOR: PART**

I have influence over decisions which affect my work.

In my work, I am allowed to take initiative.

My proposals are usually considered in the organisation of tasks.

In my tasks, my opinions are valued and I am informed of decisions.

**BLOCK NUMBER 5****PHRASES****FACTOR: FUNC**

The tasks and responsibilities of my position are clearly defined.

I am aware of the tasks and responsibilities of my work colleagues.

I am familiar with the decision-making structure of my organization.

There is no duplication of tasks in my company.

I clearly identify opportunities for growth in line with my duties.

**BLOCK NUMBER 6****PHRASES****FACTOR: DESP**

I have opportunities for professional development.

My job allows me to learn new things.

My work contributes to my professional growth.

The information and opportunities regarding promotion in my job are sufficient and complete.

**BLOCK NUMBER 7****PHRASES****FACTOR: REL**

There is a good atmosphere with my colleagues at work.

I can express myself freely and respectfully in my workplace.

My colleagues often share their knowledge with the others.

I receive help and support from my colleagues when doing my job.

**BLOCK NUMBER 8****PHRASES****FACTOR: EQUIP**

I have the necessary adequate tools and equipment to perform my work.

I feel comfortable and well-adapted in my job with the resources available to me.

I feel happy and able to adapt to working with new channels of communication, applications, platforms, and digital systems.

I have the appropriate and sufficient training to carry out my job using the necessary tools and equipment.

**BLOCK NUMBER 9****PHRASES****FACTOR: CARM**

My job does not usually require handling very complex information.

My tasks require an acceptable degree of mental effort.

I need to concentrate hard at work due to the level of complexity of my tasks but this does not prevent me from enjoying my work.

The complexity of my tasks does not always require maximum concentration.

The responsibility for my tasks does not make it difficult for me to concentrate on my work.

**BLOCK NUMBER 10****PHRASES****FACTOR: CONC**

I can balance my family and personal life with my professional life.

The demands of my work do not prevent me from disconnecting digitally.

I am able to disconnect from my work when my working day is over.

I am able to separate my working hours from my free time.

My job allows me to have time for my personal life.

**BLOCK NUMBER 11****PHRASES****FACTOR: LID**

My superiors usually provide me with help and support when carrying out my work.

My immediate superiors plan and distribute the workload well.

My managers ensure that every employee has good opportunities for professional development.

I feel motivated and supported by my immediate superior.

**BLOCK NUMBER 12****PHRASES****FACTOR: CAMB**

Changes in my company are for the better.

I have enough time to adapt to changes.

Innovation is encouraged in my workplace.

I find it stimulating to leave my comfort zone.

**BLOCK NUMBER 13****PHRASES****FACTOR: RECO**

I feel proud of the job I have.

The company I work for has prestige and is well recognized.

My work brings added value to my company.

**BLOCK NUMBER 14****PHRASES****FACTOR: INFO**

My company enables information to be conveyed effectively.

Information from management is reliable and transparent.

My company is managed transparently and with integrity.

# Annex 1. List of Items Assigned to Each Factor (USA)

BLOCK NUMBER 1	
PHRASES	FACTOR: CONT
I have the necessary knowledge and skills to perform my job.	
I am familiar with the tasks I have to perform in my job.	
I consider my tasks to be important.	
My job allows me to apply the training I have received.	

BLOCK NUMBER 2	
PHRASES	FACTOR: RITM
I have enough time to carry out my daily tasks.	
When there is an increase in workload, I can handle it adequately.	
I have a job that allows me moments of mental relaxation.	

**BLOCK NUMBER 3****PHRASES****FACTOR: TT**

I can manage my own work schedule.

I can manage my break times during my daily work schedule.

I have the possibility to organize my work schedule.

I have enough time at work to give my best performance.

**BLOCK NUMBER 4****PHRASES****FACTOR: PART**

I have influence over decisions which affect my work.

In my work, I am allowed to take initiative.

My proposals are usually considered in the organization of tasks.

In my tasks, my opinions are valued and I am informed of decisions.

**BLOCK NUMBER 5****PHRASES****FACTOR: FUNC**

The tasks and responsibilities of my position are clearly defined.

I am aware of the tasks and responsibilities of my work colleagues.

I am familiar with the decision-making structure of my organization.

There is no duplication of tasks in my company.

I clearly identify opportunities for growth in line with my duties.

**BLOCK NUMBER 6****PHRASES****FACTOR: DESP**

I have opportunities for professional development.

My job allows me to learn new things.

My work contributes to my professional growth.

The information and opportunities regarding promotion in my job are sufficient and complete.

**BLOCK NUMBER 7****PHRASES****FACTOR: REL**

There is a good atmosphere with my colleagues at work.

I can express myself freely and respectfully in my work environment.

My colleagues often share their knowledge with the others.

I receive help and support from my colleagues when doing my job.

**BLOCK NUMBER 8****PHRASES****FACTOR: EQUIP**

I have the necessary adequate tools and equipment to perform my work.

I feel comfortable and well-adapted to my work with the resources available to me.

I feel happy and able to adapt to working with new channels of communication, applications, platforms, and digital systems.

I have the appropriate and sufficient training to carry out my job using the necessary tools and equipment.

**BLOCK NUMBER 9****PHRASES****FACTOR: CARM**

My job does not usually require handling very complex information.

My tasks require an acceptable degree of mental effort.

I need to concentrate hard at work due to the level of complexity of my tasks but this does not prevent me from enjoying my work.

The complexity of my tasks does not always require maximum concentration.

The responsibility for my tasks does not make it difficult for me to concentrate on my work.

**BLOCK NUMBER 10****PHRASES****FACTOR: CONC**

I can balance my family and personal life with my professional life.

The demands of my work do not prevent me from disconnecting digitally.

I am able to disconnect from my work when my working day is over.

I am able to separate my working hours from my free time.

My job allows me to have time for my personal life.

**BLOCK NUMBER 11****PHRASES****FACTOR: LID**

My superiors usually provide me with help and support when carrying out my work.

My immediate superiors plan and distribute the workload well.

My managers ensure that every employee has good opportunities for professional development.

I feel motivated and supported by my immediate superior.

**BLOCK NUMBER 12****PHRASES****FACTOR: CAMB**

Changes in my company are for the better.

I have enough time to adapt to changes.

Innovation is encouraged in my workplace.

I find it stimulating to leave my comfort zone.

**BLOCK NUMBER 13****PHRASES****FACTOR: RECO**

I feel proud of the job I have.

The company I work for has prestige and is well recognized.

My work brings added value to my company.

**BLOCK NUMBER 14****PHRASES****FACTOR: INFO**

My company ensures that information flows effectively.

Information from management is reliable and transparent.

My company is managed transparently and with integrity.

## Annex 2. Order of presentation of the items (UK)

1	I have the necessary knowledge and skills to perform my job.
1	When there is an increase in workload, I can handle it adequately.
1	I can manage my working hours independently.
1	I have influence over decisions which affect my work.
2	I have enough time to carry out my daily tasks.
2	I can manage my break times during my working day.
2	In my work, I am allowed to take initiative.
2	The tasks and responsibilities of my position are clearly defined.
3	I have the possibility to organize my work schedule.
3	My proposals are usually considered in the organisation of tasks.
3	I am aware of the tasks and responsibilities of my work colleagues.
3	I am familiar with the decision-making structure of my organization.
4	There is no duplication of tasks in my company.
4	I can express myself freely and respectfully in my workplace.
4	I have opportunities for professional development.
4	There is a good atmosphere with my colleagues at work.

5	I feel comfortable and well-adapted in my job with the resources available to me.
5	My job allows me to learn new things.
5	My job does not usually require handling very complex information.
5	I have the necessary adequate tools and equipment to perform my work.
6	My colleagues often share their knowledge with the others.
6	I feel happy and able to adapt to working with new channels of communication, applications, platforms, and digital systems.
6	My tasks require an acceptable degree of mental effort.
6	I can balance my family and personal life with my professional life.
7	I have the appropriate and sufficient training to carry out my job using the necessary tools and equipment.
7	I need to concentrate hard at work due to the level of complexity of my tasks but this does not prevent me from enjoying my work.
7	The demands of my work do not prevent me from disconnecting digitally.
7	My superiors usually provide me with help and support when carrying out my work.
8	The complexity of my tasks does not always require maximum concentration.
8	I am able to disconnect from my work when my working day is over.
8	My immediate superiors plan and distribute the workload well.
8	My work contributes to my professional growth.

9	I am able to separate my working hours from my free time.
9	My managers ensure that every employee has good opportunities for professional development.
9	Changes in my company are for the better.
9	I feel proud of the job I have.
10	Innovation is encouraged in my workplace.
10	I have enough time to adapt to changes.
10	The company I work for has prestige and is well recognized.
10	I am familiar with the tasks I have to perform in my job.
11	My job allows me to apply the training I have received.
11	My company enables information to be conveyed effectively.
11	I consider my tasks to be important.
11	I have a job that allows me moments of mental relaxation.
12	Information from management is reliable and transparent.
12	In my tasks, my opinions are valued and I am informed of decisions.
12	The responsibility for my tasks does not make it difficult for me to concentrate on my work.
12	I have enough time at work to give my best performance.

13	I clearly identify opportunities for growth in line with my duties.
13	The information and opportunities regarding promotion in my job are sufficient and complete.
13	I receive help and support from my colleagues when doing my job.
13	My job allows me to have time for my personal life.
14	My work brings added value to my company.
14	My company is managed transparently and with integrity.
14	I feel motivated and supported by my immediate superior.
14	I find it stimulating to leave my comfort zone.

## Annex 2. Order of presentation of the items (USA)

1	I have the necessary knowledge and skills to perform my job.
1	When there is an increase in workload, I can handle it adequately.
1	I can manage my own work schedule.
1	I have influence over decisions which affect my work.
2	I have enough time to carry out my daily tasks.
2	I can manage my break times during my daily work schedule.
2	In my work, I am allowed to take initiative.
2	The tasks and responsibilities of my position are clearly defined.
3	I have the possibility to organize my work schedule.
3	My proposals are usually considered in the organization of tasks.
3	I am aware of the tasks and responsibilities of my work colleagues.
3	I am familiar with the decision-making structure of my organization.
4	There is no duplication of tasks in my company.
4	I can express myself freely and respectfully in my work environment.
4	I have opportunities for professional development.
4	There is a good atmosphere with my colleagues at work.

5	I feel comfortable and well-adapted to my work with the resources available to me.
5	My job allows me to learn new things.
5	My job does not usually require handling very complex information.
5	I have the necessary adequate tools and equipment to perform my work.
6	My colleagues often share their knowledge with the others.
6	I feel happy and able to adapt to working with new channels of communication, applications, platforms, and digital systems.
6	My tasks require an acceptable degree of mental effort.
6	I can balance my family and personal life with my professional life.
7	I have the appropriate and sufficient training to carry out my job using the necessary tools and equipment.
7	I need to concentrate hard at work due to the level of complexity of my tasks but this does not prevent me from enjoying my work.
7	The demands of my work do not prevent me from disconnecting digitally.
7	My superiors usually provide me with help and support when carrying out my work.
8	The complexity of my tasks does not always require maximum concentration.
8	I am able to disconnect from my work when my working day is over.
8	My immediate superiors plan and distribute the workload well.
8	My work contributes to my professional growth.

9	I am able to separate my working hours from my free time.
9	My managers ensure that every employee has good opportunities for professional development.
9	Changes in my company are for the better.
9	I feel proud of the job I have.
10	Innovation is encouraged in my workplace.
10	I have enough time to adapt to changes.
10	The company I work for has prestige and is well recognized.
10	I am familiar with the tasks I have to perform in my job.
11	My job allows me to apply the training I have received.
11	My company ensures that information flows effectively.
11	I consider my tasks to be important.
11	I have a job that allows me moments of mental relaxation.
12	Information from management is reliable and transparent.
12	In my tasks, my opinions are valued and I am informed of decisions.
12	The responsibility for my tasks does not make it difficult for me to concentrate on my work.
12	I have enough time at work to give my best performance.

13	I clearly identify opportunities for growth in line with my duties.
13	The information and opportunities regarding promotion in my job are sufficient and complete.
13	I receive help and support from my colleagues when doing my job.
13	My job allows me to have time for my personal life.
14	My work brings added value to my company.
14	My company is managed transparently and with integrity.
14	I feel motivated and supported by my immediate superior.
14	I find it stimulating to leave my comfort zone.