

A Systematic Review of Intervention Studies to Foster Sustainable Employability Core Components: Implications for Workplace

Promotion

Table S4. Data extraction of quantitative (QT) and mixed-method (MM) studies covering no more than two SE core components in intervention content.

Study reference, type, and quality	Study Population	Intervention content	SE Core Components in Intervention Content	Outcome Measures				Effectiveness
				Health Outcome Measures	Productivity Outcome Measures	Valuable Work Outcome Measures	Long-term Perspective	
Sun et al., 2013 QT Moderate overall quality	2.700 employees and 68 chief managers from 9 privately-owned retail enterprises in China	1) An organizational level intervention for managers: interactive sessions to empower managers with new skills; 2) An individual-level intervention for employees: discussions and sessions to plan company activities, promoting emotional health and resilience, and providing support. Interventions to promote mental health, health services to employees with mental illness, and policies addressing job-related depression issues are also developed.	Valuable work Health	Depression (self-rated evaluation) Work-related stressors (self-rated evaluation) Work ability (self-rated evaluation) Other disease-related factors (self-rated evaluation)	Absenteeism (self-rated evaluation) Work performance (self-rated evaluation) Injury (self-rated evaluation)	Resilience (self-rated evaluation)	3-year intervention and evaluation	Positive effect on Depression, Work-related stressors, Mental health and Other disease-related factors, Work ability, Absenteeism, and Work performance No effect on Injury and Resilience

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DeJoy et al., 2010 QT Weak overall quality	2,207 employees from 21 USA stores (retail setting)	Within each intervention store an employee problem-solving team was organized to develop (with facilitators), implement and evaluate action plans relevant to the stores' issues. Action plans were developed following a specific problem-solving phased process.	Valuable work Long-term perspective	Health climate (self-rated evaluation) Job stress (self-rated evaluation) Perceived health (self-rated evaluation) Alcohol use (self-rated evaluation) High risk health behavior (self-rated evaluation) Preventive health behavior (self-rated evaluation)	Employee turnover (store-level measure) Comparable sales (store-level measure) Sales per labor hour (store-level measure) Average ticket (store-level measure)	Learning opportunities (self-rated evaluation) Work self-efficacy (self-rated evaluation) Work impact (self-rated evaluation)	12, 24 months (after baseline) follow-up	Positive effects on Health climate, Employee turnover, and Sales per labor hour No effect on Job stress, Alcohol use, High risk health behavior, Preventive health behavior, Work-self efficacy and Work impact Negative effect on Comparable sales, and Learning opportunities
Hansen et al., 2016 QT Weak overall quality	30 leaders and 149 workers from 34 Norwegian and Swedish small-scale enterprises	A Norwegian and a Swedish model, both including individual components (rehabilitation, lifestyle and physical activity) and leader-based components (competence regarding health and psychosocial	Health Valuable work	Work-life balance (self-rated evaluation) Sleep (self-rated evaluation)	Internal job performance (self-rated evaluation) External job performance (self-rated evaluation)	Internal work experience (meaning and challenge of work, self-rated evaluation)	1 year (end of the intervention) follow-up	Positive effect on Internal (only in the Norwegian intervention group) and External job performance

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		working conditions). The interventions consist of leader support, networking meetings, and education activities, with the main difference that the Swedish model is more focused on leaders' working conditions.		Intrapersonal characteristics (illness and physical function, self-rated evaluation)		Interactive function (resolution, concentration, and creativity, self-rated evaluation)		No effect on Work-life balance, Internal work experience, Sickness absence, Sleep, Intrapersonal characteristics and Sickness presence (the last three only in the Norwegian intervention group) Negative effect on Sleep, Intrapersonal characteristics, and Sickness presence (all three only in the Swedish intervention group)
Leiter et al., 2011 QT Weak overall quality	1.173 Canadian health care workers, working in 41 units	A Civility, Respect, and Engagement in the Workplace (CREW) intervention: after assessing the group level incivility, issues that require to be addressed are discussed in direct conversations; the participants are helped	Productivity Valuable work	Burnout (self-rated evaluation)	Turnover intentions (self-rated evaluation) Absenteeism (self-rated evaluation and institutional data)	Professional efficacy (self-rated evaluation)	1 year (after baseline) follow-up	Positive effect on Burnout, Turnover intentions, Absenteeism, Co-worker civility, Experienced supervisor and co-worker incivility,

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		with exercises to find new modalities of social behavior; the facilitators lead participants out of usual patterns of interactions; the managers explicitly support this process; and the employees are encouraged to feel ownership of the process.			Co-worker civility (self-rated evaluation) Experienced incivility (supervisor and coworker, self-rated evaluation) Investigated incivility (self-rated evaluation)			Instigated incivility, and Professional efficacy
Leiter et al., 2012 QT Weak overall quality	1,957 health care providers in Canada	A Civility, Respect, and Engagement in the Workplace (CREW) intervention: after assessing the group level incivility, issues that require to be addressed are discussed in direct conversations; the participants are helped with exercises to find new modalities of social behaviour; the facilitators lead participants out of usual patterns of interactions; the managers explicitly support this process; and	Valuable work Productivity	Burnout (self-rated evaluation) Physical symptoms of stress (self-rated evaluation)	Co-worker civility (self-rated evaluation) Experienced co-worker incivility (self-rated evaluation) Experienced supervisor incivility (self-rated evaluation) Instigated Incivility (self-	Professional efficacy (self-rated evaluation)	12 (after the intervention), 24 months (one year later) follow-up	Positive effect on Burnout, Physical symptoms of stress, Civility, Experienced supervisor incivility, and Turnover intentions after the intervention and one year later Positive effect on Experienced co-worker incivility, Instigated Incivility, and Professional

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		the employees are encouraged to feel ownership of the process.			rated evaluation) Turnover intentions (self-rated evaluation)			efficacy after the intervention but no further positive effect one year later Positive effect on Self-reported absences after the intervention but negative effect one year later
Haslam et al., 2019 QT Weak overall quality	1.120 participants across 10 UK worksites	Two intervention conditions: 1) staged intervention in which health information is provided according to the employee readiness to change. 2) standard intervention in which the employees received a booklet with general physical activity advice. In both conditions, a set of themes (e.g., stair climbing and step count competitions) is introduced every month, through emailed posters and an interactive map in a worksite communal area.	Health Valuable work	BMI, %Fat, waist circumference, blood pressure and heart rate (physiological measurements) Self-reported measures of physical activity, sedentary behavior, physical Work ability (self-rated evaluation)	Intention to quit the organization (self-rated evaluation)	Job motivation (self-rated evaluation)	6 (mid-intervention), 12 (end of the intervention), 18, 24 months follow-up	Positive effect on BMI, waist circumference, heart rate, sitting time while watching TV, Work ability, Intention to quit the organization and Job motivation No effect on blood pressure and total sitting time Negative effect on sitting time for the domain of transport

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Blake et al., 2013 QT Weak overall quality	1.452 UK National Health Service employees	A dedicated website, exercise classes (e.g., yoga, pilates, dancing) and sessions (pedometer challenges, netball), gym, dedicated exercise rooms, dietary and community interventions, regular health campaigns, health education and screening, and relaxation therapies, with occasional prize incentives for activities. Some ‘champions’ promote the activities, paid as for working hours.	Health Valuable work	Physical activity (self-rated evaluation) Dietary habits (self-rated evaluation) General health (self-rated evaluation) Mood (self-rated evaluation) Smoking (self-rated evaluation) BMI (self-rated evaluation) Hours of sleep (self-rated evaluation)	Work performance (self-rated evaluation)	Self-efficacy for physical activity and diet and knowledge of physical activity (self-rated evaluation)	5 year (after the intervention) follow-up	Positive effect on Physical activity and Sickness absence No effect on General Health, Mood, Smoking, BMI, Hours of sleep, Work performance, Self-efficacy for physical activity and diet and Knowledge of physical activity
Cervai & Polo, 2018 MM Weak overall quality	76 blue collar workers with MSD (39) and healthy (37) from a northern Italian manufacturer site	A participatory process to define an ergonomic intervention to improve workstations and autonomy in selecting the appropriate workstation for the employee physical problem (by means of a video support and	Health Valuable work	Fatigue (self-rated evaluation and interviews)	Productivity (company data)	Usefulness (self-rated evaluation and interviews)	4 years (after baseline) follow-up	Positive effect on Productivity and Usefulness (MSD) No effect on Fatigue (MSD) and Usefulness (MSD control)

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		multiple discussions with manager and medical staff), and an open comparison between the employee and the management.						Negative effect on Fatigue (healthy workers and MSD control)
Vinberg, 2008 MM Weak overall quality	102 co-workers and leaders from 10 Swedish small enterprises	Two change strategy groups: one using a general change strategy, dealing with different problems at the same time, a high degree of participation and several arenas used during development processes; and the other using an expert/problem-based strategy, dealing with only a few problems, more expert oriented and with a low degree of participation.	Valuable work Long-term perspective	Self-assessed health	Customer satisfaction (self-rated evaluation)	Workplace adaptability (self-rated evaluation)	17 months (after baseline) follow-up	Negative effect on Self-assessed health, Customer satisfaction, and Workplace adaptability