

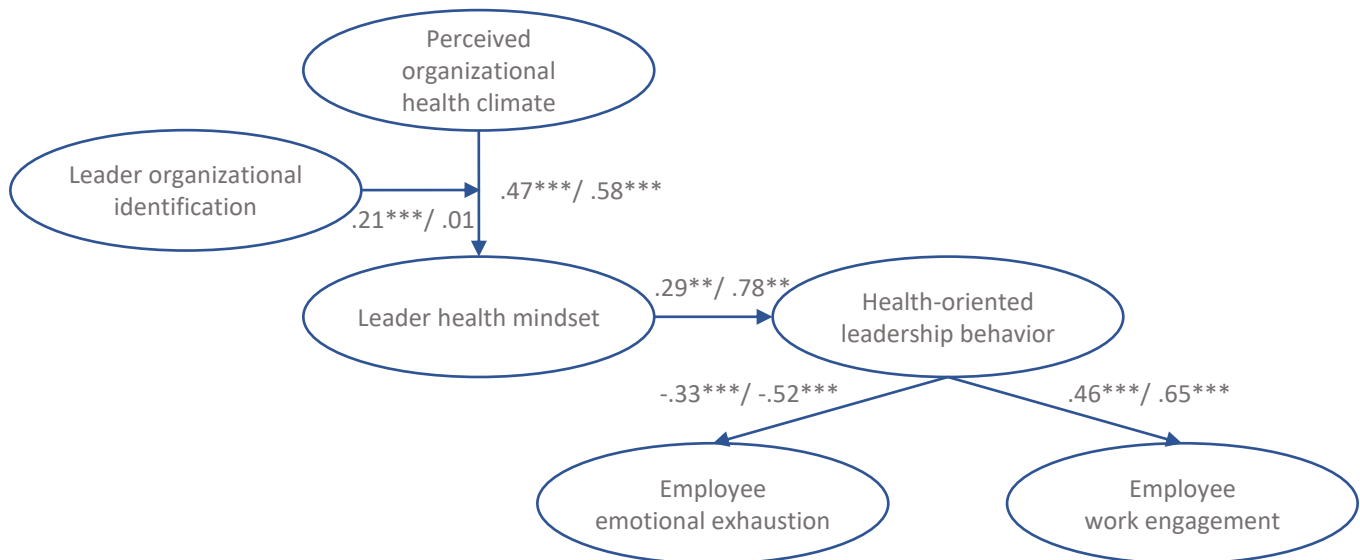
Cascading Model of Health Promotion

The Role of the Organizational Health Climate and Health-oriented Leadership

Effective leaders should not only take care of tasks, but also of the health of their employees. But what support do leaders need to lead in a healthy way? One factor is the organizational health climate, as the results of two studies show. A total of 65 leaders and 291 employees participated in the first study. The multilevel model was confirmed in a second study (401 leader-employee dyads).

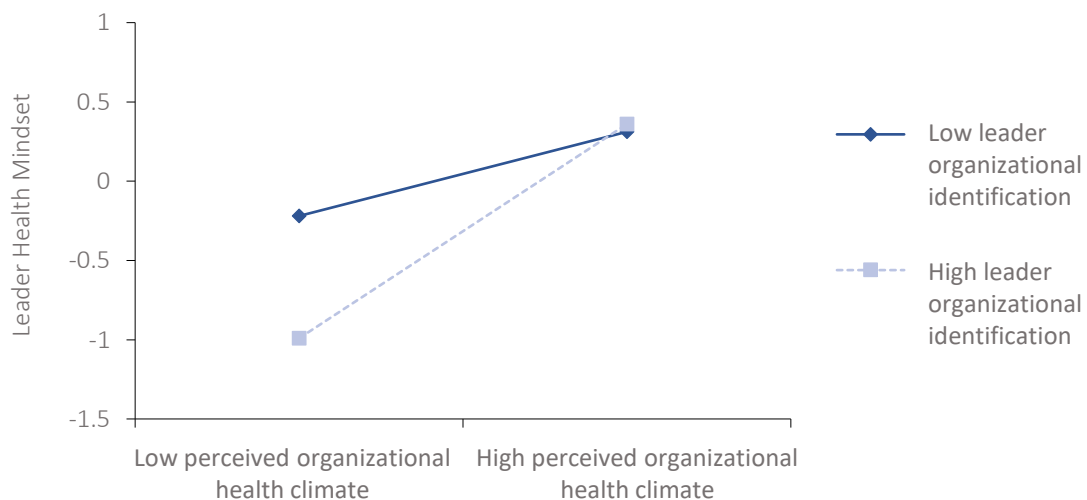
The results showed that leaders' perceptions of the organizational health climate within their company were positively related to their health mindsets (i.e., their health awareness). These in turn were positively associated with their health-oriented leadership behavior, which, ultimately went along with better employee well-being (less emotional exhaustion, more work engagement). However, in Study 1, the relationship between perceived organizational health climate and leaders' health mindsets was moderated by their organizational identification. High leader identification strengthened the relationship between perceived organizational health climate and leaders' health mindsets.

Multilevel-Model in Study 1 and 2



Note: Results of the structural equation models (without measurement models); unstandardized coefficients from the first study are reported first, those of the second study second; *** p < .001; ** p < .01; * p < .05 (one-sided).

Moderation of Leaders' Organizational Identification in Study 1



Kaluza, A. J., Schuh, S. C., Kern, M., Xin, K., & van Dick, R. (2020). How do leaders' perceptions of organizational health climate shape employee exhaustion and engagement? Toward a cascading-effects model. *Human Resource Management*, 59, 359–377. doi:10.1002/hrm.22000