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Assessing construction companies' commitment to employees' mental well-being: A content analysis of website disclosures

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ABSTRACT

Mental health risks in the construction sector are significant, yet there is limited evidence on how organizations publicly communicate their commitment to employees' psychological well-being. This study assesses how New Zealand construction organizations communicate this commitment through website disclosures, recognizing that such disclosures reflect organizational communication rather than direct evidence of workplace practice. A quantitative content analysis was conducted on the websites of 135 New Zealand construction organizations. Website content was evaluated using a structured coding and scoring rubric based on a four-dimensional framework comprising accessibility, level of disclosure, content, and quality of information. Descriptive statistics and the Kruskal-Wallis test were used to analyze differences across organization types. Statistically significant differences were found in accessibility ($p=0.019$) and level of disclosure ($p=0.041$), whereas content and quality showed no significant differences ($p>0.05$). Although many organizations made mental health information accessible, few provided comprehensive, high-quality disclosures. Consultants consistently outperformed contractors, while most organizations offered only generic references to well-being. The findings demonstrate that digital visibility does not necessarily indicate substantive organizational commitment. The study provides a structured evaluation framework to support organizational benchmarking, policy development, and improved communication of employees' mental well-being.

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Mental well-being; New Zealand construction industry; content analysis; website disclosure

Introduction

The construction industry plays a significant role in economic development but is also widely recognized as a sector characterized by demanding

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working conditions that expose employees to both physical injury and psychological harm. While considerable progress has been made in managing physical safety through regulations, standards, and site-based controls (Deepak & Mahesh, 2023), comparatively less systematic attention has been given to how construction organizations address and communicate support for employees' mental well-being. Construction work is characterized by demanding schedules, physically intensive tasks, job insecurity, and high-performance expectations, all of which contribute to elevated levels of occupational stress and psychological distress among workers (Liang et al., 2021; Zhang et al., 2023). Despite consistent evidence linking workplace conditions to anxiety, depression, burnout, and a range of mental health challenges (Çivici & Ayalp, 2025; Zhang et al., 2023), organizational responses have received considerably less research attention. Historically, safety management in the construction sector has prioritized the mitigation of physical hazards, with mental health considerations remaining peripheral within organizational health and safety frameworks (Almaskati et al., 2024). Furthermore, the persistent stigma surrounding mental health within the construction industry continues to impede help-seeking behavior among workers, reinforcing the need for organizations to visibly demonstrate their commitment to psychological well-being (Duckworth et al., 2024).

Within the New Zealand context, mental health concerns are of increasing public and policy significance. Existing national data indicate that New Zealand has one of the highest suicide rates among OECD countries, particularly among working-age populations (Teevale et al., 2016). International evidence further shows that construction consistently ranks among industries with elevated levels of mental ill-health and suicide risk across OECD nations (Chan et al., 2020; Nwaogu et al., 2023). These trends highlight the importance of examining how construction organizations respond to mental health challenges, including how they publicly signal commitment to worker well-being, even where sector-specific mortality data are limited. Despite increasing scholarly attention to mental health in construction, prior studies have predominantly focused on identifying workplace stressors, individual outcomes, and coping mechanisms using surveys, interviews, and clinical assessments (Lawani et al., 2025; Lee et al., 2021). While valuable, these approaches often rely on self-reported data and provide limited insight into how organizations formally communicate their mental health commitments to external stakeholders, including employees, clients, and regulators (Faruque et al., 2024; Rowlinson & Jia, 2015).

Consequently, an important gap exists at the intersection of occupational mental health and corporate communication research. Although organizations increasingly use corporate websites to communicate

organizational values, policies, and employee support initiatives, limited research has examined how these public disclosures reflect organizational commitment to employees' mental well-being. The disconnect between employee mental well-being research and corporate disclosure practices represents a significant empirical and methodological gap within the existing literature. Importantly, publicly communicating commitment to mental well-being should not be interpreted as evidence that effective workplace support has been fully implemented. Rather, website disclosures represent organizational intentions, priorities, and the extent to which companies choose to publicly communicate their commitment to employees' mental well-being. Accordingly, this study examines organizations' communication of their commitment to employee mental well-being rather than the actual effectiveness of mental health interventions or employee experiences.

This study addresses this gap by assessing construction companies' commitment to employees' mental well-being through a systematic content analysis of corporate website disclosures. Organizational websites are a key communication platform through which companies articulate values, policies, and support initiatives, making them a relevant source for examining formal and strategic commitments (Jenkin et al., 2024). The analysis is guided by a structured framework focusing on four interrelated dimensions: accessibility of information, level of disclosure, content of mental health information, and quality of disclosure. Together, these dimensions enable a comprehensive assessment of how mental health support is presented and prioritized by organizations. This study, therefore, investigates differences among construction organizations in how employees' mental well-being is presented on their websites, focusing on accessibility, disclosure practices, content coverage, and overall quality. By analyzing publicly available website content from leading New Zealand construction companies, this research provides insights into prevailing disclosure practices and highlights areas of strength and improvement. The contribution of this study lies in shifting attention from individual-level mental health outcomes to organizational-level commitment as reflected in public communications. By employing content analysis of website disclosures, the study offers a novel perspective on how construction organizations in New Zealand communicate their commitment to employees' mental well-being, thereby contributing to both mental health studies and industry practice. Accordingly, this study seeks to answer the following research question: How do New Zealand construction companies differ in communicating their commitment to employees' mental well-being through website disclosures, particularly with respect to information accessibility, level of disclosure, content, and quality?

Literature review

The construction industry, a cornerstone of economic growth, has long been associated with physical hazards and safety risks. However, growing evidence indicates that employees' mental well-being represents an equally critical yet comparatively under-addressed dimension of occupational health in the sector (Golzad et al., 2023). This literature review critically examines existing research on mental health in the construction industry, with a particular focus on why organizational commitment to mental well-being must be communicated, how such commitment is conceptualized, and where gaps remain in evaluating public-facing organization disclosures, especially through corporate websites.

Rationale for communicating mental well-being commitment

The need for organizations to explicitly communicate their commitment to employees' mental well-being is increasingly shaped by regulatory, social, and corporate responsibility expectations. In New Zealand, employers are required under the Health and Safety at Work Act 2015 to ensure, so far as reasonably practicable, both the physical and psychological health of workers (Steel et al., 2025). This legislative shift has heightened expectations that organizations not only implement mental health initiatives but also demonstrate transparency and accountability in how such commitments are communicated to stakeholders. Beyond compliance, construction organizations face growing scrutiny from clients, regulators, and the public regarding their social responsibility practices, including employee well-being (Monaco, 2024).

Corporate communication platforms, particularly organizational websites, have become central to how companies articulate values, policies, and support mechanisms related to workforce well-being. Website disclosures therefore function as a visible signal of organizational intent and priority-setting, allowing stakeholders to assess the extent to which mental health is embedded within corporate strategy (Jenkin et al., 2024). However, it is important to distinguish organizational communication from actual organizational commitment. Website disclosures reflect how organizations publicly communicate their priorities, policies, and intended support for employees' mental well-being, rather than providing direct evidence of the implementation or effectiveness of those initiatives (Mukherjee et al., 2026). Consequently, analyzing website disclosures offers insights into publicly communicated commitment rather than actual workplace practices or employee experiences. Despite this, existing research has largely overlooked how and what construction organizations communicate publicly about mental well-being, creating a critical gap that this study seeks to address.

Mental health challenges in the construction industry

Mental health challenges within the construction industry have been extensively documented in the existing literature. Construction work is characterized by demanding schedules, project uncertainty, physically intensive tasks, and high-performance expectations, all of which contribute to increased levels of occupational stress and psychological distress (Ahmed et al., 2022; Leung et al., 2024; Zhang et al., 2023). Cultural norms that discourage emotional openness and help-seeking further exacerbate these challenges (Jenkin et al., 2024; Rotimi et al., 2024), while alcohol and substance misuse have also been identified as contributing factors (Flannery et al., 2021; Moreira et al., 2024).

Although these occupational stressors and their consequences are now well established, existing studies have predominantly concentrated on identifying risk factors and employee outcomes. Comparatively little attention has been devoted to understanding how construction organizations publicly acknowledge these challenges and communicate their commitment to supporting employees' mental well-being. Consequently, the role of organizational communication has received limited scholarly attention in construction mental health research.

Organizational commitment to mental well-being

Organizational commitment to mental well-being is increasingly recognized as a core component of sustainable business practice and aligns with Sustainable Development Goal 3 (SDG 3), which promotes healthy lives and well-being for all (Monaco, 2024). In the construction context, such commitment is reflected in the adoption of policies, programs, and leadership practices aimed at supporting workers' psychological health (Lawani et al., 2023). Common initiatives include access to counseling services, stress management programs, mental health training, and work-life balance policies (Cvenkel, 2021).

Leadership engagement is widely identified as a critical driver of effective mental health initiatives. Vito (2020) argues that visible senior management support plays a key role in shaping organizational culture and legitimizing mental health as a workplace priority. This top-down commitment is often reinforced through formal policies and procedures that define available resources, reporting mechanisms, and employee entitlements (Tijani et al., 2023). Education and awareness initiatives, particularly for supervisors and managers, further support early identification of distress and promote supportive responses (Chapman et al., 2020; Greiner et al., 2022).

While organizational commitment is often demonstrated through internal policies, leadership practices, employee assistance programs, and

workplace interventions; these internal mechanisms are not always transparent or readily observable to external stakeholders. Public communication, particularly through corporate websites, represents a separate dimension of organizational commitment by signaling organizational priorities, accountability, and transparency (Zamoum, 2026). Accordingly, the present study distinguishes between internal organizational commitment and publicly communicated commitment, recognizing that the latter reflects how organizations choose to communicate their support for employees' mental well-being rather than verifying the effectiveness of implemented initiatives. However, existing studies primarily evaluate organizational commitment based on internal practices, employee perceptions, or survey data, with limited attention given to how such commitment is communicated externally. As a result, it remains unclear whether organizations that implement mental health initiatives also demonstrate transparency and consistency in their public disclosures.

Conceptual foundations for assessing website disclosures

Recent research has increasingly recognized digital communication as a valuable medium for examining organizational commitments and understanding institutional priorities reflected in corporate communication practices (Cui, 2025; Huda, 2024). Corporate websites, in particular, function as a key interface between organizations and their stakeholders, making them an important platform for communicating formal commitments to employee well-being (Jenkin et al., 2024). From an organizational communication perspective, website disclosures represent strategic communication tools through which organizations communicate corporate values, accountability, and intended commitments to stakeholders (Andriani & Siripipatthanakul, 2025). Consequently, analyzing website disclosures provides an opportunity to assess publicly communicated organizational commitment rather than the actual implementation or effectiveness of mental health initiatives. Within this context, corporate website disclosures provide valuable evidence of how organizations publicly articulate their commitments, initiatives, and responsibilities regarding workers' mental health.

The conceptual framework developed for this research builds on existing scholarship on organizational communication (Marsen, 2020) and corporate social responsibility disclosures (Hummel et al., 2024), adapting these concepts to the specific context of mental health in the construction industry. As illustrated in Figure 1, the framework is designed to systematically evaluate the online presence of construction companies regarding their mental health initiatives and commitments to workers' well-being. Positioning this framework within the literature review provides the

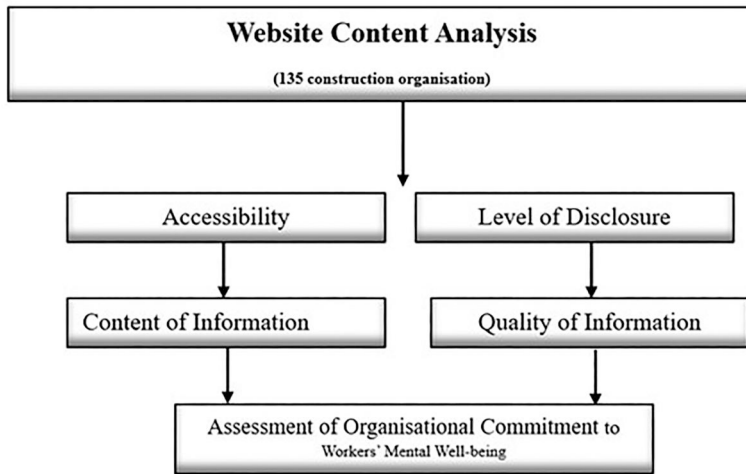


Figure 1. Conceptual framework.

theoretical foundation for the subsequent content analysis and strengthens the narrative coherence of the study, consistent with methodological recommendations in prior research (Rowlinson & Jia, 2015).

The framework is organized into four core assessment domains, each providing insight into the depth and quality of organizations' commitment to workers' mental well-being.

- i. Accessibility evaluates how easily stakeholders can locate mental health information on company websites. The accessibility of such information reflects the organization's prioritization of mental health issues (Vila et al., 2021). This dimension considers factors such as the number of clicks required to access relevant information, the presence of search functionality, and the responsiveness of the website on mobile devices (Diwanji, 2023).
- ii. Level of disclosure examines the extent and visibility of mental health-related information communicated on the website. This includes the frequency with which such information is updated, the degree to which mental health topics are integrated with other organizational policies, and the overall prominence of the information on the website (Xie et al., 2023). A higher level of disclosure may indicate a stronger organizational commitment to addressing mental health issues within the workplace (McGrath et al., 2023).
- iii. Content of information focuses on the specific types of mental health initiatives, support systems, and resources communicated by the organization. This includes references to mental health programs, policy statements, and resources offered to employees (Carvalho et al., 2020; Gan et al., 2023). Analyzing the content of disclosures helps identify

common industry practices as well as unique organizational initiatives aimed at supporting workers' mental well-being.

- iv. Quality of information assesses the clarity, relevance, and evidence-based nature of the mental health information provided. This dimension also considers whether the information is communicated in an inclusive manner and whether it reflects current research or industry practices (Loudoun et al., 2024). High-quality information is essential for effective communication and for demonstrating a genuine organizational commitment to supporting workers' mental well-being.

Collectively, these four dimensions form an integrated analytical framework for examining how construction organizations communicate their commitment to workers' mental health through website disclosures.

Research gap and justification for the study

Despite the growing body of research on mental health in the construction industry, existing literature has predominantly focused on occupational stressors, employee experiences, the effectiveness of workplace interventions, and organization practices, with evidence derived mainly from surveys, interviews, and internal organizational assessments (Lawani et al., 2023). Consequently, relatively little attention has been given to how construction organizations publicly communicate their commitment to employees' mental well-being through corporate communication channels. Although website disclosure analysis has been widely applied in studies of corporate social responsibility, sustainability reporting, and organizational transparency, its application to evaluating construction organizations' publicly communicated commitment to employee mental well-being remains limited, particularly within the New Zealand context. The limited integration of mental well-being research with corporate communication literature represents a significant gap, which this study addresses by systematically examining organizational website disclosure practices as indicators of corporate commitment to employee mental well-being.

This gap justifies the present study, which seeks to systematically assess differences in how New Zealand construction organizations communicate their commitment to employees' mental well-being through their websites. In doing so, the study advances understanding of organizational accountability, transparency, and mental health promotion within the construction sector.

Research materials and methods

This study employs content analysis to systematically evaluate construction organizations' commitment to workers' mental well-being through website

disclosures. Content analysis offers a rigorous framework for examining how organizations communicate their mental health support initiatives, enabling both quantitative measurement and qualitative assessment of public disclosures (Krippendorff, 2018). This methodological approach aligns with recent studies examining organizational communications in corporate social responsibility contexts (Hummel et al., 2024; Vila-Henninger et al., 2024) and provides a structured means to analyze patterns across multiple organizations.

Sample selection and data collection

The research sample comprised construction organizations registered with New Zealand's Ministry of Business, Innovation & Employment (MBIE). Inclusion criteria required organizations to be either New Zealand Limited companies or Overseas ASIC companies with a registered status and/or under external administration, as shown in Figure 2. To improve transparency in the selection process, the PRISMA (preferred reporting items for systematic reviews and meta-analyses) workflow was used as a structured reporting tool to document identification, screening, eligibility, and inclusion stages. Although PRISMA is traditionally applied to systematic reviews, it was adapted in this study to enhance transparency and reproducibility in reporting the organisational selection process rather than the study selection process used in systematic literature reviews. This adaptation provided a clear audit trail of how companies were identified, screened and retained for analysis, thereby contributing methodological value beyond a basic search-and-selection protocol. Figure 2 follows PRISMA 2020 reporting principles, clearly indicating the number of organizations identified, screened, assessed for eligibility, excluded (with reasons), and finally included in the analysis.

Using census sampling of eligible organizations meeting the inclusion criteria, a final sample of 135 organizations was selected. To improve interpretation of the findings, additional contextual information was recorded for each organization during data collection. Organizations were classified according to their primary business category (e.g., contractor, consultant, developer, engineer, supplier, or specialist subcontractor) and company size (small, medium, or large), based on publicly available organizational information. These classifications were used to describe the sample characteristics and to facilitate comparative analyses across different organization types and company sizes. An illustrative example of these classifications is presented in Appendix B. The sampling frame, inclusion criteria, and census approach are now explicitly defined to clarify that probability sampling was not required because all eligible organizations within the defined frame

PRISMA Flow Diagram for Selection of Construction Organisations

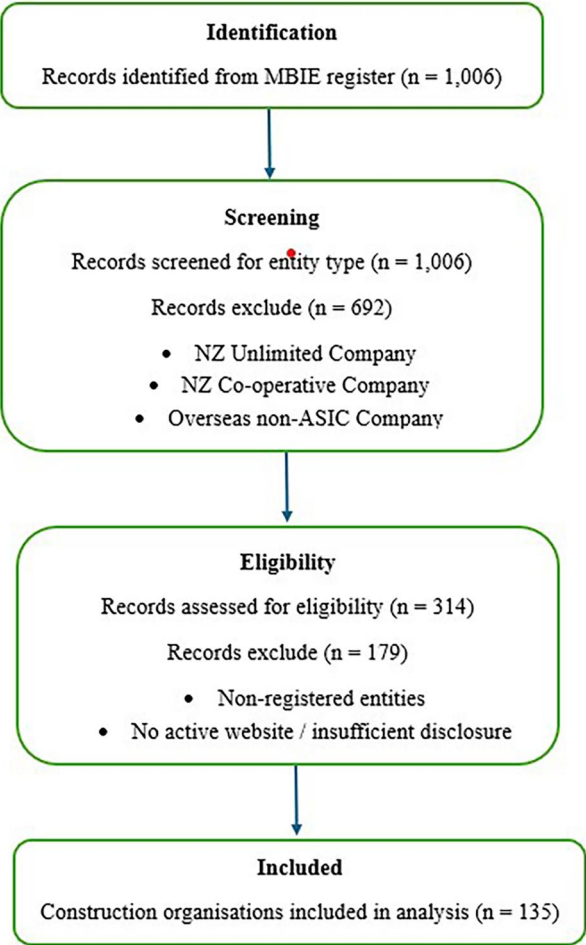


Figure 2. PRISMA diagram for selection of construction organizations.

were included. This sample size aligns with similar content analysis studies in the field (Xie et al., 2023) and provides sufficient statistical power while maintaining analytical depth.

Data collection occurred during January–March 2025, following a systematic protocol wherein two trained researchers independently examined each organization’s official website. The protocol involved comprehensive exploration of website architecture to identify mental health-related content, documenting navigation pathways, and collecting all relevant textual materials. Because the study relied exclusively on publicly available website disclosures, the analysis was intentionally limited to information that organizations chose to communicate to external stakeholders. Consequently, the findings represent publicly communicated organizational

commitment rather than verification of internal mental health practices or employee experiences. Website disclosures were nevertheless considered an appropriate data source because they constitute official corporate communication channels through which organizations publicly express their priorities, policies, and strategic commitments. The two coders were postgraduate researchers trained in content analysis methods. Training involved a calibration exercise using five pilot websites to standardize interpretation of coding indicators and scoring criteria. Disagreements were discussed and resolved to refine the coding manual before full data collection commenced. Where discrepancies arose in the initial examinations, consensus was reached through discussion with the principal investigator, ensuring consistency in the data collection process.

The content analysis method serves as the foundational approach linking website disclosures to the assessment outcomes, thereby facilitating a structured evaluation (Gray et al., 1995). Each dimension was assessed on a 4-point Likert scale (1 = *unsatisfactory*, 2 = *satisfactory*, 3 = *good*, 4 = *excellent*). A 4-point scale was intentionally selected to avoid neutral midpoint bias and to encourage clearer differentiation in ratings, consistent with prior disclosure assessment studies (Shin & Gierl, 2021). The coding rubric (Appendix A) was developed through a systematic multistage process. First, indicators were identified through an extensive review of literature on organizational communication, corporate social responsibility reporting, occupational mental health, and website disclosure assessment. Second, the preliminary rubric was pilot-tested using five construction company websites to assess the clarity, applicability, and consistency of each indicator. Third, the revised rubric was independently reviewed by two academics with expertise in construction management and occupational health research to evaluate the relevance, completeness, and content validity of each assessment criterion. Feedback from the pilot testing and expert review informed refinement of the indicator definitions and scoring descriptors before full-scale data collection commenced.

Data analysis

Analysis proceeded through descriptive statistics that characterized the overall landscape of mental health support communication in the construction industry. Mean scores, standard deviations, and frequency distributions were calculated for each dimension and by organizational characteristics. The correlation analysis, which explored relationships between the four dimensions and organizational factors, identified distinct patterns of mental health support communication. These analyses were conducted using SPSS version 29.0, with significance set at $p < 0.05$.

To enhance methodological rigor, Cohen's Kappa coefficient was employed to assess inter-rater reliability. The overall Kappa value indicated substantial agreement between coders, demonstrating acceptable reliability of the coding process. Dimension-specific reliability values are reported in [Table 1](#). In addition to quantitative analysis, qualitative thematic analysis of selected website content was conducted to provide contextual insights into how organizations communicate mental health initiatives. This qualitative component enhances the interpretive depth of the findings and addresses the need for richer evidence beyond numerical scoring.

The inter-coder reliability assessment produced Cohen's kappa coefficients ranged from 0.75 to 0.82 across the four coding dimensions, reflecting almost perfect agreement as defined by the interpretation framework proposed by Landis and Koch (1977). The overall kappa coefficient of 0.78 demonstrates a high level of coding consistency and provides confidence that the scoring rubric was applied reliably across all sampled organizations. Collectively, these findings provide strong evidence for the robustness and reproducibility of the content analysis process, supporting the reliability of the coding process and the consistency of the study's methodological approach.

Methodological considerations

While content analysis of website disclosures provides valuable insights into organizations' public commitments to workers' mental well-being, several methodological considerations warrant acknowledgment. First, website disclosures may not fully reflect actual practices, representing aspirational rather than implemented initiatives. Second, the analysis captures content at a specific point in time, while organizational approaches evolve continuously. Finally, smaller organizations with limited web presence may be underrepresented despite their importance in the construction ecosystem.

Despite these considerations, website disclosures represent significant organizational communication channels through which construction companies articulate their priorities and commitments. As Parish et al. (2020) demonstrate, such public communications reflect organizational values and provide a meaningful window into how the construction industry approaches worker mental well-being. By systematically analyzing these disclosures, this study provides valuable insights into the current state of mental health support communication in New Zealand's construction sector.

Findings and discussion

Overview of results and analytical approach

The analysis of 135 construction companies in New Zealand reveals distinct patterns in the four core assessment areas, accessibility, level of disclosure,

Table 1. Inter-rater reliability by coding dimension.

Dimension	Number of indicators	Cohen's kappa (κ)	Interpretation*
Accessibility	3	0.79	Substantial agreement
Level of disclosure	3	0.82	Almost perfect agreement
Content of information	3	0.76	Substantial agreement
Quality of information	4	0.75	Substantial agreement
Overall reliability	13	0.78	Substantial agreement

*Interpretation guideline. 0.61–0.80 = Substantial agreement. 0.81–1.00 = Almost perfect agreement.

content of information, and quality of information. This analysis demonstrates how these characteristics interrelate and influence the industry's approach to mental health support. The construction organizations registered with New Zealand's Ministry of Business, Innovation & Employment (MBIE) is predominantly led by contractors, comprising 72.6% (98 organizations) of the sample, followed by developers at 14.81% (20 organizations), consultants at 8.89% (12 organizations), and developers at 3.70% (5 organizations).

The results are presented in two stages to improve clarity and transparency: first, the statistical results are reported; second, the implications of these results are discussed in relation to existing literature. This separation strengthens the analytical structure and responds to concerns regarding the presentation of results and discussion. All organizations included in the final sample had operational websites and complete information for each assessment criterion within the four analytical dimensions. Consequently, no missing observations occurred during data extraction or coding, and no data imputation, case deletion, or estimation procedures were required. The analyses therefore reflect the complete census of eligible organizations included in the study. Therefore, no missing data were encountered in the evaluation, and no imputation procedures were required.

The conceptual categories used in the analysis (accessibility, level of disclosure, content of information, and quality of information) were derived from the conceptual framework presented in the section entitled 'Conceptual foundations for assessing website disclosures' and applied consistently using the coding rubric described in [Appendix A](#). Consistent with the conceptual framework, the four dimensions were analyzed as complementary indicators of publicly communicated organizational commitment to employees' mental well-being. Accessibility reflects how easily stakeholders locate mental health information; level of disclosure captures organizational visibility; content evaluates the substantive information communicated; and quality assesses the credibility and usefulness of those disclosures. Accordingly, the statistical findings are interpreted in light of the conceptual framework underpinning each analytical dimension, rather than being considered as isolated measures of organization performance.

Table 2. Descriptive statistics of organization type on mental health information.

Dimension	Organization type	Mean Rank	<i>p</i> -value
Accessibility	Consultant	96.4	0.019
	Contractor	62.6	
	Developer	74.1	
	Other (utility)	80.8	
Level of Disclosure	Consultant	92.8	0.041
	Contractor	63.5	
	Developer	72.7	
	Other (utility)	78.8	
Content of Information	Consultant	86.8	0.162
	Contractor	64.8	
	Developer	71.2	
	Other (utility)	73.3	
Quality of Information	Consultant	85.8	0.143
	Contractor	64.6	
	Developer	69.3	
	Other (utility)	86.2	

Statistical results: Organization type and mental health information

Table 2 presents descriptive statistics and Kruskal-Wallis test results examining differences across organization types.

The Kruskal-Wallis test examined how organization type influences four key dimensions of mental health information. As indicated in Table 2, the findings reveal an important pattern: organizational structure significantly affects information accessibility and disclosure practices, but not the underlying content quality. Specifically, our analysis identified significant differences in accessibility scores across organization types (p -value = 0.019), with consultants consistently providing the most accessible mental health information and contractors demonstrating the lowest accessibility metrics. Similarly, the level of disclosure showed significant variation by organization type (p -value = 0.041), following the same pattern of consultants outperforming contractors.

To improve interpretability, effect sizes were calculated using epsilon squared (ϵ^2). Accessibility showed a small-to-moderate effect size (ϵ^2 = 0.07), and level of disclosure showed a small effect size (ϵ^2 = 0.05), indicating that while statistically significant, the magnitude of differences between organization types is modest. In contrast, when examining content and quality metrics, we found no statistically significant differences between organization types (p -value = 0.162 and p -value = 0.143, respectively). This suggests that while organizational structures influence how information is made available and communicated, they do not necessarily affect the substantive quality of the mental health information provided. Mean scores were used in descriptive analysis to summarize overall performance levels of organizations across the four dimensions, while mean ranks were used specifically for the Kruskal-Wallis tests, which are based on ranked data rather than raw scores.

Discussion of overall patterns

The findings provide empirical support for the proposed conceptual framework by demonstrating that accessibility, level of disclosure, content, and information quality represent complementary yet analytically distinct dimensions through which construction organizations publicly communicate their commitment to employees' mental well-being. This finding is consistent with the conceptual premise that website disclosures represent strategic organizational communication rather than merely repositories of corporate information (Andriani & Siripipatthanakul, 2025). As argued by Marsen (2020), organizational communication serves to communicate corporate values, priorities, and accountability to stakeholders, while corporate website disclosures provide a visible platform through which these commitments are articulated (Jenkin et al., 2024). Accordingly, the variation observed across the four dimensions demonstrates that organizations differ not only in their communication of employee mental well-being commitments but also in the comprehensiveness, quality, and effectiveness with which those commitments are publicly communicated.

More specifically, the findings demonstrate that accessibility alone is an insufficient measure of organizational commitment. The conceptual framework proposes that accessibility reflects the prioritization of mental health information by enabling stakeholders to locate relevant content efficiently (Diwanji, 2023; Vila et al., 2021). However, this study demonstrates that although many organizations made mental health information relatively easy to access, comparatively few provided detailed policy statements, structured support programs, or evidence-based resources. This finding suggests that high information visibility does not necessarily correspond to comprehensive organizational disclosure, thereby reinforcing the conceptual distinction between information accessibility and the substantive content of organizational communication.

Similarly, findings highlight the complementary relationship among the level of disclosure, content of information, and information quality in shaping organizational communication. The framework conceptualizes the level of disclosure as reflecting the prominence and integration of mental health within organizational communication (Xie et al., 2023), while the content dimension captures the breadth of initiatives, policies, and support mechanisms communicated (Carvalho et al., 2020; Gan et al., 2023). The quality dimension further evaluates whether these disclosures are clear, relevant, evidence-based, and inclusive (Loudoun et al., 2024). The finding that relatively few organizations performed consistently well across all three dimensions indicates that organizations often communicate mental health in a fragmented manner, where visible references to well-being are not supported by comprehensive information or high-quality disclosures. This

reinforces the proposition that organizational commitment is most appropriately evaluated through the collective performance of all four dimensions, rather than relying on any individual indicator in isolation.

Collectively, these findings further reinforce the conceptual distinction between publicly communicated commitment and substantive organizational commitment. From an organizational communication perspective, corporate websites are intended to communicate organizational priorities and strategic intentions rather than verify operational implementation (Andriani & Siripipatthanakul, 2025; Marsen, 2020). Accordingly, while several organizations prominently communicated employee mental well-being through highly accessible website content, comparatively fewer disclosed comprehensive policies, structured support programs, or evidence-based resources. This pattern suggests that some organizations demonstrate symbolic commitment by signaling concern for employees' psychological well-being through website communication, whereas substantive commitment is more appropriately reflected by comprehensive, integrated, and high-quality disclosures that communicate concrete organizational actions and support mechanisms. Therefore, website disclosures should be interpreted as indicators of publicly communicated organizational commitment rather than as definitive evidence of the implementation of organizational practices or employees lived experiences.

Overall, the findings provide empirical support for the proposed four-dimensional framework as a systematic approach to assessing organizational communication of employee mental well-being. Rather than viewing accessibility, disclosure, content, and quality as independent measures, the framework demonstrates that they collectively capture different but interrelated aspects of organizational commitment communicated through corporate websites. This multidimensional approach enables a more holistic evaluation of organizational transparency, accountability, and the prioritization of employees' mental well-being than any single disclosure indicator in isolation.

Results by organization category

Consulting organizations—results

The analysis of mental health support information across consulting organizations reveals clear industry stratification, with organizations showing markedly different levels of commitment to workers' mental well-being through their digital communications. As shown in [Figure 3](#), consulting organizations 2, 3, 8, 9, 10, and 12 demonstrate industry leadership by maintaining high performance across all four framework dimensions. In

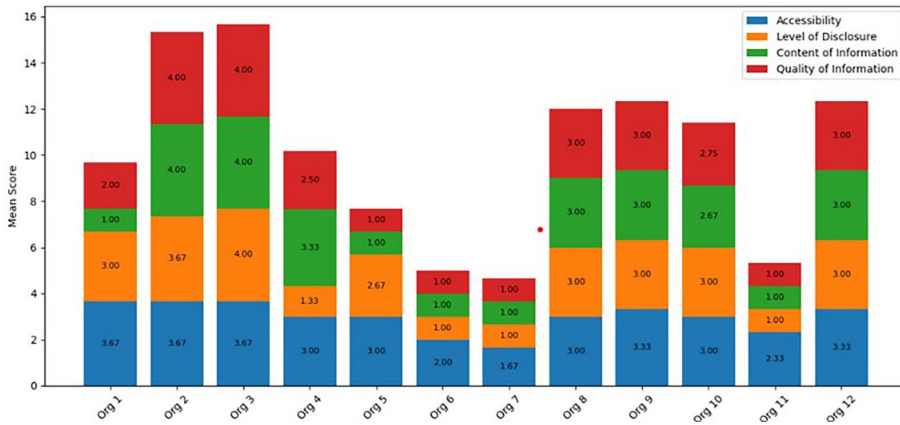


Figure 3. Mean scores across the four assessment dimensions for consulting organizations.

Note: Scores are based on the four-dimensional conceptual framework comprising accessibility, level of disclosure, content of information, and quality of information (1 = *unsatisfactory*; 4 = *excellent*).

contrast, Organizations 6 and 7 show consistently poor performance, while mixed performance patterns are also observed.

Consulting organizations—discussion

The superior performance of consulting organizations builds upon the findings by Vila et al. (2021) by suggesting that organizations operating in knowledge-intensive environments are more likely to institutionalize mental health communication within their corporate governance structures, thereby embedding employee well-being into organizational governance practices. However, unlike Vila et al. (2021), the present findings indicate that accessibility alone does not guarantee comprehensive disclosure, as several organizations with highly accessible information still demonstrated only moderate content depth. The result suggest that organizational communication strategies may be oriented toward enhancing the visibility of mental health information rather than ensuring comprehensive disclosure of its content. The industry-wide tendency toward higher accessibility scores aligns with Diwanji's (2023) observations about organizations prioritizing initial visibility while potentially neglecting depth and quality components. This significant performance gap between leading and underperforming organizations supports Parish et al.'s (2020) calls for standardized approaches and industry-wide adoption of best practices.

Developer organizations—results

The analysis of mental health support information across 20 developer organizations reveals a clear dichotomy within the sector. As presented in Figure 4, organizations 2, 3, 15, and 19 consistently achieved high ratings

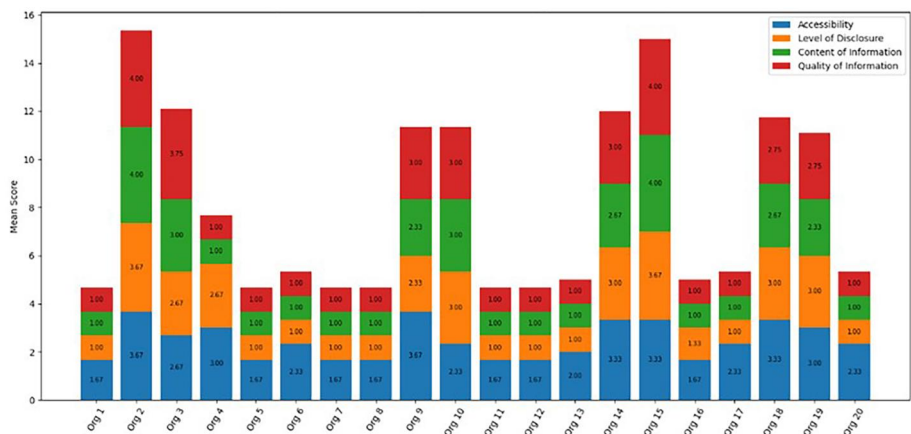


Figure 4. Mean scores across the four assessment dimensions for developer organizations.
Note: Scores are based on the four-dimensional conceptual framework comprising accessibility, level of disclosure, content of information, and quality of information (1 = *unsatisfactory*; 4 = *excellent*).

across all four assessment dimensions, whereas the majority demonstrated consistently low ratings across all dimensions.

Developer organizations—discussion

Developer organizations’ comprehensive approach aligns with Marsen (2020); however, the substantial variation observed within the developer category also suggests that organizational commitment remains uneven despite increasing recognition of employee mental well-being. This finding indicates that organizational communication practices are influenced not only by awareness of mental health but also by strategic organizational priorities and available resources. The substantial performance gap between leading and underperforming organizations mirrors findings by Loudoun et al. (2024) describing industry-wide inconsistency in addressing mental health concerns. This pattern suggests that commitment to mental well-being is often strategic rather than incremental, supporting the conceptual framework’s assumption that accessibility, disclosure, content, and quality are interrelated rather than independent dimensions.

Contractor organizations—results

The analysis of mental health support information across contractor organizations reveals a notable disconnect between accessibility and substantive quality. While several organizations achieved relatively high accessibility scores, they maintained minimal ratings in disclosure level, content depth, and information quality. As depicted in Figure 5, a small subset of organizations demonstrated excellence across all dimensions, while the majority showed consistently low ratings.

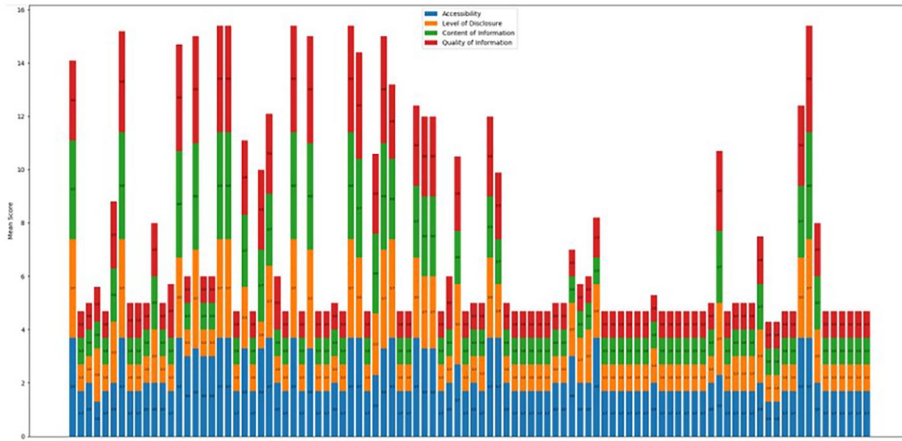


Figure 5. Scores across the four assessment dimensions for contractor organizations. *Note.* Scores are based on the four-dimensional conceptual framework comprising accessibility, level of disclosure, content of information, and quality of information (1 = *unsatisfactory*; 4 = *excellent*).

Contractor organizations—discussion

The pattern regarding contractor organizations aligns with Marsen (2020), suggesting that many organizations appear to demonstrate symbolic commitment by increasing the visibility of mental health information without providing corresponding evidence of substantive organizational support. This finding reinforces the distinction between publicly communicated commitment and actual organizational commitment. Consistent with the conceptual framework, accessibility alone reflects the visibility of mental health information, whereas substantive commitment is better demonstrated through the combined strength of disclosure, content, and quality of information (Loudoun et al., 2024; Vila et al., 2021; Xie et al., 2023). The predominance of low scores across most organizations suggests that the construction industry in New Zealand may be at an earlier stage of mental health communication development than anticipated by literature-based frameworks. This finding also reinforces the importance of transparent coding and scoring procedures described in the methodology and appendices, which ensure that results are derived from consistent and replicable evaluation criteria.

Utility organizations—results

The analysis of mental health support information in utility organizations reveals significant performance differences between leading and underperforming organizations. As depicted in Figure 6, some organizations demonstrated strong performance across all four dimensions, while others showed consistently low ratings.

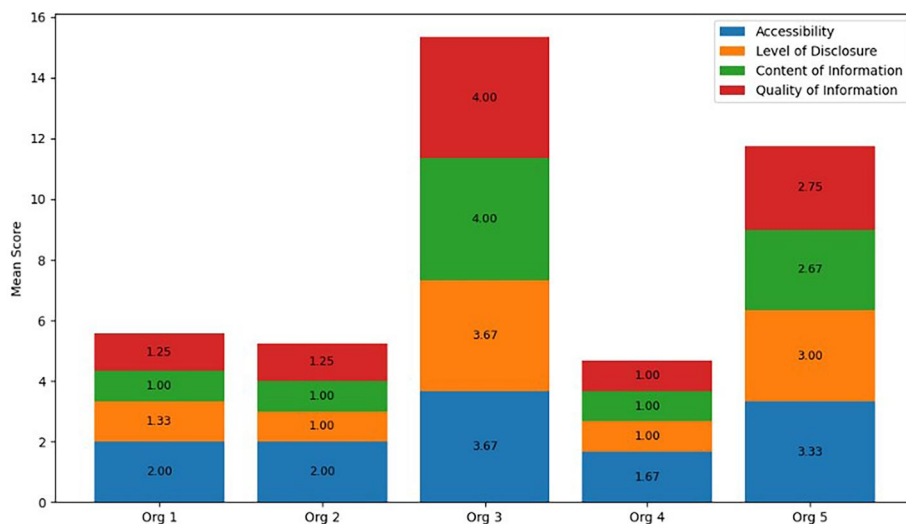


Figure 6. Mean scores across the four assessment dimensions for utility organizations. *Note.* Scores are based on the four-dimensional conceptual framework comprising accessibility, level of disclosure, content of information, and quality of information (1 = *unsatisfactory*; 4 = *excellent*).

Utility organizations—discussion

The variability among utility organizations extends previous corporate social responsibility (CSR) disclosure studies by demonstrating that inconsistency also characterizes organizational communication of employee mental well-being within construction organizations. The observed relationship between content and quality supports the conceptual framework, which proposes that meaningful organizational commitment is reflected not only in the presence of mental health information but also in the clarity, relevance, evidence-based nature, and inclusivity of its communication (Carvalho et al., 2020; Gan et al., 2023; Loudoun et al., 2024). Consequently, the proposed four-dimensional framework offers a practical diagnostic approach for systematically evaluating the comprehensiveness of organizational communication on employee mental well-being while identifying opportunities to enhance organizational transparency and communication practices.

Practical and policy implications

This study's results present noteworthy practical and policy-relevant implications for construction organizations, industry bodies, and regulatory stakeholders. From a practical perspective, the results highlight the need to improve not only the accessibility of mental health information on organizational websites but also the depth, clarity, and quality of disclosure. Organizations that make mental health information easy to locate yet provide limited or generic content may fail to communicate genuine

commitment to employee well-being. Developing structured, comprehensive, and construction-specific web-based communication strategies can therefore enhance transparency, strengthen stakeholder confidence, and signal authentic organizational prioritization of psychological health. The variation observed across organization types further suggests the need for industry-wide guidance or best-practice frameworks to promote more consistent communication of mental health initiatives. Professional associations and regulatory agencies can play a pivotal role in encouraging minimum disclosure standards and facilitating knowledge transfer from high-performing organizations to the broader sector. Construction companies should also consider adopting dedicated employee well-being webpages, regularly updating publicly available mental health policies, providing links to employee assistance programs (EAPs) and other support services, and integrating psychological well-being within broader health and safety communication. Implementing these practical measures would strengthen organizational transparency, improve the accessibility and visibility of employee support provisions, support stakeholder confidence, and provide clearer evidence of an organization's commitment to promoting employees' mental well-being.

From a policy perspective, the inconsistencies identified across the four assessment dimensions indicate a need for clearer direction at both industry and regulatory levels. Government agencies, occupational health and safety regulators, and professional bodies could develop advisory guidelines or voluntary reporting frameworks to support systematic and transparent communication of mental health initiatives. Integrating mental health disclosure indicators into procurement policies, accreditation schemes, and corporate reporting standards would further reinforce accountability and encourage more comprehensive approaches. Aligning mental health communication with existing workplace health and safety frameworks would also strengthen recognition of psychological well-being as an essential component of worker health. Overall, the implementation of these measures would enhance the provision of safer, healthier, and more sustainable working conditions across the construction industry. Industry associations, including Master Builders New Zealand, Civil Contractors New Zealand, Registered Master Builders, and other professional bodies, together with WorkSafe New Zealand and the Ministry of Business, Innovation and Employment (MBIE), could collaborate to develop sector-specific guidance on minimum standards for communicating mental health initiatives through corporate websites. Such guidance would promote greater consistency, improve transparency, and encourage organizations to move beyond symbolic communication toward more comprehensive and meaningful public disclosure of employee mental well-being initiatives.

Study limitations

This study is subject to certain limitations, which should be acknowledged. First, the analysis relies exclusively on publicly available website disclosures, which represent organizations' communication strategies rather than verified organizational practice. Consequently, organizations with limited website content may nevertheless implement effective internal mental health programs that are not publicly disclosed, while organizations with extensive disclosures may not necessarily demonstrate equivalent levels of implementation. The findings should therefore be interpreted as an assessment of organizations' publicly communicated commitment to employee mental well-being rather than as evidence of direct measure of their actual organizational practices or performance. Future research should therefore examine the relationship between online disclosures and the actual implementation of mental health practices within organizations. Second, although the structured coding framework enhances consistency and replicability, content analysis inevitably involves interpretive judgment despite reliability testing. Subsequently, the results are better interpreted as reflections of publicly articulated commitment, rather than definitive evaluations of actual organizational mental health practices or outcomes.

Conclusion

This research investigated how construction companies demonstrate their commitment to employees' mental well-being through a systematic content analysis of website disclosures. The findings reveal substantial variation across four key dimensions—accessibility, level of disclosure, content, and quality—demonstrating that organizational commitment to mental health communication is uneven across New Zealand's construction sector. A clear distinction emerged between a small group of high-performing organizations that demonstrated integrated, comprehensive communication strategies and the majority that exhibited limited or superficial disclosure. Accessibility was generally the strongest dimension, indicating recognition of the need to make mental health information visible. However, fewer organizations demonstrated depth, clarity, and construction-specific relevance in their disclosures. Importantly, greater visibility of information does not automatically equate to effective mental health support; accessible but shallow communication may signal symbolic commitment rather than substantive organizational integration.

These findings reinforce that the study is fundamentally an assessment of organizational commitment as reflected in public communication practices. Content analysis served as the methodological tool for evaluating this commitment, but the central contribution lies in identifying strengths, gaps,

and inconsistencies in how construction organizations publicly articulate their support for employees' psychological well-being. The four-dimensional evaluation framework developed and applied in this study provides a practical benchmarking tool for regulators, industry bodies, and accreditation agencies seeking to establish clearer standards for psychological safety communication in high-risk sectors such as construction. Through the operationalization of commitment into quantifiable dimensions, the framework provides a systematic basis for monitoring, benchmarking, and continuous improvement.

Although the study offers significant contributions, the findings should be interpreted in the context of several study limitations. The assessment was based exclusively on publicly available website disclosures and therefore reflects organizations' publicly communicated commitment rather than the actual implementation or effectiveness of workplace mental health initiatives. Furthermore, the cross-sectional design of the study provides a snapshot of organizational communication at a single point in time and may therefore not reflect subsequent changes in organizational policies, practices, or communication strategies over time. From a practical perspective, construction organizations should move beyond symbolic communication by developing comprehensive and regularly updating mental health web-pages, publicly communicating clear mental health policies, providing employee support programs, using evidence-based resources, and integrating psychological well-being into broader organizational health and safety strategies. Industry bodies and regulators can further strengthen these efforts by developing sector-specific guidance and voluntary reporting frameworks that enhance consistency, transparency, and accountability in the communication of mental health initiatives across the construction sector.

Future research should extend the present study by exploring the relationship between publicly communicated organizational commitment and actual organizational practice through interviews, surveys, case studies, and mixed-methods designs incorporating the perspectives of employees and organizational leaders. Longitudinal research would provide valuable insights into the evolution of organizational communication on employee mental well-being over time and determine whether improvements in website disclosures are associated with substantive changes in workplace mental health practices and employee outcomes.

Author contributions

Funmilayo Ebum Rotimi—Conceptualization; Data curation; Funding acquisition; Project administration; Resources; Supervision; Validation; Visualization; Writing—review & editing; final approval for publication.

George Okyere Dokyi—Data curation; Formal analysis; Investigation; Methodology; Resources; Software; Visualization; Writing—original draft, review & editing.

Mahesh Babu Purushothaman—Funding acquisition; Project administration; Supervision; Validation; Visualization; Writing—review & editing; final approval for publication.

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Data availability statement

The data that supports this study's findings is available on request.

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