



Lectures 1JV10

Arbeids- en Organisatiepsychologie: gevorderd (Technische Universiteit Eindhoven)



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Lecture notes 1JV10

Job Design

Job design are all activities that plan, design and influence the interaction between people and the work system. It involves the design of:

- work tasks, products, objects, tools, work space, workplace work environment, organization and social conditions
- Everything in the workplace, except the employees themselves

Goals of job design:

- Optimal fulfillment of position
- Effectiveness and reliability
- Efficiency
- Safety, no negative consequences for the performer
- Maximizing positive outcomes for people, both employee and employer

Assessment criteria of job design:

“When do you have a good position?”

1. Feasible (according anthropometric standards)
2. Free from personal damage (health damage)
3. Free from negative outcomes (fatigue, dissatisfaction, etc.)
4. Promoting the “personality”

What is good job function?

A job has a good design when the

- Sequential aspect: Completeness of action
 - Hierarchical aspect: Hierarchically complete
- are met.

With sequential aspect we mean that the job has goal-setting, planning, execution and evaluation.

A job is also good designed when it has routine and non-routine tasks.

Perspectives in job design

There are several perspectives that need to be integrated when you design a job:

- Design of efficiency
- Design of Motivation (job enlargement, Job enrichment, teamwork, flexibility)
- Design for Safety and Health (Ergonomics)
- Design for mental capacity (Clear displays and instructions, memory aids, Filtering information)

Classic approaches to job design

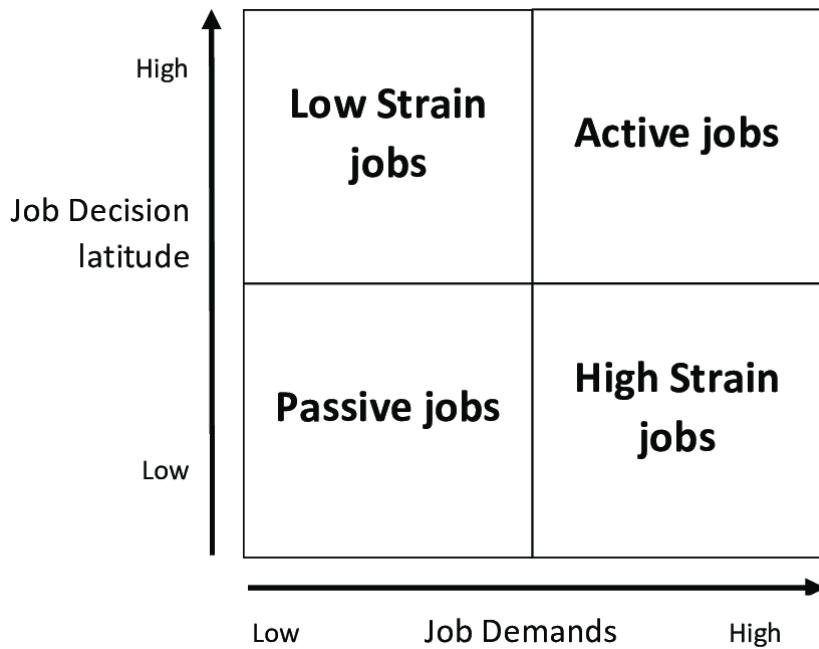
Job characteristics model

Recognizes 5 core characteristics that influence the motivation and experienced meaningfulness. The characteristics are: Skill variety, Task identity, Task significance, Autonomy and Feedback from job.

Three ways to redesign an employee's job

1. Job enlargement: Adding new duties to already existing tasks
2. Job enrichment: Provide additional responsibilities
3. Job rotation: Give employee 'new' job

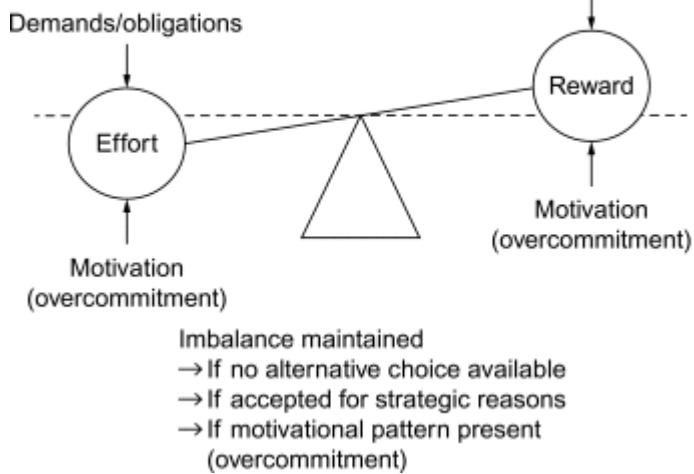
Demands-control model



Effort-reward imbalance model

“people need to be sufficiently rewarded for the effort they put in”

- Wage, salary
- Esteem
- Promotion/security



Vitamine model

Increasing of some job characteristics may first lead to increasing wellbeing, but too much of that particular job characteristic may lead to decreasing wellbeing.

Sociotechnical systems thinking

We reach the best design of work systems when we optimize social-, Technical and External subsystems. Social subsystems are concerned with attributes of people (skills, attitudes, values), the relationships among people, reward systems and authority structures.

Technical subsystems are concerned with the processes, tasks, and technology needed to transform inputs into outputs. External subsystems are concerned with the outside influences and pulls on an organization such as stakeholder and partnering perspectives.

The Job Demands – Resources Theory

This model can explain the wellbeing and behavior of every employee.

Job demands: Role conflict, Work-family, working times, emotional demands, work pressure.

Job resources: Skill variety, developmental possibilities, coaching, social support, autonomy.

These two components need to be in balance.

Job crafting from the JD-R model

Adjustments of job characteristics to increase person-job fit and make work motivating and healthy. There are three types of job crafting behaviors:

- seeking resources (search for feedback and support)
- Seeking demands/challenges (new tasks or responsibilities)
- Reducing demands (make job less strenuous)
- Optimizing demands (Make job simpler and efficient)

Conclusions

In the work environment are two important processes:

- Job demands > (reduced) health & energy
- Job resources > motivation

Work environment leads to performance through health and motivation.

Motivation, health and job crafting may change over time the work environment.

The optimal work context combines affordable demand and sufficiently high resources.

The Disc Model

The Demand-Induced Strain Compensation Model combines the JDR and Demand-control model. Job demands, job resources and work-related outcomes may comprise at least: cognitive components, emotional components and physical components.

Working times and Shiftwork

Large diversity in working times

Reasons:

- 24-hour work economy
- Separation of opening times and working time
- Individualization of society
- Better coordination of work and private life

The extent to which a working time pattern is burdensome, requires effort or offers an opportunity for recovery, depends on the characteristics of the working pattern.

The degree to which working times form a risk depend on the pattern.

1. Regularity
2. Shift workload (the effort you have to make during work)
3. Long-term stress
4. Possibility for:
 - Night-rest
 - Care duties
 - Evening & weekend recreation
5. Predictability of working hours & free time

Disadvantageous characteristics increase risk of health problems and problems in private life.

From of shift plans

- Permanent shift plans
 - 1) Permanent shifts
 - 2) Permanent broken shifts
- Rotating shift plans
 - 1) Systems without night shifts
 - Without weekend work (discontinuous)
 - With weekend work (continuous)
 - 2) Systems with night shifts
 - Without weekend work
 - With weekend work

Rotation may vary

Forward rotation means Morning>Afternoon>Night shift

Backward rotation means Morning> night> afternoon

Few identical shifts in a row is called short rotation.

Many equal shifts in a row is called long rotation.

Shiftwork

What is shiftwork?

1. Employees transfer the work to other employees
2. This shift rotation takes place according to a certain pattern
3. Employees work at different times

Disadvantages of shiftwork/nightwork

More often bad working conditions than in day shifts, unhealthy lifestyle, disruption of circadian rhythms.

The body works according to the circadian rhythms. Biological processes function spontaneously in rhythms of approximately a day. Shiftwork can disturb these rhythms. Examples of these adverse consequences are: Sleep problems, Health complaints, lower safety and performance, disruption of social life.

Recommendations for the optimization of shift rosters

1. Few consecutive night shifts
2. Predictable, regular schedule
3. Adequate rest:
 - Don't start the morning shift too early
 - Schedules with night & weekend work
 - Minimal 1 evening per week off
 - Nap before and during night shift
4. Shift length dependent on workload
5. Fast forward rotation
6. Flexible system

Social issue

- Protect the safety, health and wellbeing of employees
- Employees underestimate problems
- Not everyone equally resilient (Employer's power greater than employee's)
- Cost of problems passed on to society

Recovery from work

Work and stress

Traditional models such as JDR and DISC do imply stressors (demands) and resources, but don't have a dynamic aspect or involvement of recovery.

What is Recovery?

Recovery is a process whereby psycho-physiological systems that were activated during stress exposure return to and stabilize at baseline level after the stressful situation has ended. We can view recovery as an outcome, or a process. Recovery is a dynamic process, so it can be influenced by other factors. Recovery can be internal and external. Internal recovery takes place during the activity, external recovery takes place after the activity. Active mechanisms have activities that help you relax. Passive mechanisms involve just stopping the demands that bothered you.

Recovery theories

Effort-Recovery model (Meijman & Mulder)

Presumes that besides all the benefits work gives us, it also causes fatigue due to its stressors. We need to recover completely from these stressors to be able to function optimally.

Allostatic load theory (McEwen)

This model adds to the previous model a chronic component. Stress can cumulate over time, so one is not able to recover completely after a day of work.

DISC-R model (de Jonge)

Very similar to the DISC model, presume demands and resources to interact. In 2012 , recovery was added to this mix. It uses 'Detachment' to get away from your job. This detachment can be physical, cognitive, and in an emotional sense.

Going Meta

When looking at recovery activities, it's not specifically about what you do, but about how you feel when you're doing it.

Field application

Work time Control

Gives employees more flexibility about when and where to work

- More flexibility and control
 - May facilitate internal and external recovery
 - Boundaryless work very contemporary
- (Potentially harmful due to lack of detachment)

New Ways of Working

How to design healthy and motivating new ways of working

New ways of working

New ways of working is a work design in which employees can control the timing and place of their work, while being supported by electronic communication.

Positive effects of NWW

Increased productivity, High availability of real time information, More flexibility in how and where you do your job.

Negative effects of NWW

People work longer hours, in part because the work is more portable. Information overload, dependent on the technology.

Burnout and Engagement

Burnout

Burnout: A psychological syndrome involving emotional exhaustion, depersonalization and diminished sense of personal accomplishment. Most of the time occurred among various professionals who work with other people in challenging situations.

How to define burnout

Maslach Burnout inventory (MBI):

1. Exhaustion
 - I feel used up at the end of the workday
2. Cynicism
 - I doubt significance of my work
3. Reduced professional efficacy
 - Reverse coded:
 - In my opinion, I am good at my job

The last component is more of a consequence.

Mild and clinical burnout

A mild burnout is a process, and is also called the burnout stress syndrome. A clinical burnout is more of a state, and is also called burnout mental disability. (Severe burnout).

Three distinctions in NL

1. Work related stress
 - Most recover without professional help
2. Overstrain (Overspannen)
 - 3 months of recovery
3. Clinical Burnout (klinische burnout)
 - 1-2 years recovery (25% never recovers)

Burnout prevalence NL

Questionaries with questions like: "Several times a month or more, I feel exhausted by my work". Around 17% of people in NL have these complaints.

Engagement

Engagement is the opposite of burnout

To measure engagement, there's also a scale. The Utrecht Work Engagement Scale (UWES).

1. Vigor

- At my work, I feel bursting with energy

2. Dedication

- I am proud on the work that I do

3. Absorption

- I get carried away when I'm working

Who is engaged?

If you're better educated, you're probably more engaged. Permanent contract contributes to more engagement. Working in health care, education, agriculture also contributes to engagement. Older people are also more engagement.

Mediation/Moderation of well-being

Mediators of well-being

Work overload > Burnout. The mediator here could be social contact, since working hard leads to diminishing social contact, which also leads to burnout.

Moderators of wellbeing

Job Control > Work engagement. The moderator here could be 'self-efficacy'. Job control might need self-efficacy in addition, to lead to engagement.

Take home message

Seek for high engaged with no burnout. Seek engagement for yourself as well.

Employee performance, satisfaction & sickness

Job satisfaction

Job satisfaction is generally good in Europe, and relatively stable over time.

It refers to an attitude that represents the extent to which a person likes or dislikes his or her job. There are two types of job satisfaction:

Global: Overall attitude of job

Facet: Attitude towards specific job aspects

Job satisfaction and performance

There are 4 types of performance:

1. Task performance (inrole)
2. Organizational Citizenship Behaviors (exrole)
3. Counterproductive work behaviors
4. Withdrawal behaviors

High job satisfaction is related to all of these types of performance.

Mechanisms

Type of studies

1. Cross-sectional
2. Longitudinal
3. Diary
4. Experimental

Overall, there's only a significant relation between satisfaction and performance.
Satisfaction leads to performance (attitude generally precedes behavior).

Summary questions

1. What is job satisfaction
2. What are various types of performance?
3. What is the longitudinal evidence?
4. What are proposed mechanisms for their relation?

Sickness

Cost of sickness affects us at various levels:

1. For the worker
2. For the colleagues
3. For the organization
4. For society

Absenteeism and presenteeism

Absenteeism and presenteeism is about how people deal with being sick.

Absenteeism: people being sick and staying at home

presenteeism: people being sick and going to work

Digital presenteeism: Being sick but still present online.

Solutions to E-presenteeism

1. Rethink traditional working day when is your peak time?
2. Set disruption-free times and follow your own schedule
3. Plan recovery and work-life balance

Multilevel framework of work attendance and sickness

Four levels: Person, group, organization, society.

Antecedents

Dealing with absenteeism and presenteeism

1. Joint approach
2. Preventing > Curing

Summary questions

1. How do absenteeism and presenteeism differ?
2. What levels can you distinguish in their antecedents/consequences?
3. How can you deal with absenteeism and presenteeism?

Topic 4: Individual and team Performance

Individual work performance

Individual work performance has different aspects: Task performance, Contextual performance, adaptive performance, counterproductive work behavior.

Task Performance: Executing central job tasks (described in your job description)

Contextual Performance: Behaviors that go beyond the formally prescribed work goals and that support the organizational, social, and psychological environment.

Adaptive performance: Extent to which an individual adapts to changes in a work system or work roles

Counterproductive work behavior: Behavior harms the well-being of the organization.
(use quiz to practice)

How to increase individual performance

Famous framework: AMO framework: Ability, motivation, opportunity need to be provided to your employee in order to increase individual performance.

Abilities: Training, coaching

Motivation: Compensation & benefits, Career development, job security

Opportunities: Job design, Empowerment, Feedback, work equipment

This is most likely implemented by organizational structures and processes, HR practices and Leadership.

Individual vs Team performance

Team is a group of two or more people that have shared goals, are interdependent, have distributed expertise & roles, and agreed on process.

What is team performance

Indicators for team performance: Goal Accomplishment, Team commitment, Team adaptability.

What influences team performance

Many factors influence team performance.

Organizational related factors: policies within organization, environment in organization, sector etc.

Team related factors: Leadership, task interdependence, team lifespan

Members related factors: Skills, personality traits, performance levels

All these levels can influence the outcomes of the teams

Between these factors are mediators: Team processes and emergent states.

Team processes: How the team attains its goals, communicate, coordinate activities, monitor workload of other members

Emergent states: How the team members think and feel; preferences, attitudes, team cohesion and trust.

Check model.

How to measure team performance

1. Aggregates of individual performance
2. Quantity (Goal achievement)

3. Quality of teamwork (process to reach the team outcomes, team cohesion, effective communication)
Subjective or objective measurement.

How to increase team performance

1. Team Building

- Clarify goals and roles
- Problem-solving or conflict-solving

2. Team Training

- Understand skills and knowledge that is necessary to accomplish tasks
- Practice these skills and acquire knowledge

3. Manage Team diversity

- Embrace diversity
- Behave inclusive

Why and how can diversity increase team performance

Diversity refers to the differences between employees regarding demographic and functional characteristics.

Exclusive work environment > Miss-communication, conflicts, discrimination etc

Inclusive work environment > Voicing different perspectives, creativity, satisfaction

Inclusions: High feeling of group belongingness and that one's authenticity is valued.

Only if people feel included, they use their differences and performance can be enhanced

Conclusion

Performance:

- Is a latent variable
- Comprises actions that are relevant for organizational goals
- Can have different forms
- Can be measured at the individual and team level
- Increase individual performance: Employees need to have the ability, motivation and opportunity to execute their work
- Increase team performance: supporting team processes, diversify team composition, increase inclusion

Designing Interventions

Interventions

Actions that are taken to eliminate, reduce, alter the causes and symptoms of ill-health and ill-performance.

Actions that are taken to enhance well-being, health, and performance

Classes of interventions:

Primary: Targeted at entire population to prevent ill-health, to reduce or eliminate the cause, long term approach

Secondary: Target at groups of individuals that experience ill-health to some extent, to reduce the severity or duration by altering people's cognitions and behaviors

Tertiary: Targeted at individuals that experience severe health problems that need professional medical or mental treatments, to rehabilitate and maximize functioning

Targets of interventions

Class\Target	Individual	Organizational
Primary	e.g., time management training; collaboration training	e.g., promoting/enhancing good job design; management training
Secondary	e.g., job crafting intervention; conflict management training	e.g., providing facilities for physical exercise; providing mentors/coaches
Tertiary	e.g., therapies/treatments; training for how to deal with mental health issues at work	e.g., a rehabilitation program; outplacement program

The effectiveness of interventions

There are 3 phases: development, implementation, and evaluation

- Comprehensive interventions (individual & organizational level) are usually more effective
- User participation enhances effectiveness
- Strong commitment by (senior) management