Optimizing psychosocial health at work:
Yes we can!

Dr. Eva Cifre
WONT _ Research Team
Universitat Jaume I
Spain
Timisoara
17th December 2011

1. To remember the psychosocial intervention process
2. To distinguish the optimization tools
3. To identify the optimization tools to be applied to increase subjective well-being in a case study
Index

1. The process of intervening on occupational health psychology
2. Intervening in optimization

But before… let me present my Research Team

WONT
(Work & Organizational NeTwork)
17 members...

Team leader: **Dr. Marisa Salanova**

- 7 PhD in WOP (4 European Thesis)
- 1 expert in labor law
- 1 computer technician
- 1 full professor, 3 associate professors, 3 post-doc, grant-holders

**Experience**

More than 20 applied Research Projects funded by public funds

Scientific contributions to the design of jobs and organizations "psychologically healthy" (publications in national and international impact journals)

Diagnosis of psychosocial health in the ceramic industry, tourism, education, health, administration, construction sector, in SMEs, ... (UJI Service Network)
More info in: http://www.wont.uji.es
Our master: [http://http://www.mastersaludlaboralrrhh.uji.es/]

From a **Traditional** approach of Occupational Health

Health as absence of illness...

SEARCHING OF RISKS AND DAMAGES

Towards a **Comprehensive Health approach** as a process that leads to adaptation, personal growth and optimal functioning...

SEARCHING OF RESOURCES AND OPTIMIZATION
Towards POP

Positive Occupational Psychology

What is POP?

‘Scientific study of the optimal functioning of people in work and organizations, whose aim is to improve the quality of working life’

It wants to discover the characteristics of ‘meaningful work life’

(Salanova, Martinez & Llorens, 2005), Psicología de las Organizaciones
What is a 'meaningful work life’?

Healthy employees... working in Healthy Organizations...

FINAL AIM... To generate psychologically healthy organizations
We need a HERO: Towards a HEalthy & Resilient Organization (HERO) Model

Marisa Salanova
Susana Llorens
Eva Cifre
Isabel M. Martínez

EAWOP Conference (Maastricht, 2011)
Submitted

State of the Art

• Based on job stress tradition (Toxic Organizations...) (Bell, Quick, & Cyertstra, 2002; Cartwright, Cooper, & Murphy, 1995; Cooper & Cartwright, 1994; Peterson & Wilson, 2002; Quick, Quick, Nelson, & Hurrel, 1997).

• Fragmented results difficult to connect each other... (Wilson, Deloy, Vanderberg, Richardson, & McGrath, 2004)

• Done at the individual level of analyses (Witman et al., 2010; Wilson, et al., 2004)

• Clearly lacking a direct and systematic test of a comprehensive model of healthy organizations (Wilson, et al., 2004)
A HERO definition

“A HERO is an organization that develops systematic, planned and proactive efforts in improving the employee and the financial health into the organization, carrying out healthy organizational practices and resources aimed at improving the work environment at the task, social and the organization levels, specially during turbulence and changing times (organizational resilience)”

Salanova, Cifre, Martínez, Llorens, & Lorente (2011). Occupational Health & Safety. In Cooper, Burke & Clarke (Eds.)

The HERO Model

HEALTHY ORGANIZATIONAL RESOURCES & PRACTICES
HEALTHY EMPLOYEES
HEALTHY ORGANIZATIONAL OUTCOMES
The HERO Model

HEALTHY ORGANIZATIONAL RESOURCES & PRACTICES
- Task resources
- Social resources
- Organizational strategies

HEALTHY EMPLOYEES

HEALTHY ORGANIZATIONAL OUTCOMES

Hobfoll 2002
Hackman & Oldham, 1975
Demerouti et al., 2001
Wright & McMahan, 1992

The HERO Model

HEALTHY ORGANIZATIONAL RESOURCES & PRACTICES

HEALTHY EMPLOYEES
- Perceived Competences & Efficacy
- Trust
- Positive Emotions
- Work engagement
- Resilience

HEALTHY ORGANIZATIONAL OUTCOMES

Hobfoll et al., 2003
Bandura, 1997, 2001
Xanthopoulou, et al., 2009
Fredrickson et al. 2002
Luthans et al., 2009

HEALTHY BUSINESS
The HERO Model

HEALTHY ORGANIZATIONAL RESOURCES & PRACTICES

HEALTHY EMPLOYEES

Corbett, 2004

HEALTHY ORGANIZATIONAL OUTCOMES
- Excellent Performance
- Org. Commitment
- Org. Reputation
- CSR

Basics of the HERO Model...

- Multiple informants: CEOs, immediate supervisors, employees, customers...
- Multiple dimensions are simultaneously evaluated ...
- Collective level of analyses (team & organization) (Whitman et al., 2010).

- Level of analyses: Individual, work-unit, organization...
- Reference: the work-unit and the organization!
Positive Psychosocial Intervention

Index

1. The process of intervening on occupational health psychology

2. Intervening in optimization
Index

1. The process of intervening on occupational health psychology
2. Intervening in optimization

Aspects to take into account the psychologist-customer relationship ...

- Anxiety by the customer
- Urgency of the intervention
- Proposals in appropriate language
- Knowledge of the environment and business reality
- Awareness of business objectives and culture
The process of professional intervention

1. Diagnosis phase
2. Analysis of results phase
3. Specific assessment phase
4. Feedback phase
5. Intervention phase
6. Evaluation of the intervention phase

Base: Theoretical model to guide our steps.....

Research-Action Paradigm

"is the change process based on systematic data collection and the selection of an action (intervention), based on results (Shani & Pasmor, 1988) when organizational constrains allow it. Therefore, this approach is meant to provide a methodology to hand planned changes"

(Cifre, Salanova & Rodriguez-Sánchez, 2011)
The process of professional intervention

1. Diagnosis phase
2. Analysis of results phase
3. Specific assessment phase
4. Feedback phase
5. Intervention phase
6. Evaluation of the intervention phase

Theoretical model

RED model
Psychosocial Risks exist when...

High demands  

Low resources
RED Model
(Resources, Experiences and Demands)

(Salanova, Cifre, Martínez, Llorens, & Lorente, 2011)

The process of professional intervention

1. Diagnosis phase
2. Analysis of results phase
3. Specific assessment phase
4. Feedback phase
5. Intervention phase
6. Evaluation of the intervention phase

RED model
Aims of the RED questionnaire

To identify:

1. Psychosocial risk factors at specific levels (i.e. organization, working group, area)
2. Potentially risk collectives (i.e., older workers, temporal workers, low qualification workers, women, ...)
3. People and groups on risk of developing problems related to stress (i.e. techno-stress, burn-out, workaholism, mobbing)
4. Healthy people and groups in order to optimize their well-being and their quality of working life

The process of professional intervention

1. Diagnosis phase
2. Analysis of results phase
3. Specific assessment phase
4. Feedback phase
5. Intervention phase
6. Evaluation of the intervention phase
Intervention: What is it?

«Those specific actions carried out expressly in order to eliminate / reduce sources of stress, their answers or their effects, and optimize health factors and their consequences»

Salanova, Martínez, Cifre, & Llorens, 2009

Then, intervining consist on...

- High demands
- Low resources
Then, intervening consists on...

GETTING A BALANCE to the Optimal Point

Demands

Resources

Preventing Bad-being

Optimizing Well-being
Intervention Aim

- Diagnosis
- Primary Prevention
- Secondary Intervention
- Tertiary Intervention (Treatment)

Strategies Focus

Schaufeli & Enzman (1998)
Intervention Focus

Source: Lamontagne et al. (2007)

Organizational + Individual

HIGH LEVEL

MODERATE LEVEL

LOW LEVEL

UNIVERSITAT JAUME I
Interventions from the HRD

Individual Methods
- Time management, increase of physical exercise, relaxing, widening social networks...

Organizational Methods
- Selection, socialization, job (re)design,...

(Robbins, 2004)

Key factors for success
- Systematic and step-by-step approach
- Analysis of the appropriate factors
- Combining measures
- Realistic time planning
- Confidentiality
- Active participation
- Management and worker commitment
And now.... Let’s focus on Optimizing!


Index

1. The process of intervening on occupational health psychology

2. Intervening in optimization
But... what is well-being?

Subjective well-being or Hedonism

- Getting pleasure and avoiding pain
- Pleasure, enjoyment, positive emotions
- Life satisfaction

Psychological well-being or Eudaimonia

- Person global functioning
- Engagement, interest, flow
- Personal growth

Optimization strategies

«Those strategies to find the mean and/or the way that workers develop as persons at work in the best manner, mainly maximizing resources».

Rodríguez-Sánchez & Cifre, in press
Theoretical model of Positive Emotions

Individual factors

Challenging job and extra-job demands

Job and extra-job resources

Well-being

Positive consequences

Positive experiences are not created directly by the environment or events, but by the perceptions, interpretations and evaluations made by the person

(Fisher, 2010)

(Rodríguez-Sánchez & Cifre, in press)
Individual factors

- Sociodemographic variables: age and gender
- Autotelic personality
- Personal resources, self-efficacy and collective efficacy, coping strategies and savoring

Rodríguez-Sánchez & Cifre (in press)

Do job characteristics affect men and women in the same way?
Different perception of RED

Job Demands

Job Resources

Bad-being

Well-being

(N=1444; 39% Men, 61% Women)

(Cifre, Salanova, & Franco, 2011)
Different factors affect their health...

**Men**
- Low routine
- Low mobbing
- High social support
- High mental competence
- Low FW Conflict
- High FW Support

**Women**
- Low role conflict
- Low routine
- High mental & emotional overload
- High social support
- High Self-Efficacy
- Low FW Conflict
- High FW Support

(Cifre, Salanova, & Franco, 2011)

---

Theoretical model of Positive Emotions

- Challenging job and extra-job demands
- Individual factors
- Job and extra-job resources
- Well-being
- Positive consequences

(Rodríguez-Sánchez & Cifre, in press)
(Extra)Job Resources

(Non)Job characteristics that:

1. Reduce job demands and their physiological and psychological costs;
2. Are functional to get job goals;
3. Foster the personal growth, learning and development

© TASK
- Control
- Variety and challenge
- Clarity and Feedback
- Opportunity of skill use

© SOCIAL:
- Social Support
- Interpersonal relationship, social networks, opportunity of interpersonal contact
- Supportive leadership

© ORGANIZATIONAL:
- Selection, socialization
- Training and development
- Opportunity of career development

© EXTRA-ORGANIZATIONAL
- Individual Coping
- Couple coping
- Work to Family support (enterprise family responsible)
Theoretical model of Positive Emotions

Challenging job and extra-job demands

Individual factors

Job and extra-job resources

Well-being

Positive consequences

(Rodríguez-Sánchez & Cifre, in press)

Job demands

Job characteristics which require maintained physical and/or psychological effort and thus have a physiological and/or psychological cost
Challenging Job Demands

Job demands that are valued positively by having the potential to promote benefits or personal achievements, opportunities for development and fulfillment, resulting in positive emotions and an active style of coping or problem-solving

I.e.: Quantitative overload

LePine, Podsakoff, y LePine (2005)

Challenging Job Demands

© TASK:
○ Quantitative overload
○ Mental overload

© EXTRA-ORGANIZATION:
○ Role conflict: Work to Family
○ Role conflict: Family to Work

Cifre, Salanova & Ventura (2009)
Positive Intervention Aim

- Diagnosis
- Preventive Optimization
- Improvement Optimization

Rodríguez-Sánchez & Cifre (in press)

Positive Intervention Aim (II)

- Preventive optimization

- Interventions or actions to the entire population of the organization even if they have not expressed psychosocial distress or desire to professionally grow
- Aim: promote this factor throughout the organization
- Key to success: connection of Human Resource Management with the occupational health of workers in all its core processes (job analysis, planning, ...).
Positive Intervention **Aim** (III)

- **Improvement optimization**

  - Interventions or actions to specific individuals or groups at risk of not reaching their full potential for development at work

---

**Positive Interventions...**

- **Let’s remember the HERO Model...**
The HERO Model

FOCUS OF THE INTERVENTIONS

Healthy Organizational Resources & Practices
- Task resources
- Social resources
- Organizational strategies

Healthy Employees

Healthy Organizational Outcomes

And now, how to intervene?

**Aim:** Bringing the employee and the organization..

1. Selection and socialization of new employees
2. Training, learning and skills development (employability)
3. Stable employment policies
4. Strategies work-life balance privacy

Salanova (2008). Organizaciones saludables y desarrollo de RRHH. Estudios Financieros
And now, how to intervene? (2)

**Aim:** Improving social networks and trust...

1. Creation of open channels for organizational communication
2. Development of cross-functional teams
3. Empowering styles of healthy leadership
4. Foster a culture of quality customer/user service

Salanova (2008). Organizaciones saludables y desarrollo de RRHH, Estudios Financieros

And now, how to intervene? (3)

**Aim:** Improving job characteristics: job control, job variety, feedback,..

**Jobs (Re/)design:** job enrichment

1. Combine tasks to avoid boredom
2. Design of “natural” groups
3. Design of feedback channels
4. Challenging tasks according to job holder skills (to foster *Flow experiences*)

Salanova (2008). Organizaciones saludables y desarrollo de RRHH, Estudios Financieros
### Summing up: Optimization strategies

<table>
<thead>
<tr>
<th>AIM</th>
<th>FOCUS</th>
<th>Estrategias individuales</th>
<th>Estrategias organizacionales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnosis</td>
<td>Self-diagnosis (i.e. RED Q)</td>
<td>Psychosocial health audit (i.e. HERO Methodology)</td>
<td></td>
</tr>
<tr>
<td>Strategies of</td>
<td>Increase positive emotions (relaxation, finding</td>
<td>Recruitment</td>
<td>Career Development</td>
</tr>
<tr>
<td>Preventive</td>
<td>positive meaning)</td>
<td></td>
<td>Management development</td>
</tr>
<tr>
<td>Optimization</td>
<td>Time Management</td>
<td></td>
<td>Team Development</td>
</tr>
<tr>
<td></td>
<td>Individual training, skill acquisition</td>
<td></td>
<td>Internal Communication</td>
</tr>
<tr>
<td>Strategies of</td>
<td>Coaching</td>
<td></td>
<td>Work and family conciliation</td>
</tr>
<tr>
<td>Improvement</td>
<td>Job-crafting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optimization</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rodriguez-Sánchez & Cifre (in press)

---

### Job crafting

- Physical and cognitive changes that individuals make in the task or relational boundaries of their work

- Down-top process

(Wrzesniewski & Dutton, 2001)
Job crafting: techniques

• The worker might vary...
  – Task number, kind, or nature
  – Interaction with others
  – Cognitive perception of work

• Consequences: improvements on...
  – Meaning of work
  – Alignment of goals and expectations of work
  – Job identity

(Wrzesniewski & Dutton, 2001)

---

Summing up: Optimization strategies

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>Estrategias individuales</th>
<th>Estrategias organizacionales</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diagnosis</td>
<td>Self-diagnosis</td>
<td>Psychosocial health audit</td>
</tr>
<tr>
<td>Strategies of Preventive Optimization</td>
<td>Increase positive emotions (relaxation, finding positive meaning)</td>
<td>Recruitment</td>
</tr>
<tr>
<td></td>
<td>Time Management</td>
<td>Career Development</td>
</tr>
<tr>
<td></td>
<td>Individual training, skill acquisition</td>
<td>Management development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internal Communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work and family conciliation</td>
</tr>
<tr>
<td>Strategies of Improvement Optimization</td>
<td>Coaching</td>
<td>Job (re)design</td>
</tr>
<tr>
<td></td>
<td>Job-crafting</td>
<td>Training and Development</td>
</tr>
</tbody>
</table>

Rodríguez-Sánchez & Cifre (in press)
**Work/family interface**

Both members of the couple work outside the home and provide income for family survival

- Different names:
  - dual-income
  - dual-earners
  - dual-career
  - dual-job

**Work/Home interface**

«Process whereby one’s functioning and behaviour in one domain is influenced by quantitative and qualitative demands and resources from other domain»

(Demouzaki, Jueuts, & Kompier, 2004; Jueuts & Demouzaki, 2008)
**Work/Home interface**

**Negative process (HW or WH):** Interrole conflict in which the demands of work and family role are incompatible in some respect

- Depletion argument
  - Interference
  - Negative Spillover

**Positive process (HW or WH):** The extent to which participation in one role is improved by virtue of participation in the other role

- Enrichment argument
  - Facilitation

(Proost et al, 2010)

---

**Work/Home interface and well-being**

**Work/Home & Home/Work Conflict**

- Strain-based WHC/HWC: Low Job Satisfaction

(Lapiere et al, 2008)

- Time, strain & behaviour-based WHC/HWC: Low Family Satisfaction

**Work/home & Home/Work Support**

- Job satisfaction
- Affective commitment
- Family satisfaction

(Siu et al, 2010)

 FFOP, Supervisor & Family Support

(Shimada et al, 2010)

- Positive & Negative Spillover
- Work Engagement
- Psychological distress

(McNall, Nicklin, & Masuda, 2009)
And also collectivelly....

Results Multigroup SEM Analysis
(individual data)

N=538 Women / N= 327 Men
Chi square=375,492, df=84, gfi=.943, rmsea=.063, cfi=.988, ifi=.938

- .23 / -.22
- .26 / .32

13% / 19%

Dedication
Vigour

(Cifre & Salanova, 2011)
Results SEM Analysis
(aggregated data)

33 groups

Chi square=2,275, df=3, gfi=.965, rmsea=.000, cfi=1.00; ifi=1.137

(Cifre & Salanova, 2011)

Results SEM Analysis
(aggregated data)

33 groups

Chi square=2,275, df=3, gfi=.965, rmsea=.000, cfi=1.00; ifi=1.072

(Cifre & Salanova, 2011)
So... let’s implement organizational strategies to facilitate WHI

Brough y O’Driscoll, 2010

Why are they important?

• They have demonstrate having a positive and significant effect on...
  - Worker’s health (physical* and psychosocial)
  - Worker’s performance (improvement of key economic factors: productivity, quality of service **)

*Physical health (cholesterol, BMI): Steenbergen & Elleners, 2009
** Wood & Menezes, 2010

Types of organizational WH strategies

1. Flexible systems

2. Care benefits for children / seniors

3. Other politics

Cifre & Salanova (2007)
Case study

Exercise 1

Identify the individual, organizational and extra-organizational, and job factors that may be influencing the subjective well-being of Luis

Exercise 2

Which optimization strategies would you implement?

10 golden rules to optimize Subjective Well-being

1. Adopt a healthy lifestyle (eating healthy foods, stop smoking, drink alcohol in moderation, do exercise, do not use drugs, rest and sleep enough).
2. Make a balance between work, leisure and social life.
3. Define your limits and get realistic goals.
4. Be assertive.
5. Take time to friends.
10 golden rules to optimize Subjective Well-being

6. Ask for support.
7. Cope work problems actively.
8. Regulate your emotional states.
9. Think positive.
10. Look for opportunities and new challenges.

© WONT Prevenció Psicosocial (http://www.wont.uji.es)
Eva.Cifre@psi.uji.es  wont@uji.es