

MAKING WORK, WORK

A Multidisciplinary Approach

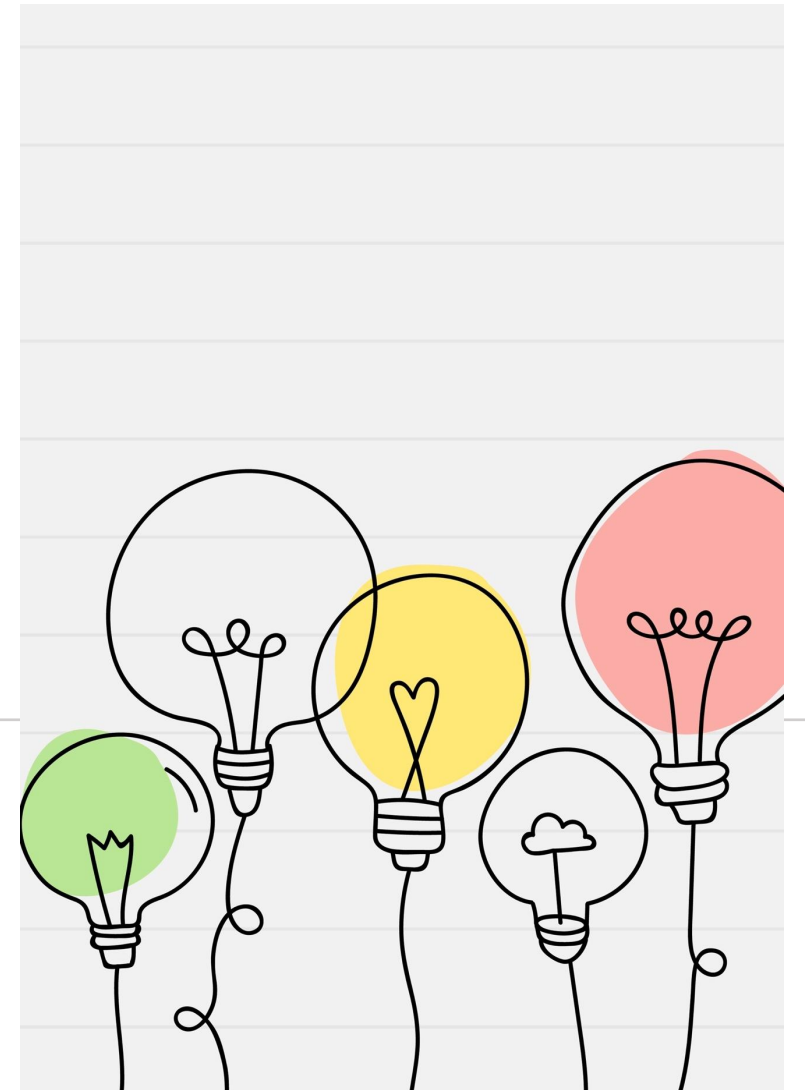
Dustin Maneethai, Ph.D.

Cristina G. Banks, Ph.D.

Christopher J. L. Cunningham, Ph.D.

Leslie Hammer, Ph.D.

Alan Witt, Ph.D.



The Salon

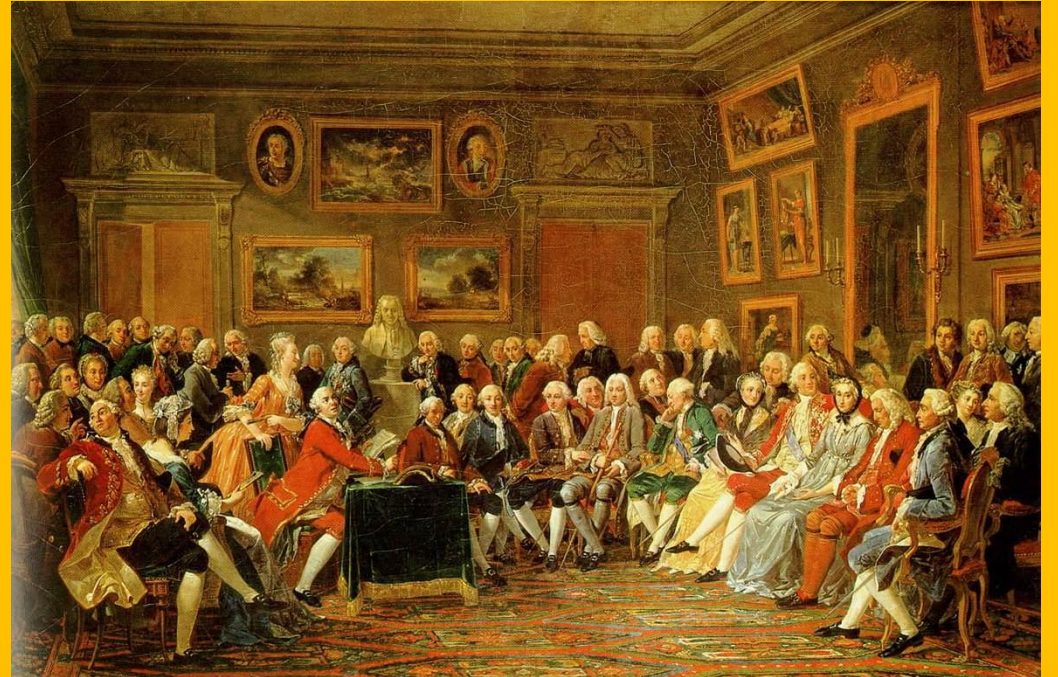
A conversation among a diverse group of dignitaries for the purpose of expanding knowledge or thinking



History

Started in France and spread across Europe before also coming to the United States.

A place to have conversation without reproach, heard words of wisdom, and reinvent the future.



Expectations

All participants are expected to partake in communal, meaty conversations while having fun at the same time.



Outcomes

No product or outcome desired
“Everyone is so quick to get back to what we are familiar with, but I think we should pivot and adjust and rethink everything.”



AGGENDA

- “Prime the pump” with multidisciplinary propositions
- Gather in groups of 8-10
- Converse
- What did you think?

Topic

Leveraging multiple
disciplines to build
healthy workplaces

What we want to ask you

- Listen
- Think about it
- Expand your thinking
- Share with others
- Don't critique – this is an academic muscle and we don't want to exercise it



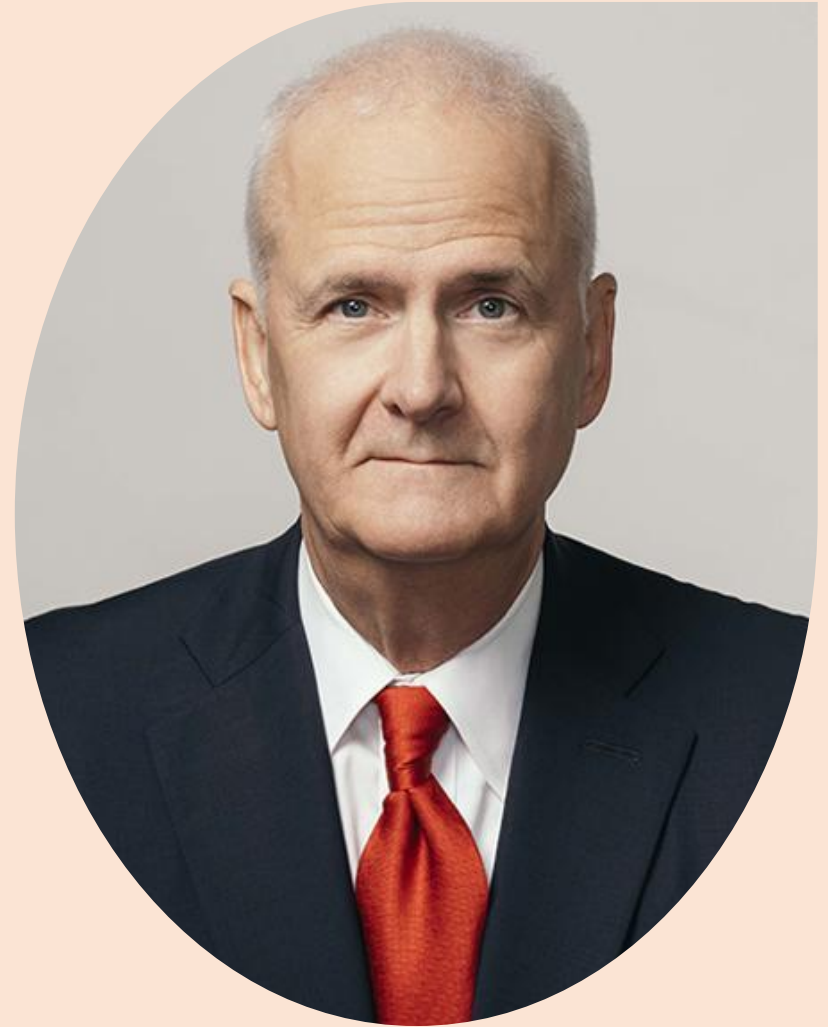
SHORTS

Getting us started

Four speakers to get the conversations going

Alan Witt, Ph.D.

is a faculty member at the
University of Houston.



Cristina Banks, Ph.D.

is Director of the Interdisciplinary Center for Healthy Workplaces and Senior Lecturer at the Haas School of Business at the University of California, Berkeley.



Christopher Cunningham, Ph.D.

is a Guerry Professor and UC Foundation Professor of Psychology at The University of Tennessee at Chattanooga (UTC), where he directs the top-ranked MS degree program in I-O and Health Psychology and the Healthy and Optimal Work research and applications lab.



Leslie Hammer, Ph.D.

specializes in the effects of workplace conditions, including supportive supervision at work and occupational stress, on workplace mental health and well-being. She is the Associate Director of Applied Research and Professor in the Oregon Institute of Occupational Health Sciences at Oregon Health & Science University and the Co-Director of the Oregon Healthy Workforce Center





Meeting Worker Needs through Place Rights

Alan Witt, PhD

University of Houston



Consider the **power** of place...

- People come and go
- Some places exert a power—a *spiritual magnetism*—that transcends human time
- Feng-shui (2,000 BCE)
- Place matters
 - World views
 - Cosmologies
 - Cultural practices



Largely neglecting the physical environment

- I/O
 - $P = f(M \times A)$
 - $P = f(M \times A \times C)$
- HR practices



Focusing on the physical environment

- Disciplines
 - Architecture
 - Environmental psychology
 - Human factors/ergonomics
 - Industrial hygiene
 - Interior design
 - Occupational medicine
 - Occupational safety and health
- I/O and “place rights”





The Role of I-Os in Building Design

Cristina Banks, PHD

University of California, Berkeley

University of California, San Francisco



Get in on the ground floor . . .

- Why
- How
- What you do
- Who cares



Making a difference in health and well-being:

- Indoor environmental quality (IEQ)
- Postural variation
- Biophilia
- Technology
- Messaging



Comes down to satisfaction of basic human needs . . .

- Autonomy
- Belonging
- Competence
- Fairness
- Safety
- Meaning/purpose

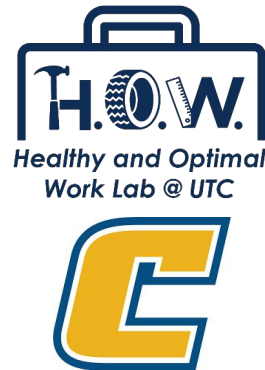


An I-O psychology perspective on why now is the time for work (re)design

Christopher J. L. Cunningham, PhD

The University of Tennessee at Chattanooga

Chattanooga, TN



Symptoms and root causes of “poor fit”

- Turnover, disengagement, burnout, low commitment
 - “great resignation”, “quiet quitting,” “quiet firing” ...
- *What can/should organizations do in response?*
 - Cannot blame COVID or economic/political forces
 - Fueled by insufficient understanding of underlying psychological and social processes
- Now is a “great realization” moment:
 - Let’s stop designing jobs for superhumans.
 - Achieving person-environment fit requires:
 - a) Designing a job with requirements that real people can meet
 - b) Recruiting and hiring people who meet those requirements
 - c) Tailoring the job to then allow these people to optimally function and create value



Opportunities for optimal (re)design

- Take a TWH and TOH approach to improving worker- and organization-level outcomes
- Refocus to help organizations (re)design work-related functions and environments to work *with* and *for* the workforce that we have.

Theories that help explain current phenomena:

- Unfolding Model (Lee et al., 2017)
- Commitment Systems and “bond strength” (Klein et al., 2022/2014; Meyer et al., 2012)
- Turnover Contagion (Porter & Rigby, 2021)

Theories that guide real work (re)design:

- Job Characteristics (Hackman & Oldham, 1976)
- Job Demands-Resources (Bakker & Demerouti, 2017)
- Demand-Control-(Support) (Maes & Van der Doef, 1999)
- U.S. Surgeon General’s (2022) Essentials for Workplace Mental Health and Well-Being Framework
- Nadler & Tushman’s (1997) Congruence Model
- Weisbord’s (1976) Six-Box Model
- Galbraith’s (2002) STAR Model

Theories that help with motivating and engaging workers:

- Expectancy (e.g., Behling & Starke, 1973)
- Equity (Lawler, 1968)
- Social comparisons (e.g., Festinger, 1954; Gerber et al., 2018)

Total Worker Health® and I/O Psychology

Leslie B. Hammer, Ph.D.

Professor, Oregon Health & Science University
Associate Director, Applied Research, Oregon Institute of Occupational Health Sciences
Co-Director, Oregon Healthy Workforce Center, Oregon Health & Science University



Total Worker Health[®]

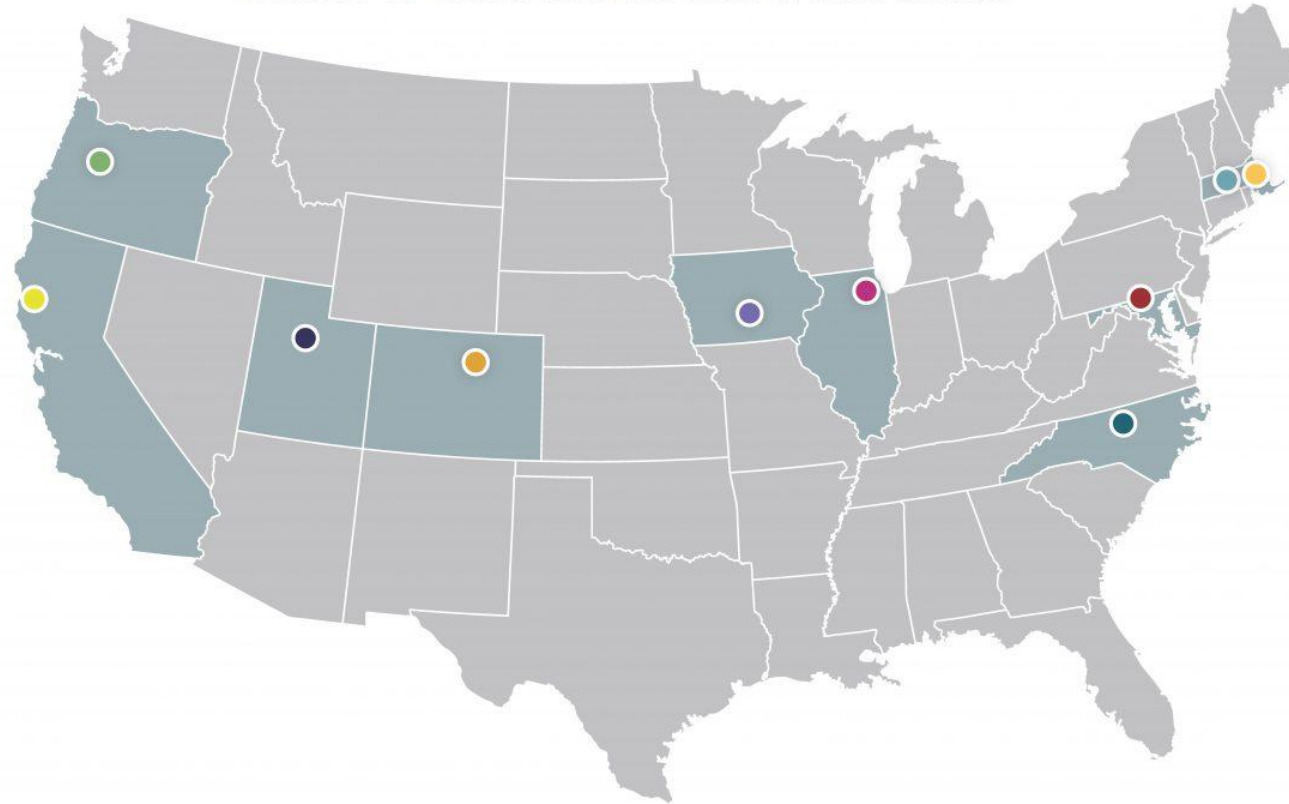


Defined by the National Institute for Occupational Safety and Health (NIOSH) as:

Policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.

Total Worker Health[®] is a registered trademark of the U.S. Department of Health and Human Services (HHS). Participation by the Oregon Healthy Workforce Center does not imply endorsement by HHS, the Centers for Disease Control and Prevention, or the National Institute for Occupational Safety and Health.

Centers of Excellence for *Total Worker Health*®



● California Labor Laboratory (CALL Center)

● Carolina Center for *Total Worker Health*® and Well-being

● Center for Health, Work & Environment

● Center for the Promotion of Health in the New England Workplace (CPH-NEW)

● Healthier Workforce Center of the Midwest

● Johns Hopkins P.O.E. *Total Worker Health*® Center in Mental Health (POE Center)

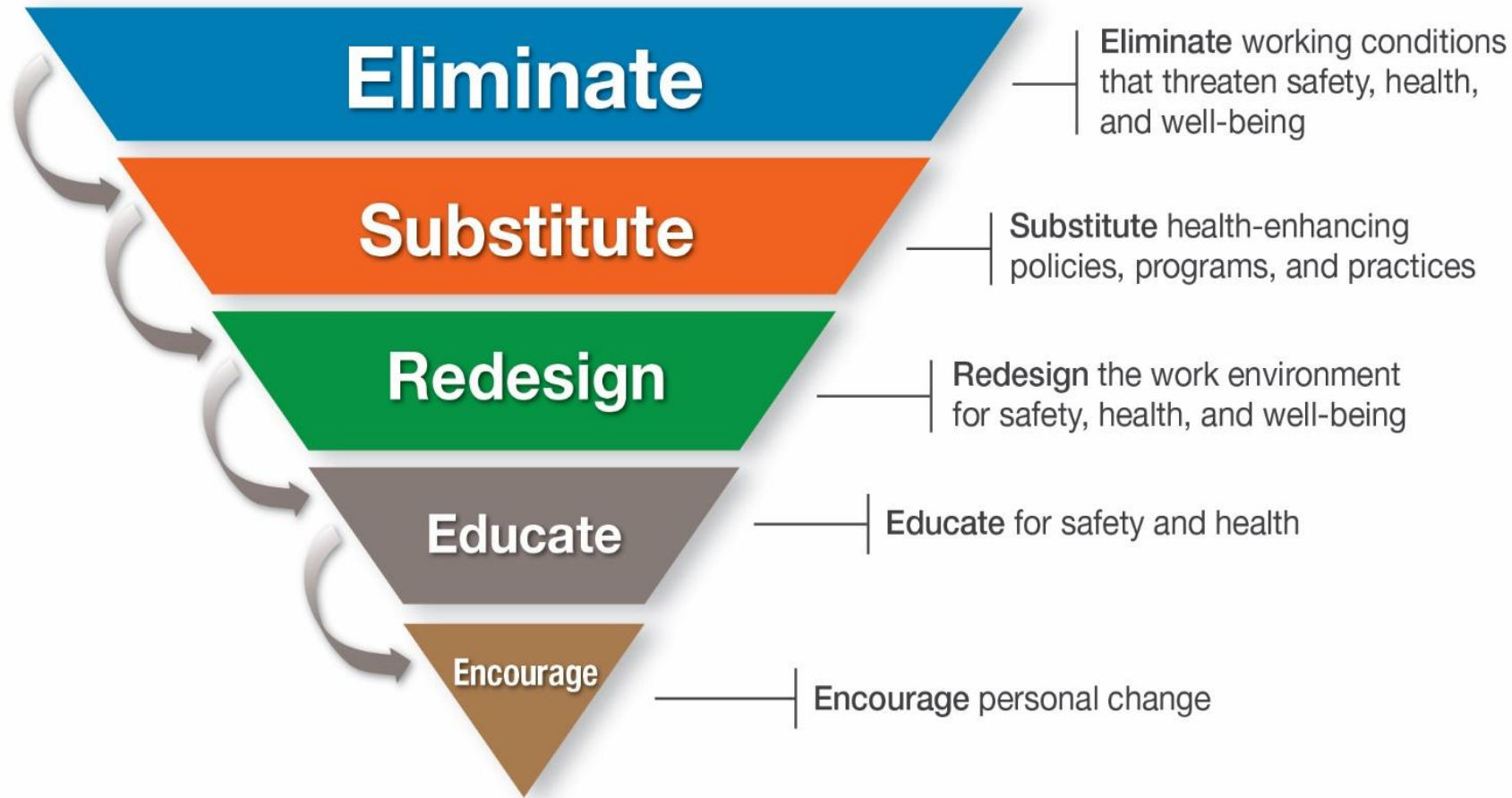
● Oregon Healthy Workforce Center (OHWC)

● The Harvard T.H. Chan School of Public Health Center for Work, Health & Well-being

● UIC Center for Healthy Work

● Utah Center for Promotion of Work Equity (U-POWER)

Hierarchy of Controls Applied to NIOSH *Total Worker Health*[®]



Suggested Citation: NIOSH [2016]. Fundamentals of total worker health approaches: essential elements for advancing worker safety, health, and well-being. By Lee MP, Hudson H, Richards R, Chang CC, Chosewood LC, Schill AL, on behalf of the NIOSH Office for Total Worker Health. Cincinnati, OH: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health. DHHS (NIOSH) Publication No. 2017-112.

The criticality of I/O Psychology to TWH

- The concept of TWH was introduced because there was a growing recognition that physical and psychosocial workplace risk factors interact with non-work, family, and individual health factors to affect worker safety, health and well-being.
- Many of the tenants of TWH grew out of Occupational Health Psychology (OHP) and the Organization of Work NIOSH priority area, both areas heavily influenced by I/O psychologists.
- Estimated cost of Job Stress ranged from \$221.13 million to \$187 billion based on a 2017 published analysis with 70%-90% of these losses were due to productivity related losses, and 10%-30% of these losses were due to health care and medical costs (Hassard et al., 2017, JOHP).
- Need for interdisciplinary research using a systems theory approach to understanding the impact of the workplace environment on safety, health, and well-being of workers (Hammer & Brady, 2021)

Hammer, L.B. & Brady, J. M. (2021). Worker well-being and work-life issues. In L. Koppes Bryan (Ed.), *Historical perspectives in industrial and organizational psychology* (2nd ed., pp. 270-291). Routledge/Taylor and Francis Group.

Hassard, J., Teoh, K. R. H., Visockaite, G., Dewe, P., & Cox, T. (2018). The cost of work-related stress to society: A systematic review. *Journal of Occupational Health Psychology*, 23(1), 1–17. <https://doi.org/10.1037/ocp0000069>

Tamers, S., Chosewood, L., Childress, A., Hudson, H., Nigam, J., & Chang, C.-C. (2019). Total Worker Health® 2014–2018: The novel approach to worker safety, health, and well-being evolves. *International Journal of Environmental Research and Public Health*, 16(3), 321. <https://doi.org/10.3390/ijerph16030321>

BREAKOUT

Of 6-8 individuals

SESSION

Topic

Leveraging multiple
disciplines to build
healthy workplaces



Three Questions to Think About in Your Groups

- Does IO Psychology need to expand its reach?
- What would be the value of adopting a multidisciplinary approach?
- What ideas excite you at this point?

THOUGHTS?

Debrief

Questions for all

1. What major changes in work have we seen in the past three years?
2. What major changes do you anticipate?
3. How did you start work in these niche projects?
4. Why is it important for I-O psychologists to take on and lead these discussions?
5. What do IOs expect in the future as it relates to social issues?
6. Describe challenges in interdisciplinary work

