



Healthy Workplaces as a Pathway Through Hectic Times

Wellbeing at Work Conference Symposium

June 13, 2022

Moderators:

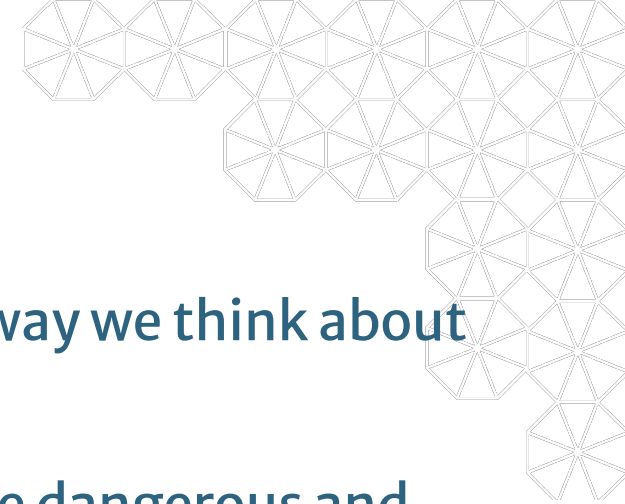
Cristina Banks, PhD

Christina Maslach, PhD

Presenters

- Siw Tone Innstrand, PhD
 - NTNU Trondheim, Norway
- Sally Augustin, PhD
 - University of California, Berkeley & Design with Science, USA
- Alan Witt, PhD
 - University of Houston, USA
- Christina Maslach, PhD
 - University of California, Berkeley USA

Opening Remarks



- The coronavirus changed everything in the way we think about work, workers, and worker experience.
- For “essential workers” the job became more dangerous and demanding.
 - Threat of contamination, sickness, job insecurity, loss of social safety net, physical and mental exhaustion, burnout
- For “non-essential workers” the job became less dangerous but equally demanding.
 - High work demand, job insecurity, loss of social safety net, family care, social isolation, mental and physical exhaustion, burnout

New Groundwork



- Rethinking where, when, and how we work.
- Growing empowerment of workers in demanding better work and work experience, higher pay, more benefits, more consideration of personal issues, more autonomy at work.
- Greater variability in work arrangements.
- Rethinking how we can: cope better with future pandemics, create healthy jobs and reverse negative effects of work experience, introduce more positive features into the workplace to build more resilient and healthy workforces.

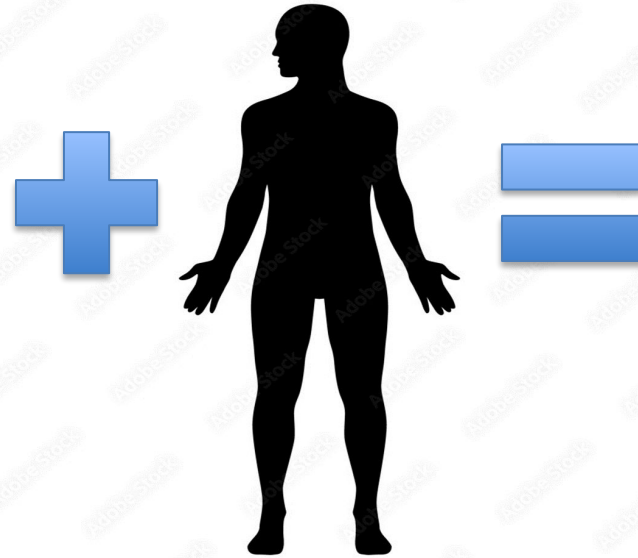
The Framework

- Understanding the details and benefits of an interdisciplinary approach to healthy workplaces
- Articulating the most important organizational features related to health, well-being, and productivity
- Adding the physical environment's role to the creation of healthy workplaces
- Identifying ways organizations can reduce the chronic job stressors that cause burnout through systemic improvements in the relationship between workers and the workplace

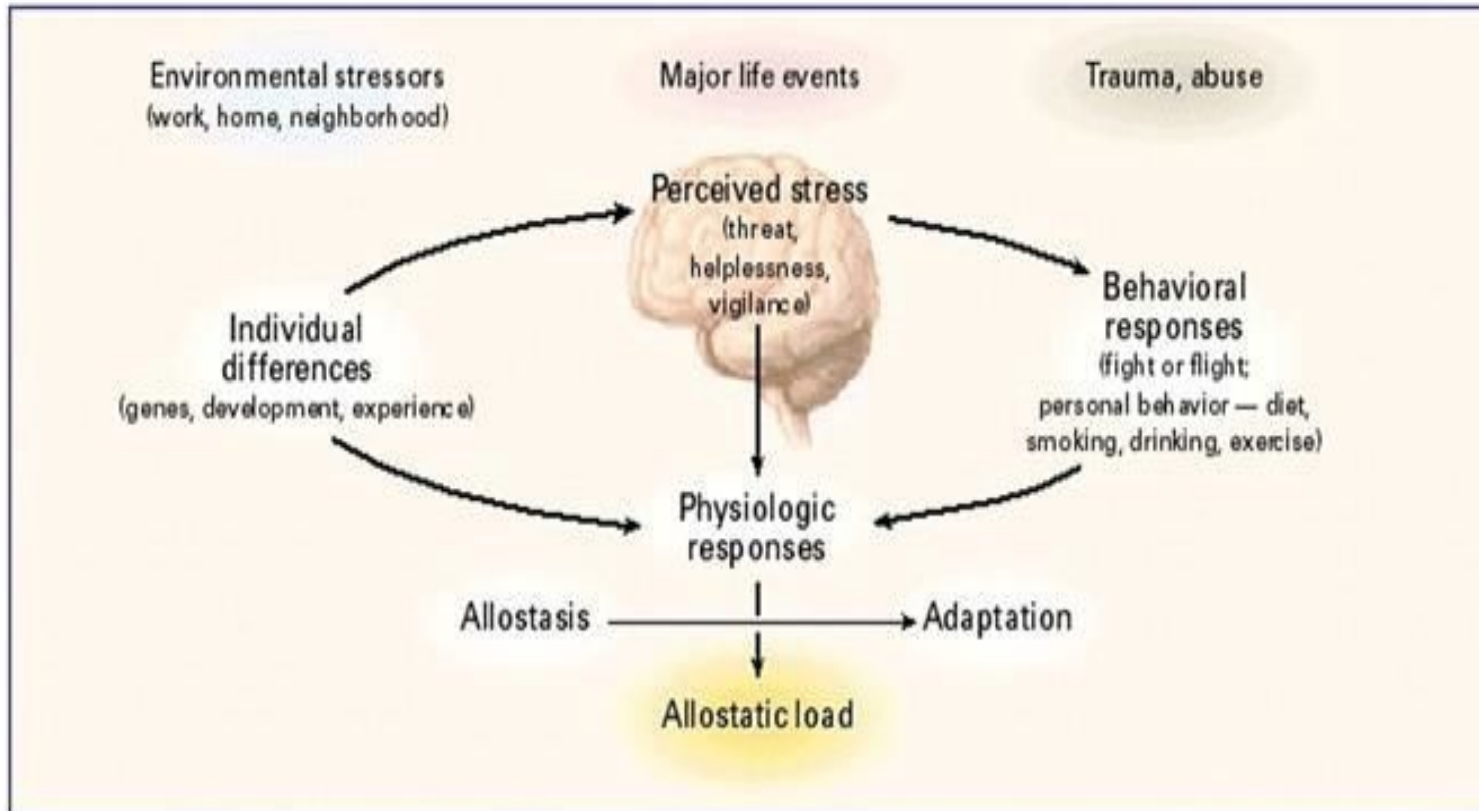
Why the need for an interdisciplinary approach to health, well-being, and productivity?



Adobe Stock | #13728431



Allotasis



NEJM 238: 171, 1998



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Important Organizational Features for Health, Well-Being and Productivity

Siw Tone Innstrand, Ragnhild Wiik, Marit
Christensen, Cristina Banks & Christina
Maslach

Health and work cycle

A healthy and happy workforce has synergistic benefits for:

- ❖ Workers
- ❖ Workplaces
- ❖ Productivity
- ❖ Economy



(Source: WHO Healthy Workplace)

Challenge

- What creates a healthy workplace?

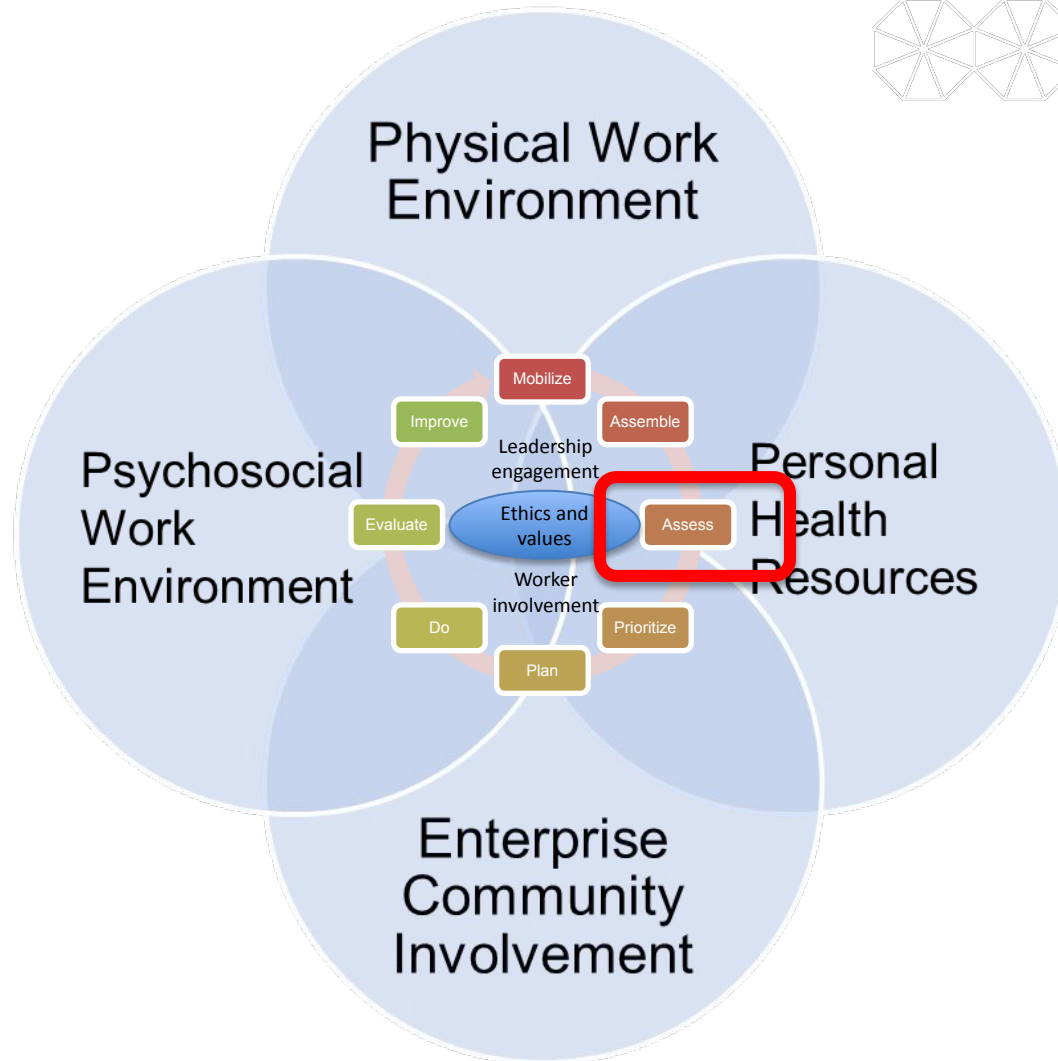
This study identified different profiles to understand what creates a healthy workplace in Norway and what characterizes a healthy workplace in the US

What is a healthy workplace? (WHO 2010)

- A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to *protect* and *promote* the health, safety and well-being of workers and the sustainability of the workplace



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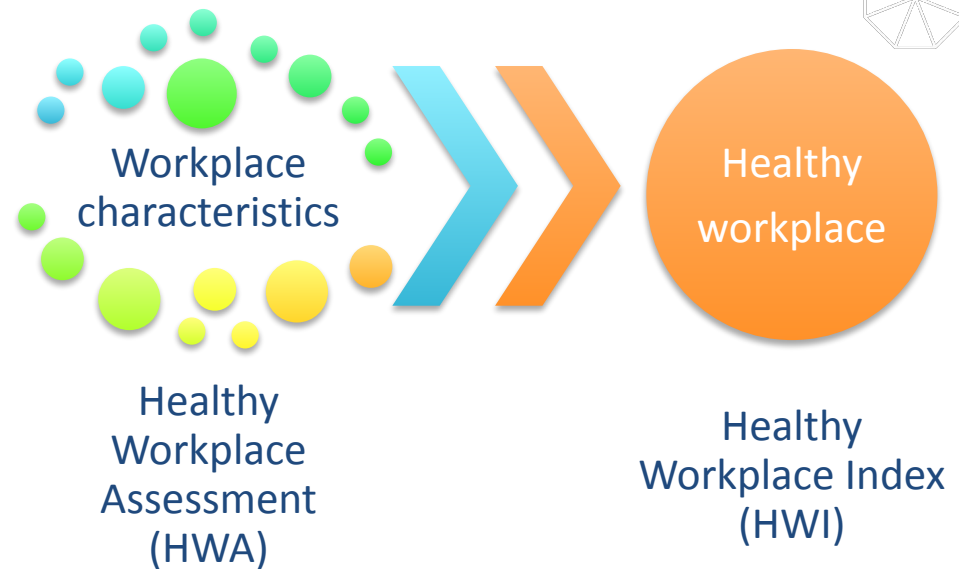


WHO Healthy Workplaces Model:

Avenues of Influence, Process, and Core Principles

The purpose of this study was twofold

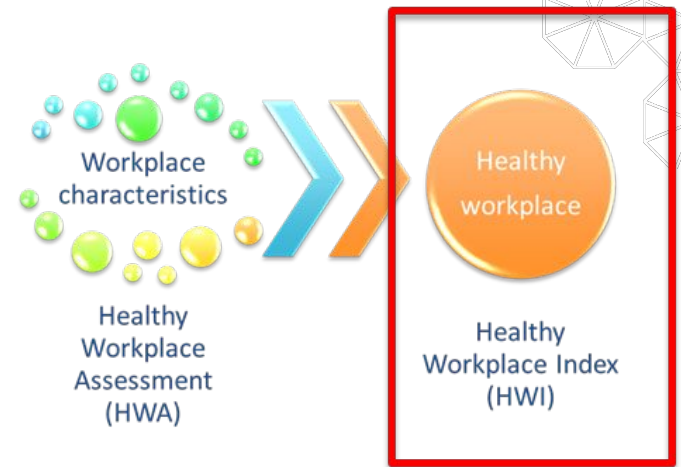
- (1) To assess characteristics of an organization's workplace that possessed qualities known to promote employee health and well-being
 - (a) what is a healthy workplace – Healthy workplace Index (HWI)
 - (b) what are the most differentiating items for a healthy workplace – (HWA)
- (2) Based on assessments of workplaces to explore country differences in the “healthiness” of their workplaces for employee health and well-being



Healthy Workplace Index (HWI)

- The final sets of outcome variables were:

Work engagement, Meaning, Distress, Positive/negative work-related health, Inclusiveness, Work-home balance, Psychological safety climate, In-role performance and Productivity



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Healthy Workplace Assessment (HWA)

- The HWA was developed from existing validated items and new survey items consistent with Need Theory and the Job Demand–Resource Model

A pool of 220 items:

- Psychosocial Risks identified by WHO like workload, job insecurity, role conflict, interpersonal conflicts, work–home interference etc.
- Needs:
 - Autonomy
 - Competence
 - Social Belonging
 - Fairness
 - Meaning or Purpose
 - Physical and Psychological Safety
 - Achievement or Accomplishment
 - Positive Emotions

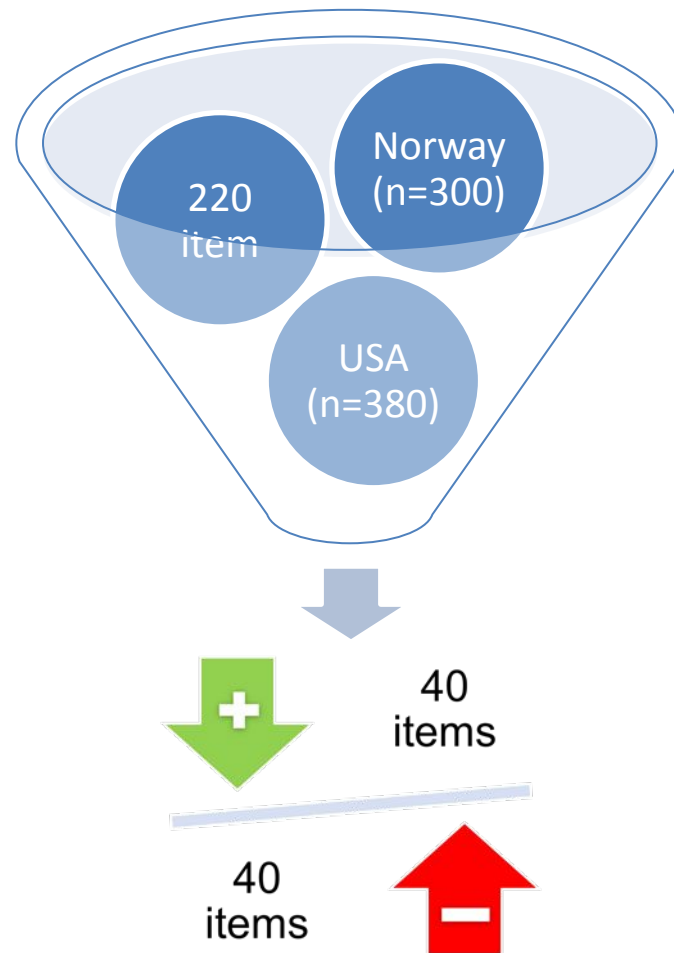


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Pilot

Analyzes:

- Multivariate methods marker object projection (HWI), marker variable projection (item reduction HWA), and partial least squares projections to latent structures (HWA \square HWI) using the statistical program Sirius version 10.0
- These analyses were able to identify the most determining items in the positive and in the negative direction for predicting a healthy and unhealthy workplace based on the HWI.



Final study

- Data were collected in the US and Norway across similar occupations to compare country profiles
- Final items were organized into 5 categories:
 - Job Characteristics (JC)
 - Interpersonal Relations (IR)
 - Organizational Practices (OP)
 - Job Experience (JE)

| Profession | Norway (N=856) | USA (N=200) |
|---------------------------|-------------------|----------------|
| High school teachers | (n=301) | (n=54) |
| Real estate professionals | (n=13) | (n=64) |
| Insurance agents | (n=516) | |
| Patent professionals | (n=26) | |
| Academic personnel | | (n=64) |
| Nurses | | (n=18) |

USA

The high end (high HWI) is dominated by Organizational Practices items and represents trust in the organization, and a fair and motivational leadership who makes employees feel recognized and psychological safe. Overall, this component is about psychological safety and by being recognized and appreciated.

The low end (low HWI) is dominated by Job Experience items characterized by employees being treated as second-class citizens and experiencing a climate of fear (low psychological safety)—all suggesting demotivational leadership.

Total variance explained: 77%

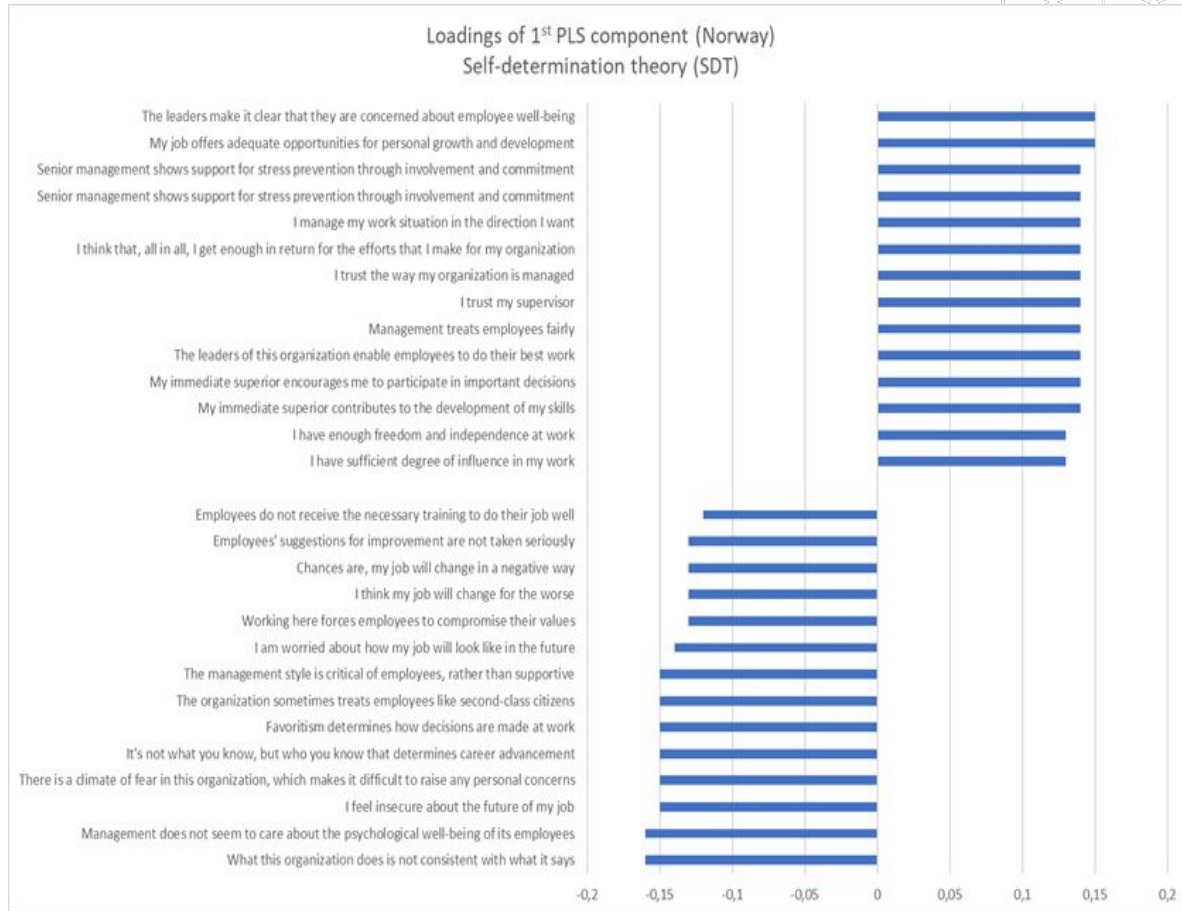


NORWAY

The high end (higher HWI) is dominated by Organizational Practices items and a few Job Characteristics and Job Experience items, generally describing the possibility of personal growth and development, and having an environment that makes this possible. This component appears to represent a combination of autonomy, competence and empowering leadership. Overall, these components reflect the motivational aspect of leadership: the positive side encouraging personal development

The low end (low HWI) is dominated mostly by Job Experience items. This cluster appears to describe job insecurity and demotivating leadership, one that creates fear and a negative view of the future. This suggests an unsatisfactory psychological safety climate

Total variance explained: 72%



Profile

Avery

American Avery thrives and get motivated by **recognition from management**. It is also important for him to be treated **fairly**, to **trust the management** and feel **psychological safe**.

Avery thrives less well when he experiences a **climate of fear**, and when he experiences being treated as a **“second-class citizen”**. Besides, Avery does not thrive at work when there is a gap between **what organization says it should do and what it actually does**.

He experiences that leaders destroy the workplace when they are **inconsistent**, **favoring** and **not being true to the organization's mission or mission**.



Profile

Silje

For Norwegian Silje, it is important to feel that the job gives her opportunities for **personal growth and development** and **autonomy**. Kim thrives when management facilitates for this by being **supportive** and are **involved** and **committed** for her **psychological safety**.

When Silje experience the opposite, that the workplace does not care about her **psychological safety**, are **unfair** and instead creates a **climate of fear** and **job insecurity** she thrives less.

In short, Norwegian Silje wants **self-realization, appreciation** and a **safe environment**



Conclusion

- Preliminary results show both universal aspects of the workplace that support a healthy environment and some differences in emphasis in each country.
- In general, Norwegian respondents reported that a healthy workplace emphasized having competence (mastery over the environment) and empowering leadership whereas US respondents reported that a healthy workplace emphasized feeling recognized and experiencing psychological safety.
- Nonetheless, both countries tended to differentiate healthy and unhealthy workplaces similarly. Trust and fairness is important for a healthy workplace for both countries, whereas an unhealthy workplace is characterized by climate of fear and a management that treats their employees unfairly and sometimes like second-class citizens.

Thank you



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The Physical Environment's Role in Healthy Workplaces

Sally Augustin, PhD

University of California, Berkeley
Design with Science



Pre-pandemic trends and objectives remain today.



Physical work environments can boost both cognitive performance and health (mental and physical) simultaneously.



Keeping stress levels in check.



Effectively ventilating.



Providing opportunities for
employees to be active at work.



Encouraging healthy eating.



Research consistently links environmental design, wellbeing, professional performance, and health.



Antidotes to the Great Resignation



Alan Witt
University of Houston USA

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Factors Underlying the “Great Resignation”



- Better wages (among lower income workers)
- A desire to work for a company that cares about the health and well-being of employees
 - Expanded benefits
 - Better work hours
 - Remote work arrangements
 - Greater consideration of personal and family needs
 - Better leadership

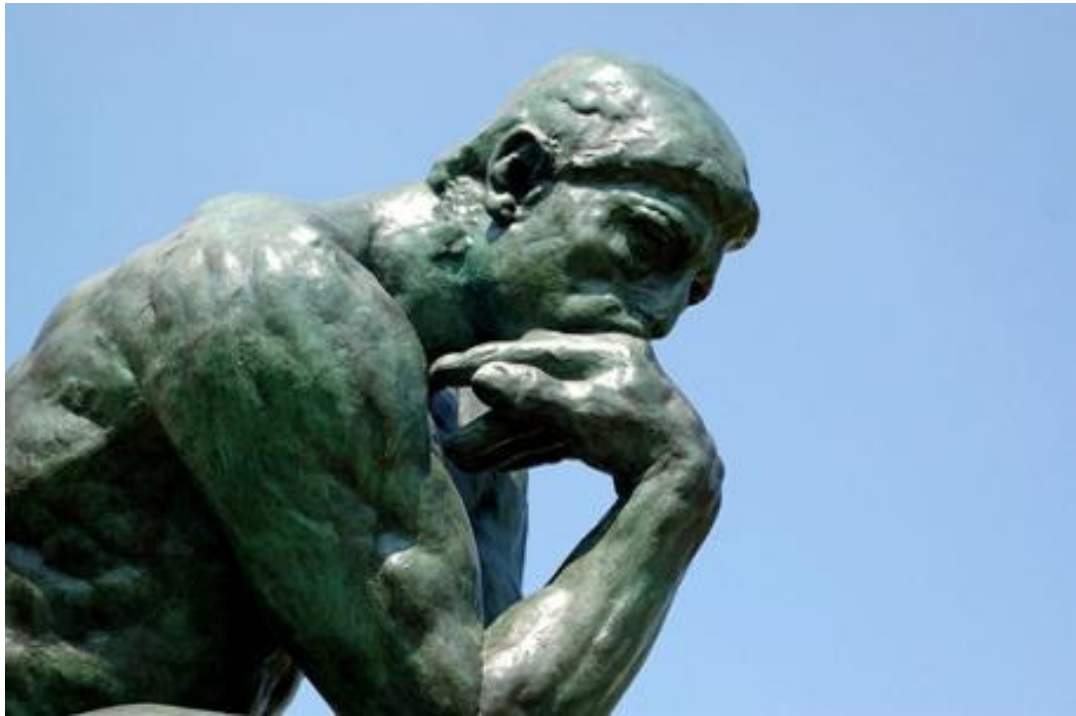
Famous Dictum in Organizational Science

The people make the place.

Benjamin Schneider, 1984
Univ. of Maryland, USA



Problem 1: B-School Approach



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$$P = f(A \times M)$$

- P = Performance
- A = Ability/capability
- M = Motivation
- No place for place = Oops



Our Corollary to the Famous Dictum

**The place makes the
people.**

Cristina Banks & Alan Witt, 2022
Wellbeing at Work Conference



Problem 2: Provider Attitudes



Problem 3: User Awareness



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Solution: Place Rights

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What are human rights?

Human rights are inherent to us all, regardless of nationality, sex, national or ethnic origin, color, religion, language, or any other status...



Design Qualities Typically Found at the **Home Workplace**

- Privacy
- Security
- Flexibility
- Comfort



Needed Experiences Typically Met at the **Home Workplace**

- **Autonomy**
- **Competence**
- **Safety**
- **Positive emotions**



Design Qualities Typically Found at the **Common Workplace**

- Connection
- Equity
- Flexibility
- Predictability



Needed Experiences Typically Met at the **Common Workplace**

- Belonging
- Meaning/purpose
- Fairness
- Competence
- Safety
- Positive emotions

Place Rights: What

- Design qualities
- Design qualities
- Design qualities



Place Rights: Why

- Performance
 - Ability
 - Motivation
- Well-being



Place Rights: How

- User awakening
- Provider “education”



Place Rights: Now

If you have place rights, you will always
be in the right place.



THE BURNOUT CHALLENGE: Improving the Relationship Between Workers and the Workplace

Christina Maslach

University of California, Berkeley

Michael P. Leiter

Acadia University



THE COMMON RESPONSE TO JOB BURNOUT

- **Fix the worker**
 - **Assumes that burnout is internal and personal problem**
 - **Medical condition, illness**
 - **Personal weakness or incompetence**
- **Coping strategies**
 - **Self-care**
 - **Stop working**

“WHO” IS GETTING BURNED OUT?

- A “who” question leads to “who” strategies
 - Blaming the victim
 - Stigma
 - Individual responsible for self
 - “If cannot take the heat, get out of the kitchen”
 - Larger wellness strategies still focus on fixing the person

BETTER TO ASK “WHY” ARE WORKERS BURNING OUT?

- World Health Organization did just that in 2019
 - Burnout is response to chronic job stressors that have not been successfully managed
 - It is an occupational phenomenon, and NOT a medical condition.
- Fix the job, not just the worker
 - Individual stress response to chronic job stressors in the workplace
 - Need to modify those sources of stress
 - Coping vs. preventing

THE PERSON AND THE SITUATIONAL ENVIRONMENT

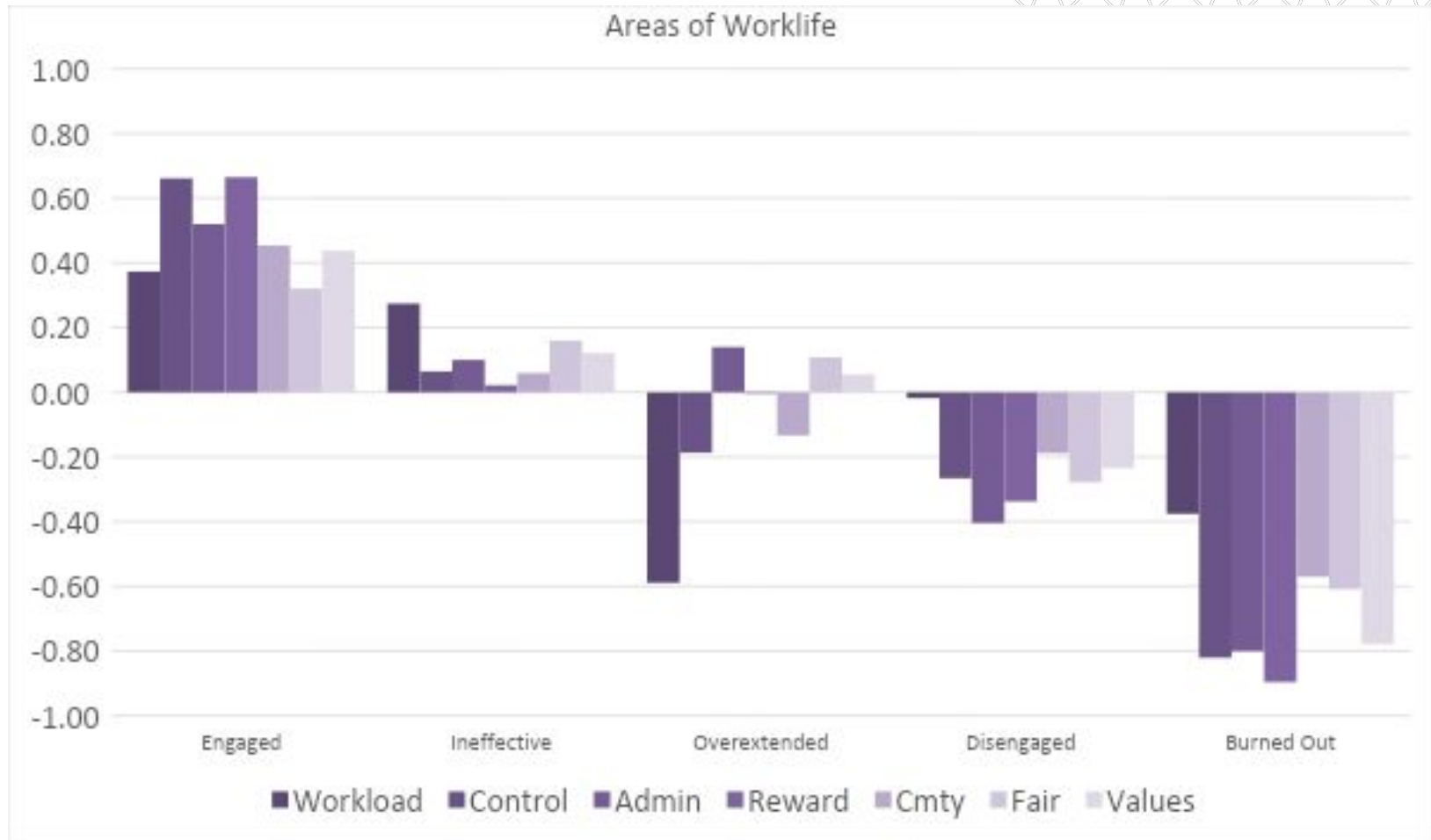
- What the person is dealing with in the situation will begin to answer the "why" question of burnout
 - Relationship between individual employee and job conditions
 - Is there a good match, or fit, between person and job?
 - The worse the mismatch, the greater the risk of burnout
 - The better the match, the greater the probability of engagement

JOB-PERSON MISMATCH

- Demand Overload
- Lack of Control
- Insufficient Reward
- Breakdown of Community
- Absence of Fairness
- Value Conflicts

More Mismatches = More Burnout





SIX PATHS TO A HEALTHY WORKPLACE

- **Sustainable Workload**
- **Choice and Control**
- **Recognition and Reward**
- **Supportive Work Community**
- **Fairness, Respect and Social Justice**
- **Clear Values and Meaningful Work**

A BETTER “MATCH” SATISFIES CORE SOCIAL AND PSYCHOLOGICAL NEEDS

- *Autonomy*
- *Belongingness*
- *Competence*
- *Psychological safety*
- *Fairness*
- *Meaning*
- *Positive emotions*

CONCLUSION



- **There are many possibilities, within all six areas, to improve the “good match” between people and their job.**
- **These changes can be small, inexpensive, and customizable.**
- **This healthy job environment takes care of both the workers and the workplace, so that the former will thrive, and the latter will succeed.**



THE

Managing People's
Relationships with Their Jobs

BURNOUT

Christina Maslach
and Michael P. Leiter

CHALLENGE

Questions?

