

Participatoriske Interventioner fra et Organisatorisk Perspektiv: PIOP

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Januar 2013

Projektet er støttet af Arbejdsmiljøforskningsfonden

Projektnummer 14-2009-09

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Resumé

Titel: Participatoriske Interventioner fra et Organisatorisk Perspektiv: PIOP

Baggrund: De senere års forskning peger på, at organisatoriske interventioner kan nedbringe fraværet og forbedre det psykosociale arbejdsmiljø. Der forefindes dog begrænset forskning i implementeringen af sådanne organisatoriske metoder. Den eksisterende videnskabelige forskning har fortrinsvis beskæftiget sig med effekten af sådanne interventioner, på bekostning af implementeringsforskning (forskning i hvilke metoder, der er anvendelige til at forbedre det psykosociale arbejdsmiljø gennem organisatoriske interventioner). Derudover peger forskningen på, at det er udfordrende at gennemføre interventioner med vedvarende forbedringer. I nærværende forskningsprojektet PIOP (participatorisk intervention fra et Organisatorisk Perspektiv) afprøvedes og videreudvikledes en britisk metode til forbedring af det psykosociale arbejdsmiljø – Risk Management metoden.

Metoder: Projektet blev gennemført i samarbejde med Post Danmark. Undersøgelsen anvendte et cluster-randomiseret venteliste-kontrol design, hvor to områder forskudt modtog interventionen.

PIOP-projektet blev evalueret ved hjælp af såvel effekt- som procesevaluering. Der blev gennemført tre runder af spørgeskemaundersøgelser. Spørgeskemaet bestod af tilpassede spørgsmål om postbudenes arbejdsmiljø, validerede skemaer om trivsel og helbred, og skalaer om interventionsprocessen. Fra Post Danmark blev indsamlet data om sygefravær, kvalitet and produktivitet i arbejdet. Der blev gennemført interview med alle ledere, styregruppemedlemmer og et udsnit af medarbejderne. Der blev gennemført observationer på styregruppemøder og workshops. Ydermere blev der indsamlet dokumentationsmateriale fra virksomhederne om deres arbejde med projektet, fx de udviklede handleplaner og kommunikationsmateriale.

Resultater: De foreløbige analyser af projektet viser at:

- Job crafting er vigtig blandt postbude
- Det tilpassede spørgeskema blev oplevet som anvendeligt i arbejdet med forbedring af det psykosociale arbejdsmiljø
- I teams, hvor teamets leder var med i styregruppen, hvor alle teamets medlemmer deltog i udviklingen af handleplaner, hvor indholdet i handleplanerne fokuserede på de specifikke team og ikke på område niveau, og hvor der blev systematisk fulgt op på handleplanerne blev der i højere grad udviklet og gennemført handleplaner
- PIOP-metoden fører til øget ”empowerment” blandt medarbejderne
- Arbejdet med handleplaner har ført til en forbedring af det psykosociale arbejdsmiljø
- Medarbejdere, der har arbejdet med handleplanerne og oplever, at de er integrerede i arbejdet med Kaizen-tavlerne, oplever en større grad af tillid til ledelsen, en bedre performance, en højere grad af engagement i arbejdet samt en lavere grad af jobusikkerhed
- Medarbejdere, der oplever at handleplanerne har ført til en forbedring af deres arbejdsliv, rapporterer en højere grad af tillid til deres leder og deres kolleger, en bedre performance samt en større grad af engagement i arbejdet.

Summary

Title: Participatory Interventions from an Organizational Perspective: PIOP

Background: In recent years, research has indicated that organizational interventions can reduce absenteeism and improve the psychosocial work environment. However, there is limited knowledge about how such interventions can be practically implemented. The existing research has primarily focused on the effect of such interventions at the expense of implementation research. Furthermore research has found it challenging to achieve sustainably changes. The project Participatory Interventions from an Organizational Perspective (PIOP) tested and further developed a British method to improve the psychosocial work environment – The Risk Management method.

Methods: The project was conducted in collaboration with the postal service in Denmark. The study employed a cluster-randomized wait-list control design, where two geographical areas received the intervention.

The PIOP-project was evaluated using both quantitative and qualitative data. Three survey rounds were conducted. The survey consisted of tailored statements about the mail delivery service workers work environment, validated scales on well-being and health, and scales measuring the intervention process. Organizational data was obtained on absenteeism, quality and productivity. All managers in the participating areas together with a sample of employees were interviewed. Observations were made of workshops and steering group meetings and organizational data was obtained from the organization about the intervention process, e.g. communication plans and actions.

Results: The preliminary results of the project show that:

- Job crafting is important among mail delivery workers
- The tailored questionnaire was perceived to be useful in developing action plans to improve the psychosocial work environment
- In teams, where the leader was part of the steering group, where all team members participated in the development of action plans and where action plans focused at the team, and not the area level, action plans were to a higher extent developed and implemented
- The PIOP-method leads to increased empowerment among participants
- Working with action plans led to perceptions of an improved work environment
- Employees who worked with the action plans and perceived action plans were integrated into their existing work with Kaizen boards experienced a higher degree of trust in management, were more engaged and experienced a lower degree of job insecurity.
- Employee who experienced that action plans had led to an improved work environment also reported a higher degree of trust in both colleagues and their superiors, better performance, and a higher level of work engagement.

Indledning

Mellem 50 og 60 % af alle tabte arbejdsdage kan forbindes med arbejdsrelateret stress¹, med omkostninger såvel på det økonomiske som på det menneskelige plan. I 2002 vurderede EU kommissionen at de årlige omkostninger af arbejdsrelateret stress i EU15 løber op i 20 mia. euro². De senere års forskning peger på, at organisatoriske interventioner kan nedbringe fraværet og forbedre det psykosociale arbejdsmiljø³⁻⁶.

Der forefindes dog begrænset forskning i implementeringen af sådanne organisatoriske metoder. Den eksisterende videnskabelige forskning har fortrinsvis beskæftiget sig med effekten af sådanne interventioner, på bekostning af implementeringsforskning; forskning i hvilke metoder, der er anvendelige til at forbedre det psykosociale arbejdsmiljø gennem organisatoriske interventioner⁷.

Derudover viser forskningen, at det er udfordrende at gennemføre interventioner med vedvarende forbedringer^{3,8,9}. Der peges på udfordringer i form af manglende struktur i processen, manglende integrering i daglig praksis samt manglende engagement og modstand fra ledere og medarbejdere¹⁰⁻¹³. Nyere interventionsforskning fokuserer ikke kun på effekt, men også på, hvorfor og hvordan psykosociale arbejdsmiljøinitiativer har en effekt^{14,15}. Det øger muligheden for identificere under hvilke betingelser, intervention vil have en positiv effekt på trivsel og tilfredshed og dermed også gennemtræk og fravær^{5,14-16}; men tilvejebringelse af sådan viden kræver udvikling af nye metoder¹⁷.

I perioden 2007-2009 samarbejdede Det Nationale Forskningscenter (NFA) og Arbejdstilsynet i et 'Konsortium om udvikling af metoder til forebyggelse af dårligt psykosocialt arbejdsmiljø' (www.psykkonsortiet.dk). Formålet var 'at indsamle, udvikle og formidle metoder, som danske virksomheder kunne bruge til at udvikle og sikre et godt psykisk arbejdsmiljø'. En af aktiviteterne er at kortlægge metoder på europæisk plan, som kunne inspirere danske virksomheder. En af de gennemgåede metoder var den engelske Risk Management (RM) metode¹⁸. Som følge af gennemgangen blev det konkluderet, at RM tilgangen potentielt var overførbart til danske forhold, fordi dens grundtanker ligger fint i tråd med danske traditioner, som medarbejderinddragelse, medarbejderindflydelse og læring, der klæder såvel virksomheden som de ansatte på til at håndtere arbejdsmiljøproblemer i fremtiden¹⁹.

RM metoden blev udviklet ved Nottingham Universitet i 1990'erne og bygger på en systematisk og participatorisk tilgang til interventioner. Metoden har en traditionel problemløsningstilgang til forbedring af det psykosociale arbejdsmiljø²⁰ med en kortlægning, som efterfølges af problemløsning, med udvikling og implementering af løsningsforslag og evaluering. Den har derudover en række styrker, der øger mulighederne for at skabe vedvarende forbedringer:

1. fokus på *organisatoriske processer*, dvs. hvilke faktorer, fx kommunikation og ledelsesopbakning, der er nødvendige for at opnå vedvarende forbedringer

2. *systematisk involvering* af medarbejderne, ikke kun i kortlægningsfasen, men også i arbejdet med udvikling og implementering af forbedringsinitiativer. Derved udnyttes medarbejdernes ressourcer og skræddersyede handleplaner sikres
3. fokus på at identificere de *underliggende organisatoriske problemstillinger*, der ligger til grund for dårligt psykosocialt arbejdsmiljø
4. vægt på, at forløbet styres af en *proceskonsulent*, som har viden om psykisk arbejdsmiljø og kompetencer som projektleder og proceskonsulent.

Tidligere videnskabelig evaluering af metoden

Metoden er testet i en række offentlige og private virksomheder i Storbritannien, Holland, Norge og Australien^{19,21}. Det engelske arbejdstilsyn har finansieret valideringen af metoden^{18,22}. To ph.d. afhandlinger beskriver processen²³, og fokuserer på evaluering af de udviklede initiativer²⁴.

Derudover har flere ph.d. afhandlinger brugt metoden som datagrundlag om end fokus har været et andet^{25,26}. En rapport påviser forbedringer i det psykosociale arbejdsmiljø, forbedringer i selvvurderet generel trivsel, nedgang i fraværet og gennemtræk²². Der er få videnskabelige artikler om metodens effekter: En undersøgelse har fundet, at medarbejdere rapporterede færre stresssymptomer efter gennemførelsen af et RM projekt²⁷.

PIOP – Participatoriske interventioner fra et organisatorisk perspektiv

Projektleder Karina Nielsen har indgående kendskab med RM metoden, da hun i sluthalvfemserne var ansat på Universitetet i Nottingham, hvor hun arbejdede med udviklingen af metoden²⁸. PIOP-projektet har til formål at afprøve og videreudvikle RM-metoden i Danmark. Der deltog to geografisk adskilte områder, som forskudt arbejdede med PIOP-metoden. Der blev indgået et samarbejde med Post Danmark om at afprøve metoden her. Projektet har også opnået støtte fra Forebyggelsesfonden, her forefindes en selvstændig rapport (Brauer, 2013).

Projektets formål er videnskabeligt at studere, hvorvidt processer og initiativer, der er inspirerede af den britiske RM^{18,22,28-30} metode, i en dansk kontekst kan lede til positiv udvikling af det psykosociale arbejdsmiljø og reducere fravær og personaleomsætning.

PIOP-metoden baserer sig på participatoriske principper¹² og kognitiv teori^{31,32}; ifølge hvilken individet ikke kun ses som én, der udsættes for arbejdsmiljøet, men som et menneske, der har en historie, en fremtid og som aktivt skaber sit eget arbejde i samspil med sine omgivelser^{33,34}.

Projektet havde til formål at besvare følgende forskningsspørgsmål:

- Hvordan kan en metode, baseret på kognitiv teori og participatoriske principper, integreres i dansk arbejdsmiljøpraksis? Hvad understøtter og hindrer integration og tilpasning? (Strukturevaluering)

- Fører brug af metoden til udvikling og implementering af handleplaner – og hvilken type initiativer udvikles og implementeres? (Procesdokumentation)
- Hvilke faktorer har betydning for om planlagte initiativer gennemføres og har en effekt? Fx deltagernes forandringsparathed, opbakning fra de forskellige ledelseslag og participation på, om initiativer planlægges og gennemføres? (Procesevaluering)
- Øges deltagernes oplevelse af at kunne håndtere psykosociale arbejdsmiljøproblemstillinger ('empowerment')? (Effektevaluering 1)
- Sker der forbedringer i de arbejdsmiljøfaktorer som de planlagte initiativer havde til formål at forbedre? (Effektevaluering 2)
- Sker der forbedringer i medarbejdernes trivsel, job tilfredshed, gennemtræk og fraværstrater som følge af interventionen? (Effektevaluering 3)

Baseret på eksisterende erfaringer med RM metoden, blev PIOP-metoden udbygget i forhold til den oprindelige RM metode på en række områder:

- 1) Fokus på initiativer på fire niveauer: Individ, gruppe, leder og organisationsniveau³⁵. Dette fokus indebærer såvel fokus på at understøtte de fire niveauer i interventionsprocessen, men også at arbejdsmiljøforbedrende initiativer fokuseres på alle fire niveauer.
- 2) Fokus på krav og ressourcer: I stedet for blot at fokusere på risikofaktorer i arbejdet, blev der også fokuseret på, hvilke ressourcer i arbejdet, der kan være med at sikre god trivsel og jobtilfredshed, baseret på krav-ressourcemodellen³⁶.
- 3) Medarbejderne ses som aktive individer, der i det daglige aktivt forsøger at skabe et arbejdsmiljø, der lever op til medarbejdernes behov og ønsker for arbejdet³⁴.

PIOP-metodens faser

Opstartsfasen

I opstartsfasen blev der i Post Danmark oprettet en styregruppe for hvert af de deltagende områder, samt en overordnet følgegruppe, der havde til formål at diskutere metodens anvendelse i Post Danmark med henblik på indførelse mere bredt i Post Danmark efter projektets afslutning. I styregrupperne sad repræsentanter for ledelsen og for medarbejderne (eksempelvis sikkerheds- og samarbejdsudvalg).

Centralt i denne fase var også udviklingen af en kommunikationsplan og intensiv markedsføring af projektet med det formål at skabe en bevidsthed blandt medarbejderne om, at man som virksomhed har valgt at igangsætte en proces, hvor der fokuseres på medarbejdernes trivsel. En forståelse for processens formål og den enkelte medarbejders rolle og gevinst ved at engagere sig kan være med til at skabe det nødvendige engagement i aktiviteter og arbejdet med forandringer.

Kortlægning af arbejdssystem og støttesystemer

For at kortlægge arbejdsmiljøet blev der gennemført en række interviews med brug af kognitiv kortlægning³⁷, hvor ledere og medarbejdere i samarbejde med interviewpersonen (forskere fra

NFA) lavede et kort over, hvilke faktorer i arbejdet der dels fik dem til at føle sig udrændte og gav dem engagement i arbejdet. Denne kaldes en arbejdsystemsanalyse.

Sideløbende hermed blev kontrol – og støttesystemer (personaleafdeling, uddannelses- og træningsfunktioner og mellemlæderes kompetencer og træning i psykosocialt arbejdsmiljø etc.) afdækket, der spiller en rolle for, hvordan man overvåger og forbedrer arbejdsmiljøet og yder støtte til medarbejdere, der ikke trives. Tidligere interventionsprojekter og deres effekt blev også kortlagt for at identificere, hvilke udfordringer sådanne projekter oplever og hvilke erfaringer man har med at få sådanne projekter til at køre optimalt i Post Danmark.

Baseret på arbejdsystemanalysen og støttesystemerne udvikledes et tilpasset spørgeskema, der undersøgte konkrete psykosociale arbejdsmiljøproblemer og ressourcer i virksomheden. Der blev taget udgangspunkt i de konkrete arbejdsforhold, der oplevedes af medarbejderne i de deltagende områder, fx varierende mængder af post fra dag til dag. De tilpassede spørgsmål blev kombineret med validerede spørgsmål om trivsel. Formålet med spørgeskemaundersøgelsen var at 1) etablere sammenhænge mellem arbejdsmiljøfaktorer og trivsel og 2) identificere, hvilke forhold der blev oplevet som henholdsvis positive eller problematiske i arbejdet af en stor del af medarbejderne for derigennem at identificere de krav og ressourcer i de deltagende områder, der skulle være genstand for arbejdsmiljøforbedrende aktiviteter.

Udvikling af initiativer

Resultaterne af spørgeskemaundersøgelsen blev meldt tilbage til de etablerede styregrupper, hvor de fundne sammenhænge blev diskuteret, der blev identificeret overordnede temaer, fx. forandringer eller socialt klima. Dernæst blev det prioriteret, hvilke temaer, der skulle udvikles handleplaner på.

Ledelse og medarbejdere udviklede i fællesskab handleplaner/indsatsområder, der med så få initiativer som muligt adresserede flest mulige risikofaktorer og styrker virksomhedens ressourcer. I område 1 foregik denne dette arbejde fortrinsvis i styregruppen, mens det i område 2 blev lagt ud til teamene.

Implementering

I denne fase blev de aftalte handleplaner implementeret, og der blev fulgt systematisk op på fremdrift, effekter, potentialer og barrierer i processen. I Post Danmark valgte man at følge op på processen på Kaizen-tavler, som man allerede havde erfaring med at bruge. Brugen af Kaizen-tavler eller anden systematisk opfølgning medvirker til at fastholde fokus, inddrage hele gruppen, skabe en fælles bevidsthed omkring status og opnåede succeser samt følge op på fremdriften i igangværende aktiviteter, der kan kræve justeringer og indgåelse af nye aftaler.

Evaluering

Der blev gennemført både løbende og afslutningsvist en proces- og effektevaluering for at afdække, hvilken effekt de iværksatte initiativer havde haft og hvilken læring, der kunne uddrages af processens forløb. I Post Danmark evaluerede man løbende på processen på team-møder (ved brug af Kaizen-tavlerne), leder- og medarbejdermøder.

Metoder og data

Design

Undersøgelsen anvendte et cluster-randomiseret venteliste-kontrol design. To områder inden for Post Danmark (distribution) meldte sig til at deltage i projektet, og det blev ved lodtrækning besluttet, hvilket område, der skulle have interventionen først. Rekrutteringen af deltagerne i projektet foregik i fællesskab med Post Danmarks ledelse, hvor to områder blev udvalgt ud fra områdernes størrelse, behov og interesse for interventionen. Der indgik to afdelinger i hvert område. I alt deltog 595 medarbejdere fra de to områder, hvoraf 495 medarbejdere deltog i evalueringen af projektet. I det første år gennemgik område 1 (bestående af to geografisk adskilte underområder interventionen) og i løbet af andet år gennemgik område 2 interventionen (også dette område bestod af to geografisk adskilte underområder).

Det cluster-randomiserede venteliste-kontrol design har flere fordele: 1) Det er etisk forsvarligt at give intervention til begge grupper, som netop er udvalgt på grund af deres problemer, 2) det er muligt at måle både korttids- og langtidseffekter i den samme gruppe og 3) det er muligt at overføre læring fra den første interventionsgruppe til den anden og undersøge effekterne af denne læring. For at minimere bias har forskere fra NFA evalueret processen, mens en intern konsulent fra Post Norden har fungeret som projektleder på processen.

Evaluering af PIOP-metoden

PIOP er blevet evalueret ved hjælp af såvel effekt- som procesevaluering:

- Til effektevaluering 1, 2 og 3 blev anvendt spørgeskemaet med tilpassede spørgsmål om det psykosociale arbejdsmiljø, medarbejdernes oplevelse af 'empowerment', forandringsparathed og validerede spørgsmål om jobtilfredshed, arbejdsengagement, udbrændthed, mentalt helbred, jobusikkerhed, intentioner om at forlade arbejdspladsen samt virksomhedens fraværsregistreringer.
- Til kvantitativ procesevaluering blev anvendt et spørgeskema, udviklet i projekt 'Ledelse af Team'³⁸ med processpørgsmål til alle deltagere (medarbejdere og ledere), om bl.a. mellemliderens aktive støtte til projektet, graden af participation og organisatoriske læringsprocesser. Der blev herudover udviklet yderligere spørgsmål om arbejdet med handleplaner og om medarbejdernes 'empowerment' – om medarbejderne følte sig bedre klædt på til at håndtere psykosociale arbejdsmiljøproblemer. Skemaet blev sendt ud ved 1. follow-up og 2. follow-up for interventionsgruppe 1 og ved 2. follow-up for interventionsgruppe 2. Derved kunne den første interventionsgruppe rette op på processen og gav til 2. follow-up et endeligt billede af, hvordan processen var forløbet i begge grupper.

- Til kvalitativ procesevaluering anvendtes en model udviklet i projekt 'Ledelse af Team'¹⁴ og videreudviklet i PIOP-projektet. På tre niveauer blev der undersøgt faktorer med betydning for effekterne: 1) kontekstens betydning (Strukturevaluering); 2) den faktiske implementering og støtte omkring handleplaner (Procesdokumentation), 3) om deltagerne bød projektets og dets aktiviteter velkomne og havde ændret holdning og viden (læring og empowerment) (Procesevaluering). Der blev gennemført interview med alle ledere, styregruppemedlemmer og et udsnit af medarbejderne. Der blev gennemført observationer på styregruppemøder og workshops. Ydermere blev der indsamlet dokumentationsmateriale fra virksomhederne om deres arbejde med projektet, fx de udviklede handleplaner og kommunikationsmateriale.

Resultater

De foreløbige analyser af projektet viser at:

Job crafting er vigtig blandt postbude (job crafting defineres som de 'fysiske og kognitive forandringer den enkelte foretager i relation til arbejdstilrettelæggelse/opgaver eller relationer, der udgør barrierer i arbejdet'³⁴).

- Der blev udviklet og valideret et spørgeskema om job crafting³³
- Job crafting, der har til formål at minimere de negative forhold i arbejdet og optimere ressourcer hænger sammen positivt sammen med arbejdsengagement og negativt sammen med udbrændthed
- Transformationsledere (ledere, der formulerer en klar vision, fungerer som rollemodel og udviser ansvarlig adfærd, opmuntrer sine medarbejdere til at belyse udfordringerne i arbejde på en ny måde og selv løse de udfordringer medarbejderne står overfor, og som tager hensyn til den enkelte medarbejder) er med til at fremme job crafting og dermed også engagement i arbejdet.

Det tilpassede spørgeskema er anvendeligt i arbejdet med forbedring af det psykosociale arbejdsmiljø (strukturevaluering og procesdokumentation):

- Både ledere og medarbejdere oplevede at det tilpassede spørgeskema udgjorde et bedre alternativ til at identificere relevante krav og ressourcer i det psykosociale arbejdsmiljø sammenlignet med Post Danmarks eget standardiserede spørgeskema
- Det tilpassede spørgeskema var med til at sikre ejerskab og forpligtelse til at håndtere de temaer, som blev identificeret gennem spørgeskemaet blandt mellemledere og medarbejdere
- Tilbagemeldingerne af spørgeskemaets resultater (i forhold til hvor mange der synes et element var enten et problem eller noget godt i arbejdet, samt sammenkædningen af de tilpassede spørgsmål med arbejdsengagement, jobusikkerhed og udbrændthed) gjorde det lettere at prioritere hvilke temaer, der skulle udvikles handleplaner på
- De handleplaner, der blev udviklet på baggrund af metoden blev oplevet som værende mere relevante og detaljerede og dermed lettere at gennemføre.

Faktorer, der har betydning for gennemførelse og implementering af handleplaner (procesevaluering)

- I teams, hvor teamets leder var med i styregruppen blev der i højere grad udviklet og gennemført handleplaner
- I teams, hvor hele teamet, og ikke blot repræsentanter for teamet, var med til at udvikle handleplaner, var ejerskabet til handleplaner større og der var større sandsynlighed for at de blev gennemført
- I teams, hvor handleplanerne fokuserede på team-niveauet, i stedet for på område-niveau, blev handleplanerne i højere grad gennemført
- I teams, hvor handleplanerne blev integreret i det eksisterende arbejde med Kaizen-tavlerne blev de i højere grad arbejdet med og fulgt op på.

Øget ”empowerment” blandt medarbejderne (effektevaluering 1)

- I de teams, hvor teamets leder og teamets medlemmer var aktive i processen, oplevede medarbejderne at de havde fået en bredere forståelse af det psykosociale arbejdsmiljø og følte sig bedre klædt på til at håndtere psykosociale arbejdsmiljøproblemer
- I de teams, hvor medarbejderne havde arbejdet med handleplaner, rapporteredes en højere grad af job crafting for at minimere hindrende job krav og optimere sociale job ressourcer (bedre samarbejde)

Forbedringer i arbejdsmiljøfaktorer (effektevaluering 2)

- Overordnet oplever medarbejderne, at arbejdet med handleplaner har ført til en forbedring af det psykosociale arbejdsmiljø
- Handleplaner med fokus på det sociale klima i teamet har ført til, at færre i det pågældende team oplever det sociale klima som et problem, mens flere oplever det sociale klima som positivt
- Handleplaner med fokus på forandringer har ført til, at flere oplever forandringer positivt og føler de har mere indflydelse over forandringer.

Forbedringer i medarbejdernes tillid, performance, arbejdsengagement og jobusikkerhed

- Medarbejdere, der har arbejdet med handleplanerne og hvor de er integrerede i arbejdet med Kaizen-tavlerne oplever en større grad af tillid til ledelsen, en bedre performance, en højere grad af engagement i arbejdet samt en lavere grad af jobusikkerhed
- Medarbejdere, der oplever at handleplanerne har ført til en forbedring af deres arbejdsliv, rapporterer en højere grad af tillid til deres leder og deres kolleger, en bedre performance samt en større grad af engagement i arbejdet.

Videnskabelig formidling

Artikler

Nielsen, K. & Abildgaard, J. S. (2012): The development and validation of a job crafting measure for use with blue-collar workers, *Work & Stress*, 26, 365-384. Abstract.

Abildgaard, J. S., Nickelsen, N. C. M., & Bendixen, M. (2012). Bidrag til et symmetrisk og sociomaterielt arbejdsmiljøperspektiv. *Tidsskrift for Arbejdsliv*, 14(3). Abstract.

Nielsen, K., Clausen, T. & Salanova, M. (under revision). Transformational leadership job crafting and work engagement. *International journal of Human Resource Management*.

Nielsen, K., & Abildgaard, J.S. (in press). A model for evaluating occupational health interventions. *Work & Stress*. Abstract.

Nielsen, K. (in press). How can we make organizational interventions work? Employees and line managers as actively crafting interventions. *Human Relations*. Abstract.

Abildgaard, J. S., Nickelsen, N. C. M. (submitted) Making materials matter - a contribution to a symmetrical and sociomaterial perspective on work environment.

Nielsen, K. & Daniels, K. (submitted) Managing sickness absence in organizations: Exploring the role of the transformational leader.

Nielsen, K. Abildgaard, J.S. & Daniels, K. (submitted). Putting context into organizational intervention design: Using tailored questionnaires to measure initiatives for worker well-being.

Bogkapitler

Nielsen, K., Stage, M., Abildgaard, J. S., & Brauer, C. (in press). Participatory intervention from an organizational perspective. Employees as active agents in creating a healthy work environment. In G. Bauer and G. Jenny (eds.). *Concepts of salutogenic organizations and change: The logics behind organizational health intervention research*. Springer Publications. Abstract.

Randall, R., & Nielsen, K. (2012) Does the intervention fit? An explanatory model of intervention success and failure in complex organizational environments. In C. Biron, M. Karanika-Murray, & C.L. Cooper (eds.). *Improving organizational interventions on stress and well-being: Addressing process and context*. London: Psychology Press. Abstract.

Videnskabelige konferencer

Nielsen, K. (2012). Towards healthy organizational change: Presenting a model for improving health and well-being in today's organizations. EAOHP, Zurich, April 11-13. Abstract

Nielsen, K. (2011). Measuring the implementation of organizational occupational health interventions. NAM, Lund, Sweden. October 17-19, 2011. Abstract

Nielsen, K. & Abildgaard, J.S. (2011). Evaluation model: Participatory Interventions from an Organizational Perspective. APA-NIOSH, Orlando Florida, May 19-22, 2011. Abstract

Abildgaard, J.S. (2011). Studying organizational occupational health interventions from an organization theory perspective. Nordisk arbejdsmiljømøde, Lund. Abstract.

Abildgaard, J. S. (2012). Studying organizational occupational health interventions from an organization theory perspective. EAWOP Small Group Meeting: International Process Evaluation Partnership, Nottingham. Abstract.

Randall, R, & Nielsen, K. (2011). The importance of 'fit': An evidence-based model for intervention management. APA-NIOSH, Orlando Florida, May 19-22, 2011. Abstract.

Nielsen, K., Daniels, K., & Abildgaard, J.S. (2013). Increasing employee participation in organizational intervention design: Using a tailored questionnaire. European Congress of Psychology, Stockholm. Abstract.

Populærformidling

Rapport

Nielsen, K., Stage, M., Abildgaard, J.S., & Brauer, C.V. (2013) Medarbejderne som udgangspunkt for arbejdet med gode trivselsprocesser Inspiration til gennemførelse af psykosociale arbejdsmiljø-interventioner. København: Det Nationale Forskningscenter for Arbejdsmiljø.

Brauer, C. (2013). Arbejde med og udvikling af det psykiske arbejdsmiljø - risk management. Rapport til Forebyggelsesfonden. Post Norden.

Danske konferencer

Formidlingsmøde: Nielsen, K., Brauer, C.V., Stage, M., Thomsen, F., Thomsen, K. (2013). Formidlingsmøder om forbedring af det psykiske arbejdsmiljø i organisationer. 16. januar, Studenternes Hus, Aarhus Universitet.

Formidlingsmøde: Nielsen, K., Brauer, C.V., Stage, M., Thomsen, F., Thomsen, K. (2013). Formidlingsmøder om forbedring af det psykiske arbejdsmiljø i organisationer. 17. januar, Det Nationale forskningscenter for Arbejdsmiljø, København.

Oplæg: Abildgaard, J.S.(2011) Ph.d. projekt om organisatoriske interventioner fra et kognitivt og procesteoretisk perspektiv. Ph.d. workshop på Arbejdsmiljøkonferencen AM2011. Nyborg strand.

Poster: Stage, M. & Nielsen, K.(2012). Participatoriske interventioner fra et organisatorisk perspektiv. Arbejdsmiljøforskningsfondens årskonference.

Hjemmeside

PIOP-projektets hjemmeside: <http://www.arbejdsmiljoforskning.dk/da/projekter/participatorisk-intervention-fra-et-organisatorisk-perspektiv---piop>

Artikel

Inddrag medarbejderne – og få et bedre psykisk arbejdsmiljø. Af Tina Løvbom Petersen. Magasinet Arbejdsmiljø. Forthcoming.

Abstracts

Artikler i anerkendte, internationale peer-reviewede tidsskrifter

Nielsen, K. & Abildgaard, J.S. (2012): The development and validation of a job crafting measure for use with blue-collar workers, *Work & Stress*, 26, 365-384.

Job crafting describes a set of proactive behaviours in which employees may engage to shape their work in order to minimize hindering job demands and maximize resources and challenging demands. Such behaviours may be particularly important among blue-collar workers whose jobs are characterized by poor working conditions and low well-being. We present the development and adaptation of a job crafting measure that may be used among blue-collar workers, based on an existing scale by Tims, Bakker, and Derks (2012) that was not specifically developed for blue-collar workers. We test the validity and reliability of the measure in a longitudinal study based on multiple source information from mail delivery workers in Denmark (N =362 at Time 1; N =408 at Time 2). Results indicate the presence of five job crafting dimensions: increasing challenging demands, decreasing social job demands, increasing social job resources, increasing quantitative demands and decreasing hindering job demands. These can be reliably measured with 15 items. The measure shows acceptable discriminant and criterion validity, and test-retest reliability. The findings extend the application of the original questionnaire. They also add to knowledge of the job crafting behaviours in which blue-collar workers engage and link them to well-being outcomes.

Nielsen, K. & Abildgaard, J.S. (in press). Evaluating organizational interventions: A research-based framework for process and effect evaluation. *Work & Stress*.

Organizational interventions are often recommended when organizations want to improve employee health and well-being. Research, however, has revealed inconsistent results and reviewers have called for research on why interventions bring or fail to bring about desired change. Answering the “*how*” and “*why*” of intervention outcomes requires a close examination of the elements that hinder or facilitate desired intervention outcomes thus moving beyond simple effect evaluation. In this paper, we present an evaluation framework based on recent intervention research and process oriented organization theory. The framework offers suggestions for which elements to include when evaluating organizational interventions. In the framework we discuss the importance of evaluating the context, the mental models of participants together with the phases of the intervention program.

By drawing on existing research, we present a research-based framework, within which elements crucial to intervention evaluation are grouped into four overarching categories that we argue are crucial in intervention evaluation over the five phases of an intervention program.

Abildgaard, J. S., Nickelsen, N. C. M., & Bendixen, M. (2012). Bidrag til et symmetrisk og sociomaterielt arbejdsmiljøperspektiv. *Tidsskrift for Arbejdsliv*, 14(3).

Denne artikel retter sit fokus mod begrebet 'psykosocialt arbejdsmiljø'. Sigtet er at præsentere et andet og mere nuanceret syn på psykosocialt arbejdsmiljø; sociomaterielt arbejdsmiljø, som bygger på aktør-netværk teori. Vi skitserer i artiklen tankegodset i konventionelle arbejdsmiljøtilgange og illustrerer med vignetter fra egen forskning, hvad der er det 'nye' ved en sociomateriel tilgang. Vores mål med dette bidrag er at sætte fokus på, hvordan synet på kortlægning og intervention i psykosocialt arbejdsmiljø vil kunne udvikles ved at anvende teorier inden for STS/ANT-traditionen, og derved udvide begrebet psykosocialt arbejdsmiljø til at inkludere blandt andet materielle, teknologiske og organisatoriske faktorer.

Nielsen, K. (in press). How can we make organizational interventions work? Employees and line managers as actively crafting interventions. *Human Relations*, Commissioned Review.

In recent years, there has been an increasing interest in the processes of organizational interventions when evaluating the outcomes on employee health and well-being. Nevertheless, process evaluation is still in its infancy and primarily consists of checklists inspired by the public health intervention literature. In these frameworks, employees are seen as passive recipients whose reactions to pre-developed interventions should be evaluated. Current organizational intervention design rests on a participatory approach and recent process evaluations reveal that employees and line managers influence the implementation and the outcomes of organizational interventions. Following the current foci of current frameworks we may miss out on important information on the influence of 1) the participatory process and 2) the line managers on intervention outcomes. I argue that current evaluation frameworks suffer from four limitations 1) they are not aligned with state-of-the-art research and practice, and therefore 2) they fail to apply theory to explain *how* and *why* human agents influence intervention implementation and outcomes, 3) they do not offer suggestions as to how such agency can be measured, nor 4) do they discuss how we may proactively use knowledge obtained from process evaluation when designing future organizational interventions.

Bogkapitler

Nielsen, K., Stage, M., Abildgaard, J. S., & Brauer, C. (in press). Participatory intervention from an organizational perspective. *Employees as active agents in creating a healthy work*

environment. In G. Bauer and G. Jenny (eds.). Concepts of salutogenic organizations and change: The logics behind organizational health intervention research. Springer Publications.

While organizational level interventions are generally recommended and the interest in conducting such interventions is increasing, few descriptions of how researchers may develop and implement such interventions exist. In this book chapter we present the PIOP (Participatory Interventions for an Organizational Perspective) approach. It is an intervention framework that aims to improve employee well-being through changes in the way work is designed, organized and managed. Building on the job demands-resources model, and cognitive appraisal, conservation of resources, job crafting, and fit theories, an approach has been developed that focuses on building employees' resources through participatory processes. In this chapter, we describe the five phases in the PIOP approach and describe how participation is ensured in each phase. The five phases comprise: Initiation, screening, action planning, implementation and evaluation.

Randall, R., & Nielsen, K. (2012) Does the intervention fit? An explanatory model of intervention success and failure in complex organizational environments. In C. Biron, M. Karanika-Murray, & C.L. Cooper (eds.). *Improving organizational interventions on stress and well-being: Addressing process and context*. London: Psychology Press.

Abstract: There is much debate about the effectiveness of organizational-level interventions. Many interventions based on sound theory have been shown to have inconsistent or small effects. In this chapter we argue that intervention outcomes are heavily influenced by i) the degree of fit between the intervention and the individual employee (person-intervention fit) and ii) the degree of fit between the intervention and the environment within which it is implemented (environment-intervention fit). The factors that contribute to these fit dimensions are examined and we discuss how the analysis of fit can be used to enhance intervention process evaluation.

Oplæg

Abildgaard, J.S. (2012). Changing Standards in the Work Environment of Danish Mail Carriers: A Science Studies Perspective, Center for the Study of Standards and Society Special Brownbag Seminar, Michigan State University.

In this presentation I will analyze the psychosocial work environment of Danish mail carriers. Drawing on recent perspectives in Science Studies, especially actor-network theory (Latour, 1987, 1999, 2005) and standardization theory (Bowker & Star, 2000; Brunsson & Jacobsson, 2010; Busch, 2011), I define this as a socio-material (Orlikowski & Scott, 2008) work environment perspective emphasizing the importance of material, technological and organizational factors for psychological well-being.

In the talk I will illustrate, using examples from my research on attempts to improve working

conditions in the Danish postal service, how novel and useful aspects of work are illuminated by adopting this perspective on work environment. Further I will discuss the implications for conducting workplace risk assessment and carrying out work environment and occupational health interventions. These implications revolve around the actor-network stance that methods of assessment and intervention are always involved in the construction of reality, and thus are not neutral. Finally the role standardization currently plays in this setting, and should play in the future, will be discussed.

Nielsen, K., Abildgaard, J.S. & Daniels, K. (2013). Tailoring screening to the local context: The experiences of participants when using a tailored questionnaire to develop corrective actions to improve working conditions. APA-NIOSH, Los Angeles, 2013.

Background:

An important aspect of the intervention process is to identify and prioritize which issues in the psychosocial environment to manage. Screening of the psychosocial work environment is most often conducted using standardized questionnaires that ask global questions that are assumed applicable to all workers regardless of sector, occupation or organizational culture and structure (Trenberth and Dewe, 2006). They also assume that an objective working environment exists and it is possible to identify levels above which harm is incurred on health and well-being (Cousins et al., 2004). Although the use of standardized questionnaires has its merits, problems have been identified when using standardized questionnaires in organizational intervention research (Daniels et al., 2012). In this paper we describe and evaluate an approach to designing and using a tailored questionnaire that 1) asks respondents to appraise whether aspects of their work environment are “problematic” or “good” (based on cognitive appraisal theory (Lazarus and Folkman, 1992)), and 2) is tailored to the population in question. First, we describe the method, and second, we report on employees’ and managers’ perceptions of the usefulness of the method. To address the latter: We examined three research questions: a) How did participants evaluate the ability of the tailored approach to detect issues relevant to them? b) How did the participants evaluate the usefulness of the feedback method, c) How did the participants evaluate the suitability of the tailored approach to develop corrective actions? As the organization conducted an annual standardized questionnaire study, we were able to compare their experiences of our approach to the standardized questionnaire approach.

Methods

The study employed a mixed methods design: Cognitive mapping interviews (McDonald et al., 2004) were used to develop the tailored questionnaire. Four large areas in the Danish postal service participated in the study. Six group interviews and 34 individual interviews were conducted, in total 54 employees, 12% of the group were interviewed. Using content analysis, tailored items were developed. Standardized measures of health and well-being were included in the survey. The questionnaire was distributed to 466 staff and 408 returned the questionnaire (response rate 88%). The results of the survey were fed back reporting the frequency of problems together with odds

ratios of the links between tailored psychosocial work items and health and well-being. A year after the cognitive mapping interviews, employees and managers were interviewed about the experiences with the tailored questionnaire approach.

Results

Interviews indicated that employees and managers perceived the tailored questionnaire to be a better alternative to the standardized approach: More issues relevant to them were detected and they felt the feedback was helpful in getting an understanding of the severity and the frequency of the issues identified. This understanding helped them prioritize. Corrective actions were perceived to be more relevant and comprehensive than action plans based developed on the basis of the standardized questionnaire approach. Employees also approved of the tailored questionnaire approach because they felt it gave them an opportunity to have their voice heard.

Conclusions

Overall, we found that the tailored questionnaire approach offers an opportunity to tailor the screening to the local context, taking into account employees' and managers' appraisals of the problems in the workplace together with identifying issues important to the intervention group. The approach helped developing action plans that addressed these issues. Importantly, the approach also seems to have a positive effect on participants' experiences of feeling heard. Participatory interventions are often recommended (Nielsen and Randall, 2012), and it would appear that the tailored screening approach may offer an opportunity for employees to participate in the screening process as well. Thus the tailored may help increasing participation during this stage of the intervention process.

Nielsen, K (2011). Measuring the implementation of organizational occupational health interventions. Nordisk Arbejdsmiljø Møde, Lund.

Introduction

Current legislation in the countries of the European Union emphasize organizational occupational health interventions (changes in the design, organization and management of work) as an important way to improve employee health and well-being. However, recent reviews find mixed results and conclude but that there is insufficient knowledge as to determine 'true' intervention effects^{16,39}.

Methods

A longitudinal intervention design was applied in a part of the postal service in Denmark. The project included 2 intervention groups and 2 comparison groups. In this study we only include results from the intervention groups. A participatory intervention process (Nielsen et al., 2010) was developed and conducted in the two intervention groups. At follow-up (n = 138, response rate 74%), items were included that allowed the analysis of the impact of action plans. These results are presented here.

Results

Results indicated that the spread among participants concerning the implementation of action plans was wide. Depending on the action plans, 40-100% had heard of the action plans, 23-100% reported they had worked on action plans, 16 to 78% of participants reported the actions plans had improved working conditions, while 1 to 15% of participants reported action plans to have lead to a deterioration in working conditions. Together these provide a check of whether intervention activities have been implemented according to plan and their specific impact on working conditions.

Conclusion

The study shows the importance of careful documentation of the implementation process. Organizational occupational health interventions are unlikely to reach all participants in a similar manner and it is important to document implementation to tease out real effects. Furthermore, such measures may serve as a tool for organizations to improve their implementation strategies.

Abildgaard, J.S.(2011). Ph.d. projekt om organisatoriske interventioner fra et kognitivt og procesteoretisk perspektiv. Ph.d. workshop på Arbejdsmiljøkonferencen AM2011. Nyborg strand

Dette ph.d. projekt ligger inden for områderne psykosocialt arbejdsmiljø og interventions forskning. Det bygger på data indsamlet fra et interventionsprojekt (PIOP projektet) gennemført af professor Karina Nielsen ved Det Nationale Forskningscenter for Arbejdsmiljø. Interventionen er en toårig organisatorisk intervention med formål at forbedre kvaliteten af de ansattes arbejdsliv, og indarbejde bedre arbejdsmiljømæssige rutiner.

Arbejdsmiljøinterventioner evalueres i stigende grad med proces- og effektevaluering. Det sker også i det interventionsprojekt, som dette Ph.d. projekt er knyttet til. Ph.d.-projektet fokuserer ikke på udfaldet af projektet (dvs. proces- eller effektevaluering) men på hvad det er der interverneres på, samt *hvorfor* og *hvordan* projektet har fået et givent resultat. Formålet er således at supplere interventionsprojektets arbejde med intervention og evaluering med mere detaljerede analyser af hvad for en størrelse psykisk arbejdsmiljø er samt hvordan forandringer sker på både psykologisk og organisatorisk plan. Ph.d. projektet vil benytte procesbaseret organisationsteori til at belyse forandringerne som foregår.

Ph.d.-projektet vil primært bygge på kvalitative analyser af data fra en interviewbaseret visuel kortlægning af arbejdsmiljøet kaldet kognitiv mapping. Kognitiv mapping er en struktureret interviewmetode, hvor respondenterne i samarbejde med en interviewer genererer et associationskort over det område, som ønskes undersøgt. Metoden vil fokusere på, hvordan medarbejderne oplever sammenhænge, påvirkninger og samstillinger af forskellige områder. Den belyser dels hvorledes de samme forhold og parametre kan opleves positivt af nogen, og negativt af andre, men også hvorledes relationen, sammenhængen og karakteren af værdiladningen kan være kvalitativt meget forskellig. Sekundært vil analyser af feltstudie data fra interventionsprocessen være med til at belyse processer som sker i nogle af de kritiske faser i et interventionsprojekt (såsom springet fra kortlægning til handling).

Praksis- og forskningsmæssigt er ph.d.-projektets longitudinelle brug af 'kognitive maps' i arbejdsmiljøsammenhæng af nyhedsværdi. Ph.d.-projektet giver en enestående mulighed for at undersøge både hvordan tænkning og oplevelser af arbejdsmiljø ser ud og ændres som følge af et interventionsprojekt, men også om kognitive maps kan fungere som et mere psykologisk validt alternativ til eksempelvis spørgeskemaer og semistrukturerede interviews. Ph.d.-afhandlingen kan i forhold til feltet interventionsforskning generelt (og hovedprojektet specifikt) bidrage med en større forståelse af kompleksiteten i de psykologiske dimensioner af forandringer af arbejdsmiljøet. Ligeledes vil analysen af, hvilke aktører der skaber forandringen, være med til at belyse de virkningsfulde mekanismer i arbejdsmiljøinterventioner, hvilket både kan komme såvel arbejdsmiljøpraktikere som interventionsforskningen til gode.

Abildgaard, J.S. (2011). Studying organizational occupational health interventions from an organization theory perspective. Nordisk Arbejdsmiljø Møde, Lund.

Introduction

Currently organizational occupational health interventions (OOHIs) are being evaluated using primarily effect evaluation and secondarily process evaluation. This is also the case in an intervention project currently being implemented in the Danish postal service. Recent reviews of the literature on OOHI underline the necessity for increased knowledge of what mechanisms drive change (Murta et al., 2007; Egan et al., 2008). To address this, the current project will explore the qualitative processes from initial planning to completed implementation of the intervention.

Methods

A longitudinal OOHI design was applied in a part of the postal service in Denmark. The project includes two intervention groups and two comparison groups. Field study and interview data from the intervention groups are used to illustrate the critical points in the intervention process, especially illuminating the points of translation where, for instance, strategy decisions are translated into action plans, or action plans are translated into action. This use of "translation" as a methodological lens is based on both Røvik (2007) and Callon (1986). Furthermore the importance of sensemaking (Weick 1995) is discussed with the regard to importance for intervention support and outcome.

Results

Analysis revealed how and at which points in the intervention process the consultants, the employees, the context, and situational factors influenced the progress of the interventions. Results indicate that during and in between points of translation, several important processes take place. Enabling employee participation in the OOHI is problematic, production issues overrule the OOHI and management constantly reposition the project in relation to current organizational strategies.

Conclusion

This study shows that there is a great deal of knowledge to be gained from opening the black box of interaction between intervention and organizational context, hereby unravelling the complex multitude of processes happening around interventions. From this project we learn how qualitative organizational research methods can improve the knowledge of what processes affect the outcome of OOHIs.

Nielsen, K. (2012). Towards healthy organizational change: Presenting a model for improving health and well-being in today's organizations. EA-OHP, Zürich.

Background

In recent years, there has been an increasing interest developing organizational-level occupational health interventions that focus on increasing resources in addition to minimizing psychosocial risk factors. Furthermore, there has been an increasing understanding that it is not only the content of interventions that drive outcomes but also the processes by which they are implemented and how well they fit within the organizational context. A model for how to improve health and well-being of workers through changing the work is designed, organized and managed will be presented.

Method

The model consists of five phases: Initiation, screening, action planning, implementation, and evaluation⁷. The theoretical framework for the project are the job demands-resources model³⁶, Conservation of Resources Theory⁴⁰ and Build-and Broaden Theory⁴¹. Through a participatory process, employees are involved in identifying risk factors and resources at work through cognitive mapping interviews³⁷. The factors identified through interviews are then translated into a tailored questionnaire asking employees to rate the whether they see a certain aspect of the job as a negative and positive aspect of work. Using a tailored questionnaire ensures that the questionnaire is close to the reality of employees, easy to understand as it reflects their understanding of working life, and it enables the development of activities close to the organizational reality. Questionnaire data are analyzed identifying demands and resources that are associated with work engagement, burnout and job insecurity. Furthermore, using mixed methods an analysis of the organizational resources (e.g. HR, training, attitude surveys) is conducted to identify which resources are available to employees and how they function. Employees and leaders jointly prioritize resources and demands that need addressing and develop action plans. Prioritization is based on: i) Strength of the relationship with outcomes, ii) Prevalence, and iii) Motivation to work with a given demand or resource. Follow-up on action plans is ensured through the use of Kaizen boards⁴². Finally, a thorough process and effect evaluation is conducted using qualitative and quantitative methods to identify the effects of the intervention and the fit to the organizational context.

Conclusion

The method offers a novel approach to improving employee health and well-being. Central facets include the identification of organization-specific demands and resources, the systematic follow-up of interventions and the integration of initiatives into daily work.

Abildgaard, J. S. (2012). Studying organizational occupational health interventions from an organization theory perspective. EAWOP Small Group Meeting: International Process Evaluation Partnership, Nottingham.

Introduction

Currently organizational occupational health interventions (OOHIs) are being evaluated using primarily effect evaluation and secondarily process evaluation. This is also the case in an intervention project currently being implemented in the Danish postal service. Recent reviews of the literature on OOHI underline the necessity for increased knowledge of what mechanisms drive change (Murta et al., 2007; Egan et al., 2008). To address this, the current project will explore the qualitative processes from initial planning to completed implementation of the intervention.

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Conclusion

This study shows that there is a great deal of knowledge to be gained from opening the black box of interaction between intervention and organizational context, hereby unravelling the complex multitude of processes happening around interventions. From this project we learn how qualitative organizational research methods can improve the knowledge of what processes affect the outcome of OOHIs.

Nielsen, K & Abildgaard, J.S. (2011). Evaluation model: Participatory interventions from an organizational perspective. APA-NIOSH, Orlando

Ideally organizational-level interventions should improve the working environment and help democratize the workplace (Mikkelsen & Saksvik, 1998), however, recent reviews reveal that such interventions are complex and many factors may influence whether they succeed or not (Egan, Bamba, Petticrew, & Whitehead, 2009; Murta, Sanderson & Oldenburg, 2007).

Organizational-level interventions have often been evaluated within the natural science paradigm, in much the same way as drug effectiveness trials or other medical interventions. In practice, organizational constraints mean that quasi-experiments are most frequently used to evaluate interventions. These focus on outcome evaluation – the assessment of the effects of intervention upon the populations they are intended to benefit^{43,44}. This focus is understandable: most organisations and researchers are interested in whether intervention impact upon variables such as absence, performance and employee turnover. As the previous two presentations have shown, many factors influence the degree to which improvements in these variables can be found. Simply focusing on end outcomes may be inappropriate when it comes to organizational-level interventions (Scharf et al., 2008). Not identifying the processes that lead to an intervention's end outcomes severely limits the opportunities of transferring evidence to practice (Ruotsalainen et al., 2006). There is, in other words, a need to answer the question why an intervention works – or why it doesn't. In this paper we present a theoretical, evidence-based model focusing on the levels at which we may determine intervention effectiveness.

Building on Kirkpatrick's (1994) training evaluation model and actor-network theory (Latour 2005), we propose that the links to end outcomes such as those mentioned above must proceed through a number of steps to determine whether it is in fact the intervention that caused changes in these variables – or if no changes were found, at which level the intervention had an effect.

The first step is to document the intervention itself. It includes the description of which activities were planned at individual, group, leader and organizational levels and how many of these were actually implemented. It also involves describing the processes by which the intervention was implemented, e.g. the level of participation and who the drivers of change were, and the reception of the intervention, e.g. how participants perceived the quality and quantity of intervention activities.

The next step is to analyze at which level a change can be detected. At the first level it should be investigated whether changes in participants' attitudes, values, and knowledge are found, e.g. increases in empowerment/self-efficacy (for participatory interventions), changes in the psychological contract and attitudes towards their role in dealing with occupational health issues. At the second level, it should be detected whether participants perceive a change in those working conditions targeted by the intervention, e.g. in case of a team intervention did collaboration and autonomy increase? At the third level, changes in employee and organizational health should be examined. This includes measuring engagement, burnout, absenteeism, turnover, performance. Only through determining impact at the previous levels can it be concluded that changes here are in fact due to the intervention having been implemented according to plan, changed employees' mental models, and their perceptions of their working conditions.

An additional level, often omitted when evaluating change, concerns the changes in occupational health practices. It is important to examine organizational learning, i.e. whether the organization changes its current practices concerning monitoring employee health and well-being,

whether key stakeholders (managers, union representatives, health and safety representatives) fulfil a different role, and whether the strategies for planning and implementing future intervention initiatives change. The third step, already discussed in the previous presentation is the importance of person-intervention fit and context-intervention fit. These possible moderators and mediators should be analyzed at each step.

The model proposed here offers valuable information for researchers and practitioners alike as it makes it possible to get a detailed understanding of the impact of an intervention and the processes by which change was brought about.

Nielsen, K., Daniels, K., & Abildgaard, J.S. (2013). Increasing employee participation in organizational intervention design: Using a tailored questionnaire. European Congress of Psychology, Stockholm.

Summary:

We present participants' experiences using a tailored questionnaire in an organizational intervention. Participants felt the questionnaire revealed relevant issues and that it enabled them to develop more appropriate and detailed action plans.

Abstract:

While it is generally recommended to adopt a participatory approach in organizational interventions, few studies have looked at participation may be realized. In this study, we describe how using a tailored questionnaire (TQ) might encourage participation. TQs incorporate information on the local context and give employees a voice in identifying collectively important topics. First, we describe the how the TQ was developed using qualitative methods. Second, we report on employees' and managers' perceptions of the usefulness of information provided by the TQ on developing interventions relative to a standardized 'off-the-shelf' questionnaire (SQ). We examined three research questions: a) How did participants evaluate the ability of the TQ to detect issues relevant to them? b) How did the participants evaluate the usefulness of the feedback method, c) How did the participants evaluate the suitability of the TQ to develop corrective actions? Cognitive mapping interviews were used to develop the TQ. A year after these interviews, employees and managers were interviewed about the experiences with the TQ. These follow-up interviews indicated that employees and managers perceived the TQ to be a better alternative to the SQ: More issues relevant to them were detected and they felt the feedback helped them understand better the issues relevant to them. This understanding helped them prioritize and develop corrective actions perceived to be more relevant and comprehensive than usual.

Abildgaard, J. S. & Nielsen, K. (2013). Processes of sensemaking and translation in an organization level intervention project. EAWOP, Munich.

Purpose

The purpose of this study is to illustrate important process aspects of organization level work

psychology interventions. Rapid organizational changes, as well as contextual factors, pose problems for intervention activities, which calls for reconceptualization of aspects of intervention goals.

Design/Methodology

A longitudinal intervention design incorporating job redesign, organizational development and occupational health psychology elements was applied in a part of the postal service in Denmark. The project includes four intervention groups in two waves of intervention activities. Field study and interview data from the intervention groups is analyzed to assess processes related to the critical points in the intervention procedure, especially illuminating the points of translation where, for instance, strategy decisions are translated into action plans.

Results

Results indicate that during, and between, points of translation, several important processes take place. Enabling employee participation in interventions is problematic, production issues overrule the activities and management constantly repositions the project in relation to current organizational strategies. The collective sensemaking related to the project is thus turbulent and constantly shifting.

Limitations

The results are based on case studies in four division of one company.

Research/Practical Implications

This study shows that there is a great deal of knowledge to be gained from opening the black box of interventions especially regarding the role of sensemaking as an important intermediary outcome in intervention research.

Originality/Value

The value of this study lies in the comprehensive qualitative data, and the questions they raise regarding the role of sensemaking, participation and empowerment in job redesign intervention research.

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