Good work is good for health and wellbeing

Comcare’s work is centred on the ever increasing evidence that good work, in general, is good for health and wellbeing. Particularly, that participation in work as part of recovery, is good for people.

The emerging evidence alert

This Emerging Evidence Alert includes the latest news and evidence on the health benefits of work, recovery at and return to work, as well as a WHS issues to keep people healthy and safe in work.

We encourage employers to share their approaches and good practice in the Emerging Evidence Alert.

Where possible, links to the full text of the articles have been included. The Digital Object Identifier (DOI) has also been included where possible, to enable direct links to the article and journal. Where some records are linked to subscription databases, check with your library to see if you have access or may ask for an interlibrary loan. Registered National Library of Australia users have access to a number of databases and resources.

Manager capabilities for engagement and productivity

This month’s Emerging Evidence Alert looks at what it takes to lead a highly engaged and productive team. Employees who understand how their work contributes to the organisational goals are more engaged, more innovative and can identify new ways to increase productivity and growth. So understanding what the work is and why you are doing it is critical for success.

Gallup’s State of the American manager: analytics and advice for leaders talks about the five dimensions for high manager talent and how understanding your strengths and that of your teams have a profound impact on engagement.

The Microlearning white paper discusses the best approach to learning using frequent bite-sized bursts to drive excellent business results.

Comcare provides practical strategies to building individual, team and organisational resilience to maintain good mental health and productivity. Along with guidance on how to design work to maximise the participation of older workers.

Comcare is developing a multifaceted approach to building manager capability to design good work for participation and productivity. The suite of tools which will meet different manager learning styles will be available to the APS late 2017.

Emerging Evidence Topics

- Absenteeism and presenteeism
- Ageing workforce
- Asbestos and mesothelioma
- Bullying

- Psychosocial issues
- Public health
- Rehabilitation
- Return to work
MANAGER CAPABILITIES

Title: Attitudes towards disability management: a survey of employees returning to work and their supervisors

Author/s: Busse, Jason W et al


Abstract: Objectives: Return to work after a leave on disability is a common phenomenon, but little is known about the attitudes of employees or their supervisors towards the disability management process. We report on employee and supervisor feedback from one disability management experience. Participants: 389 consecutive employees from the Ontario offices of a single private Canadian insurance company returning to work from short-term disability, and their supervisors. Methods: We surveyed employees and their supervisors about their experience with, and attitudes towards, the disability management process. Results: Of those surveyed, 88 employees and 75 supervisors provided data (response rates of 22.6% and 19.3% respectively). The majority of respondents (79.1% of employees and supervisors) endorsed positive attitudes towards their disability management experience. More than 25% of employees disagreed with the following three items: case managers contributed to recovery, case managers removed barriers to recovery, and sufficient support was provided in the return to work process. More than 25% of employees and managers reported that a commitment to modify an unhelpful work situation was not followed through. Conclusion: The majority of participating employees returning to work from short-term disability, and their supervisors, reported a high level of satisfaction with the disability management process. Areas that may benefit from attention include some aspects of case manager-employee interaction and ensuring that support during the return to work process is provided, including modification to work situations when appropriate.

Title: Perceived training intensity and work effort: the moderating role of perceived supervisor support

Author/s: Dysvik, Anders; Kuvaas, Bård; Buch, Robert

Source: European journal of work & organizational psychology September 2014 23 5 1-10 10 DOI: 10.1080/1359432X.2013.764602

Abstract: This study explored the relationships between perceived training intensity, perceived supervisor support, and work effort. The results from a cross-lagged study across a 10-month time span among 323 employees at a Norwegian power supply company revealed a nonsignificant relationship between perceived training intensity and self-reported work effort. Moderation analyses revealed a negative relationship for employees reporting low levels of perceived supervisor support. These findings suggest that line managers are of vital importance for maintaining employees’ work efforts in settings where competence-related stress is prevalent. Among several potential implications for practice, we encourage managers to engage in...
supportive behaviour, particularly under stressful working conditions.

Title Strengthening the performance framework: towards a high performance APS
Abstract The complexity of the work undertaken in the Australian Public Service (APS) is increasing, with a rise in the need for knowledge work, as well as the speed and frequency of change. Simultaneously, there is pressure to reduce costs while still meeting the growing expectations of the public and the Government which presents a unique productivity challenge for the APS (Australian Public Service Commission [APSC], 2012). Ensuring that the APS achieves and maintains optimum levels of performance is, however, a complicated matter which needs to be addressed at four levels of activity: governance, organisational, group and individual.

Title Supervisor competencies for supporting return to work: a mixed-methods study.
Author/s Johnston, Venerina et al
Source Occupational rehabilitation March 2015 25 1 3-17 15 doi: 10.1007/s10926-014-9511-z
Abstract Purpose Line supervisors often play an important role in the return to work (RTW) process; whether they possess the competencies needed to carry out this work effectively is unknown. The aim of this research was to determine the competencies supervisors need in order to facilitate a worker’s RTW following absence due to a mental health condition or a musculoskeletal disorder. Methods Supervisors from five Australian industries with high rates of compensable claims participated in focus groups to elicit the knowledge, skills, and personal characteristics required to support returning workers. From a multi-stage analysis of responses, RTW competencies were developed, allocated to clusters of related items, and incorporated into an online survey administered to rehabilitation professionals. Results 29 supervisors participated in 1 of 5 focus groups. Analysis of focus group data identified 84 generic competencies, eight specific to mental health conditions, and two to musculoskeletal disorders, arranged in 11 clusters. Survey respondents (n = 344) represented a variety of rehabilitation professionals and jurisdictions. Nearly all agreed that supervisors should receive training to support RTW. Over 50% of respondents rated 90 of 94 competencies as very important or essential. The highest ratings were for competencies relating to personal attributes, knowledge of RTW processes, and empathetic support of the worker. Conclusions Supervisors and rehabilitation professionals perceive effective support of RTW requires supervisors to have a range of knowledge, skills, and personal characteristics. Our competency model should undergo workplace testing to evaluate its validity.

Title Supervisors’ use of flexibility as a strategic management tool: prevalence and predictors
Author/s Wells-Lepley et al
Source Psychologist-manager journal February 2015 18 1 31-53 23 DOI: 10.1037/mgr0000027
Abstract Flexible work arrangements (FWA) allow workers to make choices regarding when, where, and for how long they work. Supervisors are the gatekeepers to this valuable work-family resource, but little is known about their decision-making regarding whether to offer it. Using a survey of supervisors on a major university campus, this study describes supervisors’ experiences offering FWA to staff and the differences between supervisors who manage flexibly and those who do not. Using structural equation modeling, it also determines the specific supervisor attitudes and beliefs and workplace support factors that influence supervisors’ decisions to offer FWA. Results indicate that 2/3 of supervisors offer FWA, usually flextime, and the most significant predictors of a supervisor offering FWA are support from their own supervisor to offer FWA and importance of
3D leadership -- strategy-linked leadership framework for managing teams.

Author/s: Kunnanatt, James Thomas

Source: *Economics, management & financial markets*. 2016 11 30-55 26 6

Abstract: Classic leadership theories -- the traditional, behavioral, situational, transactional, transformational and visionary models -- have all been successful in the past in guiding managers on how to develop, motivate and inspire fellow associates for excelling performance. But modern organizations have become increasingly complex, nonlinear and strategically-responsive entities structured with advanced networks of highly empowered teams of knowledge workers, making it difficult for any one of these theories to singularly address the challenge of providing strategic guidance to team managers particularly in today's dynamic global business environment. 3D Leadership, the framework presented here, is a multi-theory integrated approach that combines the visionary, transformational and transactional dimensions of leadership into a single practicable leadership framework that draws upon findings from both past and recent leadership research. STL incorporates a three-stage bi-dimensional behavioral intervention model for team management practice and provides step-by-step guidance to modern team managers on how to integrate work deliveries and competencies of teammates with the vision, mission, goals and chosen strategies of their firm.

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What great listeners actually do

Author/s: Zenger, Jack; Folkman, Joseph.

Source: *Harvard business review* July 2016 2-5 4

Abstract: The article discusses the findings of a study which identified the most effective listeners among the participants in a development program designed to help managers become better coaches.

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Workers with health problems: three perspectives on functioning at work

Author/s: Abma, Femke I

Source: *Disability & rehabilitation* January 2013 35 1 20-26 7

http://dx.doi.org/10.3109/09638288.2012.687027

Abstract: Purpose: Our aims were (i) to explore why it is that one worker with a health problem is able to stay at work while the other is not, (ii) to identify signals for decreased functioning at work, and (iii) to explore if and how this can be measured. Method: We conducted three focus groups: with workers with a health problem, occupational physicians, and human resources managers/supervisors. Results: Individual differences in coping strategies, motivation, belief, attitudes, and values were mentioned. All three groups reported that the supervisor is the key figure in the functioning at work of workers with health problems. The supervisor can facilitate the work accommodation of workers and help optimizing functioning at work. The identified signals might contribute to the development of an instrument. Conditions for use were suggested, i.e. a 'safe' setting. Conclusions: This focus group study provided insight in why it is that one worker is able to stay at work while the other is not, according to the opinions of three different groups. Although all three groups reported that the supervisor is the key figure in the functioning at work of workers with health problems, there are differences between how the
three stakeholders perceive the situation.

**Title**
Can enhanced performance management support public sector change?

**Author/s**
Fiona Buick et al

**Source**

**Abstract**
Purpose The purpose of this paper is to focus on the potential role that performance management could play in enabling employees’ adaptability to change and, therefore, successful change implementation.

Design/methodology/approach This research adopted a qualitative case study research design, focussed on seven case studies within the Australian Public Service (APS). This study utilized documentary analysis, semi-structured individual and group interviews.

Findings The findings of this research demonstrate that adaptability to change is integral for high performance; however, the constant change faced by many public servants is disruptive. The authors posit that applying a performance framework developed by Blackman et al. (2013a, b) to change implementation will help overcome, or at least mitigate, these issues. The authors argue that applying this framework will: enable adaptability to change; and provide an ongoing management function that enables change to occur.

Research limitations/implications This research has been limited to seven organizations within the APS, yet it does reveal interesting implications in terms of the apparent role of performance management in both developing change capacity and supporting espoused outcomes.

Practical implications This research identifies the potential role that performance management can play in supporting effective change implementation through enabling employees to cope better with the change through enabling clarity, purpose and alignment with the organizational direction.

Originality/value The originality of this paper stems from the synthesis of different strands of literature, specifically high performance, performance management and change management, and empirical research in the public sector to provide a new way of looking at performance management as a change enabler.

**Title**
The case for competencies

**Author/s**
Fink, Alexis A

**Source**
*HR magazine* May 2017 62 4 22-23 2

**Abstract**
The author discusses the need for Human Resources (HR) to be more strategic and the creation of the Society for Human Resource Management (SHRM) Competency Model. Topics include the creation of talent analytics teams and the identification of ineffective HR activities, the use of clearly defined expectations and behavioral competencies to improve performance, and the use of behavioral competencies to add clarity to coaching conversations between managers and employees.

**Title**
Challenges and needs for support in managing occupational health and safety from managers' viewpoints

**Author/s**
Tappura, Sari et al

**Source**
*Nordic journal of working life studies* 2014 4 3 31-51 21 DOI: [http://dx.doi.org/10.19154/njwls.v4i3.4178](http://dx.doi.org/10.19154/njwls.v4i3.4178)
Proper working conditions and successful occupational health and safety (OHS) management help organizations achieve their targets and support the quality of working life and performance. Work-related stress, conflicts, work ability issues, ill health, and other challenging OHS situations in the workplace may impede the well-being and productivity of employees. According to OHS legislation, employers are responsible for managing risks and solving problems in the work community. Challenging situations can be viewed from the perspective of efficiency, since their economic effects may be remarkable. The objective of this study is to describe the challenging OHS situations managers encounter and the support they require in these situations. The results are based on thematic interviews and inquiries with top, middle, and front-line managers in three Finnish public sector service organizations. The most challenging OHS management situations are related to the administration of work under high economic pressure and constant changes in the work community, managing employee workload and time pressures, providing feedback, facilitating collaboration, and managing conflict. The managers’ own understandings, competences, and resources, as well as organizational supports, have an effect on successful resolutions of challenging OHS management situations.

The coaching revolution in the federal government.

Mazur, Cynthia S.

Public manager winter 2014 43 4 20-23 4

The article discusses the move of the federal government to facilitate an emerging trend that leverage workplace coaching for benefit and remedial purposes. It cites the mandatory coaching at the human resources division of the Alternative Dispute Resolution (ADR) office at the Federal Emergency Management Agency (FEMA). It recommends that leaders in the federal government must develop their performance competency and coaching skills to bring remarkable benefits to the organization.

Communication – putting the manners (back) into management

Dunbar, David.

Perspectives: policy & practice in higher education July 2014 18 3 84-89 6
DOI: 10.1080/13603108.2014.938138

The organisation and administration of research and teaching in universities depends upon daily consultation, cooperation and negotiation, shared management and input of specialist and organisational skills and expertise. Universities conduct staff surveys which reveal significant worries about certain person–management aspects of everyday university business activity and indicate areas where we can significantly improve management–staff interaction and communication. These data are supported by basic and well-rehearsed management thinking and expert advice from both the higher education and general management fields and by personal experience. Aspects of leadership responsibility and behaviour and the interaction between manager and managed are described in terms of management ‘manners’, focusing on the requirements for clear and open communication, fairness, transparency, management ‘modesty’ and emotional competence. The positive effect good manners have on staff are outlined and further areas for development/review suggested.

Competencies measured in assessment centers: predictors of transformational leadership and leader's effectiveness.

Doceklova, Sona

Proceedings of the European conference on management, leadership & governance. 2016 76-
Abstract: The objective of this study is to explore which competencies predict leader effectiveness. Based on theory and job analysis, we observed the effects of five leaders' competencies (achievement orientation, problem analysis and problem solving, social sensitivity, influence, and integrity) on three indicators of effectiveness (perceived leader's effectiveness, leadership emergence, and team performance). Furthermore, we examined whether transformational leadership mediates these effects. We collected the data during an interuniversity student team competition. A total of 57 team leaders and 364 team members participated in the study. At the beginning of the competition, we measured the leaders' competencies through assessment centers. Each leader was assessed by 4 trained assessors in a one day long assessment center consisting of multiple individual and group model situations. After 6 months of teamwork, we measured the perceived leaders' effectiveness, leadership emergence and transformational leadership using questionnaires, and we estimated the teams' performance based on the ranking of the teams in the competition. The results show that leader achievement orientation is a significant predictor of perceived leader effectiveness, leadership emergence and team performance. The other four competencies do not predict leader effectiveness. There is no relation between competencies and transformational leadership; therefore, transformational leadership does not mediate the relation between competencies and effectiveness. The advantages of this study were that we obtained the data regarding the competencies and effectiveness from three different sources and that we measured competencies before the teamwork began. An average of more than 6 subordinates per leader ensures highly reliable evaluations of leaders' transformational leadership, perceived effectiveness and leadership emergence. The results can be applied to leader selection for short-term team projects.

Title: The contemporary middle manager - one size does not fit all
Author/s: Rydland, Monica
Source: Academy of management annual meeting proceedings. 2015 1-1 1
DOI: 10.5465/AMBPP.2015.17297
Abstract: It can be argued that middle managers' capability to facilitate strategic change is crucial in order to perform within the present business environment which is characterized by an increased pace of change, globalization, new organizational structures, and multiple changes. This paper reviews middle management literature to identify middle managers' roles and practices in planned strategic change. Previous research has emphasized implementer to be the main role for middle managers within planned strategic change. However, I argue that a new set of challenges have emerged within contemporary organizations requiring middle managers' to take an expanded role during strategic change. The purpose of this article is to shed light on how the characteristics of contemporary organizations have implications for middle managers' role and practices within planned strategic change.

Title: Creativity in business schools: towards a need based developmental approach.
Author/s: Ghosh, Koustab
Source: Global journal of flexible systems management June 2014 15 2 169-178 10
Abstract: Creativity and innovation are the buzz words in today's organizations. The pressure of continually developing new processes, products, and services at a faster speed to stay ahead of competitors has left no choices for organizations but to embrace the path of creativity and workplace innovation. The recent global financial crisis has also spelt for devising new policy measures with fiscal discipline, responsible spending and life style, and sustainable practices. Hence, amidst such changes the basic question comes up about the new competencies expected of business school graduates and the role of business schools in developing mind sets among the future managers in alignment with changes in business environment. This paper is built on positioning human creativity in the context of business schools, and how creativity can
be developed among the business school graduates following a justified requirement and recent trends in business scenario. The research framework and the Fishbone analysis developed by the author indicated the need for stakeholders' integrated approach in developing creativity in higher education system.

Title: The crucial role of middle management in outsourcing
Author/s: Willcocks, Leslie; Griffiths, Catherine.
Source: MIS quarterly executive. 2010 9 3 177-193 17
Abstract: For many years, middle managers have been a primary target for cost-cutting, including when justifying IT investments or cost savings from IT outsourcing. Recently, however, published research on middle managers and our own research suggest that the role of middle managers in both client and supplier organizations is a key determinant of the effectiveness of an outsourcing arrangement. Based on our extensive database of in-depth case studies for IT and business process outsourcing, and offshoring arrangements, we identify the key middle manager capabilities and roles in both client and supplier organizations. These capabilities help ensure the relationship chemistry and adaptability needed for effective delivery of outsourced services.

Title: Defining success for library human resources
Author/s: Mierke, Jill
Abstract: This workforce column, guest written by Jill Mierke, evokes memories of the saying, you are not alone. The challenges of workforce and workplace leadership for any library chief executive officer are many and varied. We come to those roles usually as experienced (if not seasoned) professionals, but we do not always have the theoretical grounding and specific professional practice experience a dedicated human resources professional might bring to the organization. A Master's in library and information sciences qualification is no guarantee that you will have the requisite knowledge, skills, experience, and abilities to be a good people manager or a strategic leader of the library workforce. This article paints a compelling picture of what success for library human resource management and leadership can look like, through the lens of an experienced and seasoned human resources professional. Recent workforce research is telling us there are many roles within our libraries that are now being successfully filled by “other” professionals. In our ever changing and dynamic information landscape, the human resources strategic advisory role is one of them. As always, I invite further contributions to our ongoing discussion! Please submit articles for this column to the editor at vicki.williamson@usask.ca Library human resource professionals have a critical role in designing strategies that will create and foster a workforce and organizational culture that supports a library's desired future state. To be effective, human resources professionals must be leaders, partners, influencers, strong relationship builders, and positive change agents. The success of the human resources function can be measured by the degree to which the workforce is aligned with organizational priorities, how readily organizational members embrace change, the depth of leadership competency throughout organizational levels, the extent to which the organization is a learning organization, and whether creativity and innovation is fostered.

Title: Developing high performance: performance management in the Australian Public Service
Executive summary

The focus on performance management both globally and in Australia is not new. Both the public and private sectors have aspired to achieve high performance through performance management systems, procedures, and practices. Despite previous attention from both practitioners and scholars, the performance puzzle remains. Recognising that there is no ‘magic bullet’ and the concept that no ‘one size fits all’ this paper explores new propositions that will assist organisations in strengthening the performance framework within the individual organisational context. It is time to re-think the way that performance management is being conceptualised, both in general and in the APS. The Ahead of the Game Blueprint for Reform (AGRAGA 2010) stretched the notion of high performance beyond that of an organisation, or single agency, to that of a system-wide aspiration. This paper reconceptualises existing ideas of high performance and provides both a conceptual and practical robust foundation to ‘Strengthen the Performance Framework’.

Weblink

Title
Developing people manager capabilities

Author/s
Craver, Josh; Rezaian, Azi.

Source
Training September/October 2015 52  49-52 3

Abstract
The article discusses the strategic approach designed by financial services company Western Union in December 2013 to improve people manager effectiveness and heighten employee engagement and organizational performance. Learning resources described include people manager fundamental resource guide, a 120-day self-paced online people manager certification program, and a bi-annual and anonymous People Manager Effectiveness Survey.

EBSCO

Weblink

Title
Dynamic managerial capabilities: Configuration and orchestration of top executives’ capabilities and the firm's dominant logic

Author/s
Kor, Yasemin Y.; Mesko, Andrea

Source

Abstract
This paper contributes to the understanding of the executive team dynamic managerial capabilities by developing theory about the interplay between the firm’s dominant logic and dynamic managerial capabilities (including managerial human capital, social capital, and cognition). We underscore the criticality of the two key CEO-level functions: configuration and orchestration of senior executive team dynamic capabilities. We develop theory on how these functions create and sculpt the management team’s absorptive capacity, which in turn shapes the team’s adaptive capacity. We present theory about the distributed nature of efforts for organizational renewal where CEO’s dynamic managerial capabilities in concerto with senior executive managerial capabilities will drive top management’s ability to revitalize the firm’s dominant logic and to achieve evolutionary fit.

Title
Early-return-to-work in the context of an intensification of working life and changing employment relationships

Author/s
Seing, Ida; MacEachen, Ellen; Ståhl, Christian; Ekberg, Kerstin

Source

Abstract
Purpose Many Western welfare states have introduced early-return-to-work policies, in which getting sick-listed people back to work before they have fully recovered is presented as a rather unproblematic approach. This reflects a belief in the ability of employers and the labour market
to solve sickness absence. Against this background, the aim of this study was to analyse return-to-work practice in local workplace contexts, in relation to Swedish early-return-to-work policy. Methods Semi-structured interviews were conducted with 18 matched pairs of workers and managers. The material, comprising a total of 36 interviews, was analysed using qualitative content analysis. Results Three main themes were identified: (1) intensive workplaces and work conditions (2) employer support—a function of worker value and (3) work attachment and resistance to job transition. The results reflected the intensity of modern working life, which challenged return-to-work processes. Managers had different approaches to workers’ return-to-work, depending on how they valued the worker. While managers used the discourse of ‘new opportunities’ and ‘healthy change’ to describe the transition process (e.g. relocation, unemployment and retirement), workers regularly experienced transitions as difficult and unjust. Conclusions In the context of early-return-to-work policy and the intensity of modern working life, a great deal of responsibility was placed on workers to be adaptable to workplace demands in order to be able to return and stay at work. Overall, this study illustrates an emerging social climate where sick-listed workers are positioned as active agents who must take responsibility for sick leave and return-to-work process.

**Title**
Extrinsic work values and feedback: contrary effects for performance and well-being.

**Author/s**
Merriman, Kimberly K.

**Source**
*Human relations.* March 2017 70 3 339-361 23
DOI: 10.1177/0018726716655391

**Abstract**
This article investigates the interactive effects of extrinsic value orientation and competence supportive feedback on the work outcomes of in-role and extra-role performance, and employees’ subjective well-being at work. Two studies are presented with samples consisting of a cross-section of employees and, for Study 1, their managers. In keeping with established theory and findings, competence supportive feedback demonstrated positive and significant main effects. In support of this article’s unique predictions, these relationships were amplified (in-role and extra-role performance) and attenuated (subjective well-being) at higher levels of individual extrinsic value orientation. Findings for well-being were more closely examined with the second sample, and an underlying mechanism of experienced work demands was identified. Thus, it seems that motivational sensitivity to the instrumental value of competence supportive feedback, in addition to its recognized psychological value, may drive work engagement all too well. Implications for future research and performance management are discussed.

**Title**
Four ways to encourage more productive teamwork.

**Author/s**
Gratton, Lynda

**Source**
*Harvard management update.* November 2007 12 11 3-6 4

**Abstract**
The article discusses the ways to encourage more productive teamwork in a company. It would be best to review the competencies used to judge potential employees including their ability to work in teams or deal with conflict. By instituting practices, collaboration can be fostered. Highly cooperative people and teams involve the experience of being mentored to foster strong sense of capability. In terms of quality performance, it always denotes monetary or non-monetary reward.

**Title**
How lazy bosses avoid doing their jobs

**Author/s**
Haden, Jeff.
**Source** Government executive September 2015 1-1

**Abstract** The article focuses on the traits of lazy organizational leaders and offers suggestions on how to be a better manager. It discusses how lazy managers refuse to take responsibility of failures and shift the blame to the team members. It suggests that managers should take responsibility of their decisions and figure out a way to identify what went wrong. It reflects on the meaning of various common phrases that inefficient managers use.

**Title** How to improve at work when you’re not getting feedback

**Author/s** Zenger, J Folk, J

**Source** Harvard business review digital articles September 2017 2-4

**Abstract** Too many managers avoid giving any kind of feedback, regardless of whether it's positive or negative. If you work for a boss who doesn't provide feedback, it's easy to feel rudderless. It can be especially disorienting if you're new in the role, new to the company or a recent graduate new to the workforce. In the absence of specific guidance, is there any way to know what the average boss would want you to work on?

**Title** Impact of managerial communication styles on employees' attitudes and behaviours

**Author/s** Dasgupta, Shilpee A.; Suar, Damodar; Singh, Seema.

**Source** Employee relations 2013 35 2 173-199 27 DOI: 10.1108/01425451311287862

**Abstract** Purpose – Through the lens of social exchange theory and organisation support theory, the purpose of this paper is to examine the passive, aggressive, and assertive styles of managers/supervisors that influence perceived supervisory support and to test whether the support increases employees' satisfaction with the communication of supervisors and their organisation-based self-esteem. It also assesses whether employees' communication satisfaction and their self-esteem influence employees' performance, commitment and absenteeism.

Design/methodology/approach – In total, 400 employees from ten manufacturing firms in India were studied through questionnaire survey. Standard instruments were used to assess the constructs. A scale was developed to measure the communication style of managers and a single item to assess absenteeism.

Findings – Results revealed that assertive style of communication lends maximum support to employees. Perceived supervisory support at the workplace enhances employees' satisfaction with communication of supervisors and organisation-based self-esteem. Satisfaction with communication fosters a strong emotional bond with organisations and the emotional bond with organisations reduces employees' absenteeism.

Originality/value – The paper shows that employees' organisation-based self-esteem increases their job performance. Organisations can conduct training programs to develop an assertive communication style in their managers/supervisors to increase the support to subordinates; thereby its positive consequences will follow in increasing employees' performance and commitment and reducing absenteeism.

**Title** Individual competencies for corporate social responsibility: a literature and practice perspective

**Author/s** Osagie, E

**Source** Journal of business ethics. May 2016 135 2 233-252. 20. DOI: 10.1007/s10551-014-2469-0

www.comcare.gov.au Ph: 1300 366 979
Because corporate social responsibility (CSR) can be beneficial to both companies and its stakeholders, interest in factors that support CSR performance has grown in recent years. A thorough integration of CSR in core business processes is particularly important for achieving effective long-term CSR practices. Here, we explored the individual CSR-related competencies that support CSR implementation in a corporate context. First, a systematic literature review was performed in which relevant scientific articles were identified and analyzed. Next, 28 CSR directors and managers were interviewed. The literature review complemented with interview data resulted in the following eight distinct CSR-related competencies: (1) Anticipating CSR challenges; (2) Understanding CSR-relevant systems and subsystems; (3) Understanding CSR-relevant standards; (4) CSR management competencies, including (4a) Leading CSR programs, (4b) Managing CSR programs, and (4c) Identifying and realizing CSR-related business opportunities; (5) Realizing CSR-supportive interpersonal processes; (6) Employing CSR-supportive personal characteristics and attitudes; (7) Personal value-driven competencies, including (7a) Ethical normative competencies, (7b) Balancing personal ethical values and business objectives, and (7c) Realizing self-regulated CSR-related behaviors and active involvement; and (8) Reflecting on personal CSR views and experiences. Based on these results, implications for further research on this topic, as well as implications for practitioners, are discussed.
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<th>Title</th>
<th>Author/s</th>
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<tr>
<td>Low productivity? redesign your team so everyone is the leader</td>
<td>Liff, Stewart</td>
<td>Government executive. May 2015 1-1 1</td>
<td>The article presents the author's suggestions on improving the morale of federal employees to enhance their productivity. According to the author, government managers can either better manage within the existing work design, or change the design. The author suggests that a better job of training supervisors is required to make a difference. The author says that an effective team structure is the one in which everyone has the training and the skills required to be a leader within their team.</td>
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<td>No-drama leadership</td>
<td>Chism, Marlene</td>
<td>Leadership excellence essentials. August 2015 32 8 26-26 1 1</td>
<td>The article discusses communication in leadership and management, focusing on ways in which managers can minimize interpersonal conflict and workplace drama. Various negative scenarios are presented with the common theme of poor communication between supervisors and employees. Advice is then given promoting the development of managerial soft skills and effective communication among work teams.</td>
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<td>Perceived training intensity and work effort: the moderating role of perceived supervisor support</td>
<td>Dysvik, Anders; Kuvaas, Bård; Buch, Robert</td>
<td>European journal of work &amp; organizational psychology September 2014 23 5 1-10 10 DOI: 10.1080/1359432X.2013.764602</td>
<td>This study explored the relationships between perceived training intensity, perceived supervisor support, and work effort. The results from a cross-lagged study across a 10-month time span among 323 employees at a Norwegian power supply company revealed a nonsignificant relationship between perceived training intensity and self-reported work effort. Moderation analyses revealed a negative relationship for employees reporting low levels of perceived supervisor support. These findings suggest that line managers are of vital importance for maintaining employees' work efforts in settings where competence-related stress is prevalent. Among several potential implications for practice, we encourage managers to engage in supportive behaviour, particularly under stressful working conditions.</td>
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<td>A positive conversation: performance management in the public sector.</td>
<td></td>
<td>PwC 2016</td>
<td>This report presents findings relating to Public Sector performance management, and shares insights into people's experiences and perceptions of the way in which performance management conversations are conducted in their organization.</td>
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Strengthening a competent health workforce for the provision of coordinated/integrated health services

Finding more efficient, innovative and responsive ways of engaging the health workforce to manage patients is key to ensuring integrated care. Systems that are transforming their services to be more integrated must ensure that health professionals are ready to fill the new roles assigned to them in prevention and pro-active patient management, manage health and care rather than disease and cure, work in teams across professions and sectors, work along a continuum of care, protect and advocate the most vulnerable, ensure equitable service delivery, optimize communication that has an emphasis on compassion and empathy and develop more than one vertical expertise. Securing a health workforce that "wants and feels" and has the theoretical knowledge and skills to work more efficiently and effectively is not enough in ensuring integrated health services. What is needed is a guarantee that health professionals who enter the workplace will apply their knowledge and skills with sound judgment (i.e. that they will have competencies) and that they will refine and maintain these over the course of their career (consolidate competencies). To date the focus on competencies has been limited to looking at education institutions (i.e. college and universities) where initial exposure to competencies takes place. Indeed important strides have been taken since the Lancet review on transforming health professional education to be more competency-oriented. The lack of a clear definition on what competencies are, how they are governed and strengthened beyond initial training settings has however resulted in misplacing competencies of the health workforce as merely a problem for training institutions. Without a deeper exploration into what competencies are and how they can be strengthened at both the service and systems level important conversations on the relevance of competencies to health systems have been missed. This has been explored in our paper for the World Health Organization Regional Office for Europe "Strengthening a competent health workforce for the provision of coordinated/integrated health services" (http://www.euro.who.int/en/health-topics/Health-systems/health-service-delivery/publications/2015/strengthening-a-competent-health-workforce-for-the-provision-of-coordinated-integrated-health-services). A systematic review of the literature was conducted resulting in the identification of 5 core competencies for integrated care. Their consolidation over the course of a health professional's career is conceptualized and a framework proposed that addresses actors and their responsibilities at both the service delivery level and the systems level. 13 important entry points for the assurance and improvement of competencies. Having done this, the paper shows how competencies are the responsibility of a range of stakeholders - service managers, policy makers, regulatory bodies, and patient and professional associations - and how they can work more closely with each other. Most notably the paper proposes that accountability for the consolidation of competencies of the health workforce lies with executives of health services. Without such clarity of roles and responsibilities, governance of the health workforce will continue to be challenged by poor accountability, corruption, limited involvement of communities in policy-making, ineffective management strategies and ultimately poor health outcomes. A workshop is proposed to discuss: - what participants think of the five proposed integrated care competencies listed; - what the participant's experiences with the five proposed integrated care competencies in their individual countries are; - the proposed conceptual framework for competency consolidation and the identified 13 entry points; and - experiences with barriers/facilitators and opportunities for implementation of the competencies and the entry points. The workshop will take a particular focus on the service delivery level and discuss examples and tools for the service-specific entry points for governing competency consolidation.

Supervisor behaviour and its associations with employees' health in Europe

Author/s Montano, Diego

Objectives: To estimate the magnitude of the associations between different facets of supervisor behaviour and several health-related outcomes, and to assess whether these associations are mediated by known occupational health factors.

Methods: Cross-sectional data from the European Working Conditions Survey were analysed by generalised linear mixed models (n = 32,770). Six regression models were estimated. Dependent variables include musculoskeletal (upper body, lower limbs, backache) and psychosomatic symptoms (stress and self-assessed general health). Independent variables correspond to several facets of supervisor behaviours such as supervisor support, feedback on work, ability to solve conflicts, encouragement to participate in decisions, and known occupational risk and protective factors.

Results: Even though supervisor behaviour is mediated by several known occupational risk factors, it still accounts for a substantial proportion of explained variance. The order of magnitude of associations was comparable to the strength of associations of known occupational risk factors. Odds ratios vary from 0.79 95% CI [0.73 - 0.86] to 1.12 95% CI [0.97 - 1.29] for dichotomous dependent variables. Regression coefficients vary from -0.22 95% CI [-0.28 to -0.17] to 0.07 95% CI [0.04 - 0.10] for metric dependent variables. Results suggest that good conflict solving skills, supervisor's work-planning ability, and a participative leadership style have the strongest predictive power regarding all health-related outcomes considered.

Conclusion: Supervisor behaviour seems to play a non-negligible role from an occupational health perspective concerning the prevalence of musculoskeletal and psychosomatic symptoms. Results suggest that supervisor behaviour should be routinely assessed and monitored, especially among occupational groups reporting a lower quality of supervisor behaviours.
competence, dislikes the style and does not relate to the values and expectations of an employee in the workplace, or shows insecurity

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WEBSITES

Title Keeping the right people: supervision
Source hrrcouncil.ca
Abstract Role of a supervisor:
Functions of a supervisor
Supervisor competencies
Transitioning into the supervisor role
Executive director’s guidelines for promoting and managing supervisors

Title 31 core competencies explained
Author Cripe, E J
Source Workforce
Abstract The following is a summarized list of the 31 competencies listed by “cluster” (similar competencies related to a common skill set). Each competency includes a definition and the observable behaviors that may indicate the existence of a competency in a person.

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ABSENTEEISM AND PRESENTEEISM

Title Length of sickness absence and sustained return-to-work in mental disorders and musculoskeletal diseases: a cohort study of public sector employees
Author/s Kausto, J et al
Abstract Objectives The aim of this study was to investigate the association between the length of sickness absence and sustained return to work (SRTW) and the predictors of SRTW in depression, anxiety disorders, intervertebral disc disorders, and back pain in a population-based cohort of employees in the Finnish public sector.
Methods We linked data from employers’ registers and four national population registers. Cox proportional hazards regression analysis with a cluster option was applied. SRTW was defined as the end of the sickness benefit period not followed by a recurrent sickness benefit period in 30 days.
Results For depression, the median time to SRTW was 46 and 38 days among men and women, respectively. For anxiety disorders, the figures were 24 and 22 days, for intervertebral disc disorders, 42 and 41 days, and, for back pain, 21 and 22 days among men and women respectively. Higher age and the persistence of the health problem predicted longer time to SRTW throughout the diagnostic categories. Comorbid conditions predicted longer time to SRTW in depression and back pain among women.
Conclusions This large cohort study adds scientific evidence on the length of sickness absence and SRTW in four important diagnostic categories among public sector employees in Finland. Further research taking into account, eg, features of the work environment is suggested. Recommendations on the length of sickness absence at this point should be based on expert opinion and supplemented with research findings.

Title Prediction of long-term and frequent sickness absence using company data
Author/s Boot, CRL et al
Source Occupational medicine April 2017 67 3 176-181 DOI: https://doi.org/10.1093/occmed/kqx014
Abstract Background: more insight into predictive factors is needed to identify employees at risk for future sickness absence. Companies register potentially relevant information regarding sickness absence in their human resources and work schedule administration.
Aims: to investigate which combination of administrative company data best predicts long-term and frequent sickness absence in airline employees.
Methods: Socio-demographic and work-related variables between 2005 and 2008 were retrieved from the administrative data of an airline company. Logistic regression analyses were used to build prediction models for long-term (>42 consecutive days) and frequent (more than three episodes) sickness absence in 2009. Both models were internally validated.
Results: Data on 7652 employees were available for analysis. Long-term sickness absence was predicted by a combination of higher age, recent pregnancy, having a parking permit, having ‘aggravated working conditions’ and previous sickness absence. Recent marriage appeared to reduce the risk. Frequent sickness absence was predicted by being single, not having children of 16 years and older, not having a company parking permit, no shift work, having a job with special operational requirements and previous sickness absence. The long-term and frequent sickness absence models had a discriminative ability of 0.72 and 0.73, and an explained variance of 10.9 and 14.2%, respectively.
Conclusions: The results show that it is possible to compose prediction models for employees at risk of sickness absence using only administrative company data. However, as the explained variance was low, additional factors should be identified to predict risk of future sickness absence.

Title Long-term epidemiological observation of asbestos-related diseases in Poland, 1970–2015
Author/s Swiatkowska, B Szeszenia-Dabrowska, S
Abstract Background: Occupational exposure to asbestos constitutes a major public health concern. Despite this in many countries, data and registration systems for occupational asbestos-related diseases are non-existent or poorly developed.
Aims: To analyse the incidence of occupational asbestos-related diseases in Poland between the years 1970 and 2015, with particular emphasis on the periods after introduction of a ban on asbestos and following introduction of a surveillance programme.
Methods: Analysis based on all medically recognized cases, certified as occupational diseases and reported obligatorily from all over the country to the Central Register of Occupational Diseases.
Results: During the period 1970–2015, 4983 cases were reported as asbestos-related diseases. The most prevalent were asbestosis, lung cancer, diseases of pleura or pericardium and mesothelioma. A considerable increase in the number of such cases from the beginning of their registration until 2004 occurred after introduction of the Amiantus programme, a nationwide programme of periodic medical examinations for former asbestos workers.
Conclusions: Introduction of a medical surveillance programme improved case recognition and
allowed a more reliable estimate of the number of reported asbestos-related diseases.

**Title** Anxious and depressive symptoms in the French asbestos-related diseases cohort: risk factors and self-perception of risk

**Author/s** Mounchetrou-Njoya, Ibrahim et al

**Source** *European journal of public health* 2017 27 2 359-366. DOI:https://doi.org/10.1093/eurpub/ckw106

**Abstract** Background: Asbestos is known to be an independent risk factor for lung and pleural cancers. However, to date, little attention has been paid to the psychological effects of asbestos exposure among exposed subjects. The objectives of this study were to estimate the prevalence of anxious and depressive symptoms among >2000 French participants of the Asbestos-Related Diseases Cohort (ARDCO), 6 years after their inclusion, to identify the risk factors associated with those anxious and depressive symptoms and to evaluate the impact of the asbestos-risk perception.

Methods: The ARDCO was constituted in four regions of France between October 2003 and December 2005, by including former asbestos workers. Between 2011 and 2012, participants of the ARDCO program were invited to undergo another chest CT scan 6 years after the previous scan. Participants were asked to complete questionnaires including asbestos exposure assessment, Hospital Anxiety and Depression Scale (HADS), asbestos-risk perception and self-perception of asbestos-related diseases.

Results: Among the 2225 participants, 2210 fully completed questionnaires were collected and analyzed. The prevalence of symptoms of probable anxiety and probable depression was 19.7% and 9.9%, respectively. The risk of anxious and depressive symptoms was independently associated with self-perception of the intensity of asbestos exposure, asbestos-risk perception and self-perception of asbestos-related diseases.

Conclusion: The results obtained in this large study confirm that previously asbestos-exposed subjects are likely to develop anxious and depressive symptoms. Finally, implications related to the prevention of anxiety and depression among asbestos-exposed workers is discussed.

**Title** Remote Australian communities: the asbestos legacy: final report

**Author/s** Asbestos Safety and Eradication Agency

**Source** Asbestos Safety and Eradication Agency report – 03-2017 (ASEA) report

**Abstract** A new report commissioned by the Asbestos Safety and Eradication Agency highlights the impact of Australia's asbestos legacy on remote Indigenous communities. The report discusses ways communities and government can work together to manage the identification and removal of legacy asbestos in remote areas.

**Title** The implications of Australian women's precarious employment for the later pension age

**Author/s** Sheen, Veronica

**Source** *The economic and labour relations review* 2017 28 1 doi: 10.1177/1035304617690095
Abstract

The increase in pension eligibility ages in Australia, as elsewhere, throws into relief the consequences of gender inequality in employment. Because of career histories in lower paid and more insecure employment, a higher percentage of women than men are dependent on the age pension rather than on superannuation or savings and investments, and so will be disproportionately affected by deferred access. Yet, fewer women than men hold the types of ‘good jobs’ that will sustain them into an older age. Women are more likely to be sequestered in precarious employment, with reduced job quality and a greater potential for premature workforce exit. This article counterposes macro-level data drawn from national cross-sectional labour force statistics and the longitudinal Household Income and Labour Dynamics Australia survey, with case study analysis, based on interviews with 38 women in midlife insecure jobs, in order to identify the types of life course and labour market barriers that contribute to women’s reliance on the pension and the systemic disadvantage that will render them particularly vulnerable to any further erosion of this safety net. The analysis moves between this empirical evidence and a discussion, drawing on the theoretical literature, of the failure in equal opportunity endeavours over recent decades and what this means for later life workforce participation for women.

Title

Factors affecting prolonged working life for the older workforce: the Swedish case

Author/s

Berglund, T Selden, D Hallerod, N

Source

Nordic journal of working life 2017 7 1
DOI: http://dx.doi.org/10.18291/njwls.v7i1.81396

Abstract

The aim of this paper is to uncover some of the mechanisms that could make the older workforce willing and able to stay employed. Our focus is on work-related factors that predict the probability of staying in employment despite entitlement to old-age pension. The analyses are based on data from the first and second waves of the Panel Survey of Ageing and the Elderly (PSAE). The focus is on employed persons aged 52–59 years in 2002/2003 and the probability that they were still employed in 2010/2011. The analysis focuses on the work situation for the respondents in 2002–2003. Our analysis shows that physical job demands (negatively) and job satisfaction (positively) have an effect on the probability of staying. However, a counteracting force seems to be a norm to quit related to aging, emphasized by the institutionalized pension system, and the values and preferences connected to life as a pensioner.

Title

Need for methods to measuring capacity and incapacity from working life to old age

Author/s

Nygard, C Rantanen, T

Source

Occupational & environmental medicine May 2017

Abstract

Owing to a sharp increase in population ageing, a decrease in fertility and increase in life expectancy, there is an imbalance between numbers of workers entering and those leaving the workforce. The need to work longer has thus become increasingly important. To promote functional ability during extended work life and after retirement is important to ensure that people of all ages can remain active. Studies on occupational health have traditionally focused on people of working age and gerontology has studied people after retirement. These two research areas have largely remained separate, but this does not have to be the case. Both occupational health research and gerontology require a balance, in which an individual’s abilities need to correspond to the demands of the job, or in old age, the demands of activities of daily living.
Older workers and employer-provided training in the Netherlands: a vignette study

Fleischmann, M Koster, F

Ageing & society April 2017 DOI: https://doi.org/10.1017/S0144686X17000356

Older workers throughout Europe are increasingly expected to participate longer in the labour market. While training appears to increase workers’ employability, prior research indicates that employers are less prone to provide training with increasing age of the workers. In this study, we aim to provide a better understanding of what affects employers’ considerations. We conduct a vignette experiment among Dutch employers to investigate how the government and workers themselves can exert influence on employers’ willingness to provide training. Our analyses show that employers’ provision of training declines with workers’ age, and additionally reveal two mitigating mechanisms. First, government reimbursements appear to work as a buffer: when reimbursements are offered, the decline in employers’ willingness to offer training is less pronounced throughout workers’ careers. Second, workers’ interest in training has a delaying effect: when workers are interested in training, employers’ willingness to provide training remains rather stable until workers are aged about 55 and decreases only afterwards. This contrasts the constant decline with age when workers had no interest in training. Our findings emphasise that employers’ considerations cannot be understood without taking the context into account, because governments and workers can affect employers’ decisions through cost reduction and social exchange relations, respectively. More research is needed to disentangle other possible underlying mechanisms.

Asbestos, asbestosis, and cancer: the Helsinki criteria for diagnosis and attribution. critical need for revision of the 2014 update

Baur, X et al

American journal of industrial medicine May 2017 60 5 411-421 commentary DOI: 10.1002/ajim.22709

Lung function not affected by asbestos exposure in workers with normal computed tomography scan

Schakowsky, C et al

American journal of industrial medicine May 2017 60 5 422- 431 DOI: 10.1002/ajim.22717

Background: It has been suggested that asbestos exposure affects lung function, even in the absence of asbestos-related pulmonary interstitial or pleural changes or emphysema. Methods: We analyzed associations between well-known asbestos-related risk factors, such as individual cumulative asbestos exposure, and key lung function parameters in formerly asbestos-exposed power industry workers (N = 207) with normal CT scans. For this, we excluded participants with emphysema, fibrosis, pleural changes, or any combination of these. Results: The lung function parameters of FVC, FEV1, DLCO/VA, and airway resistance were significantly associated with the burden of smoking, BMI and years since end of exposure (only DLCO/VA). However, they were not affected by factors directly related to amount (eg, cumulative exposure) or duration of asbestos exposure. Conclusions: Our results confirm the well-known correlation between lung function, smoking habits, and BMI. However, we found no significant association between lung function and asbestos exposure.
Malignant mesothelioma due to asbestos exposure in dental tape

Markowitz, SB Moline, JM


Although most cases of malignant mesothelioma of the pleura are caused by one or more readily recognized sources of exposure to asbestos, cases of the disease with more occult exposure occur, especially since asbestos has been used in over 3,000 products. Dental lining tape contained asbestos from the 1930s until at least the 1970s and was used in the lost wax method of casting crowns, bridges, and other metal dental prosthetic devices. We report six cases of pathology-verified malignant mesothelioma, mostly among dentists, following exposure to airborne dust from asbestos dental tape, which resulted in asbestos tort litigation. According to evidence available at present, chrysotile asbestos was the type of asbestos used in dental tape in the past in the United States, and the described cases followed relatively brief and intermittent exposure to this type of asbestos. These cases underscore the need for comprehensive exposure histories to determine exposure scenarios.

Pleural malignant mesothelioma in dental laboratory technicians: a case series

Mensi, C et al

American journal of industrial medicine May 2017 60 5 443-448 DOI: 10.1002/ajim.22716

Asbestos was used in dentistry as a binder in periodontal dressings and as lining material for casting rings and crucible. However, until now, only one case of malignant mesothelioma with occupational exposure to asbestos in dental practice has been reported. We present 4 pleural mesotheliomas out of 5344 cases identified in Lombardy, Italy, in 2000-2014. Three men had been working as dental laboratory technicians, with asbestos exposure for 10, 34, and 4 years, and one woman had been helping her husband for 30 years in manufacturing dental prostheses. The men described the use of asbestos as a lining material for casting rings, while the woman was not able to confirm this use. We confirm the association of malignant mesothelioma with dental technician work. Dental technicians suffering from mesothelioma should be questioned about past occupational asbestos exposure

Risk factors for malignant mesothelioma in people with no known exposure to asbestos

Musk, B et al

American journal of industrial medicine May 2017 60 5 432-436 DOI: 10.1002/ajim.22695

Objectives Malignant mesothelioma (MM) is a rare and generally fatal cancer, usually caused by asbestos, although about 5–10% of cases report no asbestos exposure. This study aimed to identify sources whereby people in Western Australia (WA) may be unknowingly exposed to asbestos or to other exposures which may cause MM.

Methods Cases with no known asbestos exposure were selected from the WA Mesothelioma Register (WAMR). Matched controls were selected from hospital patients admitted for conditions unrelated to asbestos. Occupational histories were coded by an industrial hygienist. Data were analyzed using conditional logistic regression.

Results Thirty-eight MM participants and 134 controls were recruited. Risk of MM was increased (OR = 3.1, 95%CI 1.0–9.6) after no known, but likely, exposure to asbestos at work.

Conclusions Because of its extensive use, few people in WA have never been exposed to asbestos. Unrecognized exposure may cause most MM cases initially regarded as “no exposure.”
BULLYING

Title          Workplace bullying as a predictor of disability retirement: a prospective registry study of Norwegian employees.
Author/s      Morten Birkeland Nielsen, et al
Source        Journal of occupational and environmental medicine April 2017
doi: 10.1097/JOM.0000000000001026
Abstract       Objective: The aim of this study was to determine 1) whether bullying is related to all-cause disability retirement, 2) whether bullying contributes to the variance in disability retirement above high job demands and lack of job control, and 3) to establish gender differences in the relationship.
Methods: Survey data from 14,501 Norwegian employees on exposure factors linked to registry data on all-cause disability retirement.
Results: Bullying significantly predicted risk of disability retirement (hazard ratio = 1.55; 95% confidence interval = 1.13 to 2.12). This relationship remained statistically significant after adjusting for job demands and lack of job control. Women had the highest risk of disability, but both bullied men and women had a higher risk of disability than nonbullied employees of the same gender.
Conclusion: Bullying is a risk factor for disability retirement. Measures taken to prevent bullying may be beneficial for reducing both health problems and disability retirement.

Weblink

Title          The emergence of integrated approaches to worker health, safety and wellbeing in Australia
Author/s      Joss, N Dupre-Husser, E Cooklin, A Oldenburg, B
Source        Australian journal of primary health 23 2 154-161 https://doi.org/10.1071/PY16065
Abstract       Integrated approaches to worker health, safety and wellbeing have been progressively developed and implemented internationally for over a decade; however, implementation in the Australian context is still in the early stages. Integrated workplace interventions recognise the interaction between health protection and health promotion to create a workplace culture in which health, safety and wellbeing are valued and managed efficiently, together with a view to improve organisational productivity. The present paper describes the progress of integrated approaches in six Victorian workplaces considered early adopters and identifies the drivers for further policy and program development in this area. Using a qualitative exploratory multiple case study design, organisational documents were systematically analysed and semi-structured interviews were conducted in six organisations that met criteria for an integrated approach. Key mechanisms to support this approach were observed, including active leadership, the development of an integrated committee for activities, clear strategies to engage employees and an existing commitment to safety practices. The prioritisation within a workplace to integrate health, safety and wellbeing, and ensure sustainability of these approaches, was detected as a gap for future development.

Weblink

Title          What will it take to improve prevention of chronic diseases in Australia? a case study of two national approaches
Author/s      Wutzke, S Morrice, E Benton, M Wilson, A
Source        Australian health review 2017 41 2 176-181 https://doi.org/10.1071/AH16002
Objective Despite being a healthy country by international standards, Australia has a growing and serious burden from chronic diseases. There have been several national efforts to tackle this problem, but despite some important advances much more needs to be done. From the viewpoint of diverse stakeholders, the present study examined two approaches to controlling chronic disease in Australia: (1) the 2005 National Chronic Disease Strategy (NCDS); and (2) the 2008 National Partnership Agreement on Preventive Health (NPAPH).

Methods Individual and small group semi-structured interviews were undertaken with 29 leaders across Australia, reflecting a diverse cross-section of senior public health managers and program implementation staff from state and territory health departments, as well as academics, thought leaders and public health advocates. A grounded theory approach was used to generate themes relevant to the research.

Results There are general support for national approaches to the prevention of chronic disease. The NCDS was viewed as necessary and useful for national coordination, setting a common agenda and serving as an anchor to align jurisdictional priorities and action. However, without funding or other infrastructure commitments or implementation plans, any expectations as to what could be meaningfully achieved were limited. In contrast, although jurisdictions welcomed the NPAPH, its associated funding and the opportunity to tailor strategy to their unique needs and populations, there were calls for greater national leadership as well as guidance on the evidence base to inform decision making. Key aspects of successful national action were strong Australian Government leadership and coordination, setting a common agenda, national alignment on priorities, evidence-informed implementation strategies, partnerships within and across governments, as well as with other sectors, and funding and infrastructure to support implementation.

Conclusions Both the NCDS and NPAPH were seen to have overlapping strengths and weaknesses. A key need identified was for future approaches to focus on generating more sustainable, system-wide change. What is known about the topic? Despite some important advances, chronic diseases remain Australia’s greatest health challenge. In efforts to tackle this increasing burden from chronic diseases, several large-scale, national initiatives have been released in Australia over recent years, including the 2005 NCDS and the 2008 NPAPH. What does this paper add? From the viewpoint of practitioners, policy makers, advocates, researchers and public health thought leaders, this paper examines the usefulness and significance of the NCDS and NPAPH as national initiatives for achieving improvements to the prevention of chronic disease. What are the implications for practitioners? By better understanding how previous countrywide chronic disease initiatives were viewed and used at national, state and local levels, this research is well placed to inform current, planned and future large-scale, population-level health initiatives.

Title Research: stale office air is making you less productive

Author/s Allen, Joseph G

Source Harvard Business Review March 2017

Abstract Study after study has shown that the amount of ventilation, or fresh outdoor air brought inside, is a critical determinant of health. Good ventilation has been shown to reduce sick building syndrome symptoms, cut absenteeism, and even reduce infectious disease transmission. Given these studies tying air quality to health, we wanted to see whether improved ventilation affects cognitive function, an indicator of worker productivity. Specifically, does better air influence a worker’s ability to process information, make strategic decisions, and respond to crises?

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Ethical infrastructure and successful handling of workplace bullying

Einarsen K et al

Nordic journal of working life 2017 7 1 DOI: http://dx.doi.org/10.18291/njwls.v7i1.81398

Antecedents and consequences of workplace bullying are well documented. However, the measures taken against workplace bullying, and the effectiveness of such measures, have received less attention. This study addresses this knowledge gap by exploring the role of ethical infrastructure in perceived successful handling of reported workplace bullying. Ethical infrastructure refers to formal and informal systems that enable ethical behavior and disable unethical behavior in organizations. A survey was sent to HR managers and elected head safety representatives (HSRs) in all Norwegian municipality organizations. Overall, 216 organizations responded (response rate = 50.2 percent). The ethical infrastructure accounted for 39.4% of the variance in perceived successful handling of workplace bullying. Formal sanctions were the only unique and significant contributor to the perceived successful handling of workplace bullying. The results substantiate the argument that organizations’ ethical infrastructure relate to the HR managers and HSRs’ perceptions regarding their organizations’ handling of workplace bullying.

Interventions for prevention of bullying in the workplace

Gillen, P et al

Cochrane database of systematic reviews January 2017 DOI: 10.1002/14651858.CD009778.pub2

Objectives: To explore the effectiveness of workplace interventions to prevent bullying in the workplace.

Search methods We searched: the Cochrane Work Group Trials Register (August 2014); Cochrane Central Register of Controlled Trials (CENTRAL; The Cochrane Library 2016, issue 1); PUBMED (1946 to January 2016); EMBASE (1980 to January 2016); PsycINFO (1967 to January 2016); International Bibliography of the Social Sciences (IBSS; 1951 to January 2016); Applied Social Sciences Index and Abstracts (ASSIA; 1987 to January 2016); ABI Global (earliest record to January 2016); OpenGrey (previously known as OpenSIGLE-System for Information on Grey Literature in Europe; 1980 to December 2014); and reference lists of articles.

Selection criteria: Randomised and cluster-randomised controlled trials of employee-directed interventions, controlled before and after studies, and interrupted time-series studies of interventions of any type, aimed at preventing bullying in the workplace, targeted at an individual employee, a group of employees, or an organisation.

Data collection and analysis: Three authors independently screened and selected studies. We extracted data from included studies on victimisation, perpetration, and absenteeism associated with workplace bullying. We contacted study authors to gather additional data. We used the internal validity items from the Downs and Black quality assessment tool to evaluate included studies’ risk of bias.

Main results: Five studies met the inclusion criteria. They had altogether 4116 participants. They were underpinned by theory and measured behaviour change in relation to bullying and related absenteeism. The included studies measured the effectiveness of interventions on the number of cases of self-reported bullying either as perpetrator or victim or both. Some studies referred to bullying using common synonyms such as mobbing and incivility and antonyms such as civility.
Title: Barriers and facilitators to use of non-pharmacological treatments in chronic pain
Author/s: Becker, WC et al
Source: BMC family practice 2017 18 41 DOI: 10.1186/s12875-017-0608-2
Abstract: Background: Consensus guidelines recommend multi-modal chronic pain treatment with increased uptake of non-pharmacological pain treatment modalities (NPMs). We aimed to identify the barriers and facilitators to uptake of evidence-based NPMs from the perspectives of patients, nurses and primary care providers (PCPs).
Methods: We convened eight separate groups and engaged each in a Nominal Group Technique (NGT) in which participants: (1) created an individual list of barriers (and, in a subsequent round, facilitators) to uptake of NPMs; (2) compiled a group list from the individual lists; and (3) anonymously voted on the top three most important barriers and facilitators. In a separate process, research staff reviewed each group’s responses and categorized them based on staff consensus.
Results: Overall, 26 patients (14 women) with chronic pain participated; their mean age was 55. Overall, 14 nurses and 12 PCPs participated. Seven healthcare professionals were men and 19 were women; the mean age was 45. We categorized barriers and facilitators as related to access, patient-provider interaction, treatment beliefs and support. Top-ranked patient-reported barriers included high cost, transportation problems and low motivation, while top-ranked facilitators included availability of a wider array of NPMs and a team-based approach that included follow-up. Top-ranked provider-reported barriers included inability to promote NPMs once opioid therapy was started and patient skepticism about efficacy of NPMs, while top-ranked facilitators included promotion of a facility-wide treatment philosophy and increased patient knowledge about risks and benefits of NPMs.
Conclusions: In a multi-stakeholder qualitative study using NGT, we found a diverse array of potentially modifiable barriers and facilitators to NPM uptake that may serve as important targets for program development.

Title: Pain expectations in neuropathic pain: Is it best to be optimistic?
Author/s: Bostick, GP et al
Source: European journal of pain April 2017 21 4 605-613 DOI: 10.1002/ejp.962
Abstract: Background: Pain expectancy may be an important variable that has been found to influence the effectiveness of treatments for pain. Much of the literature supports a self-fulfilment perspective where expectations for pain relief predict the actual pain experienced. However, in conditions such as neuropathic pain (NeP) where pain relief is difficult to attain, expectations for pain relief could be unrealistic. The objective of this study was to investigate the relationship between realistic/unrealistic expectations and 6-month, post-treatment outcomes.
Methods: We performed a retrospective analysis of a large cohort of patients with NeP (n = 789) attending tertiary care centres to determine the association between unrealistic (both positive and negative) and realistic expectations with outcomes after multidisciplinary treatment. An expectation variable with three categories was calculated: realistic expectations were those whose expected reduction in pain was similar to the observed mean group reduction in pain, while optimistic and pessimistic expectations were those who over- or under-estimated the expected response to treatment, respectively. The association between baseline realistic/unrealistic expectations and 6-month pain-related disability, catastrophizing and psychological distress was assessed.
Results: Univariable analyses suggested that realistic expectations were associated with lower levels of disability, catastrophizing and psychological distress, compared to unrealistic expectations. However, after adjustment for baseline symptom severity, multivariable analysis revealed that patients with optimistic expectations had lower levels of disability, than those with realistic expectations. Those with pessimistic expectations had higher levels of catastrophizing and psychological distress at follow-up.
Conclusions: These findings are largely congruent with the self-fulfilment perspective to expectations. Significance: This study defined realistic pain expectations with patient data. Examining the relationship between expectations between pain and disability in a large cohort of patients with...
neuropathic pain.

**Title**
Personal and workplace environmental factors associated with reduced worker productivity among older workers with chronic knee pain: a cross-sectional survey

**Author/s**
Agaliotis, M et al

**Source**
*Journal of occupational & environmental medicine* April 2017 59 4 24–34 doi: 10.1097/JOM.0000000000001000

**Abstract**
Objectives: The aim of this study was to explore personal and workplace environmental factors as predictors of reduced worker productivity among older workers with chronic knee pain.

Methods: A questionnaire-based survey was conducted among 129 older workers who had participated in a randomized clinical trial evaluating dietary supplements. Multivariable analyses were used to explore predictors of reduced work productivity among older workers with chronic knee pain.

Results: The likelihood of presenteeism was higher in those reporting knee pain (≥3/10) or problems with other joints, and lower in those reporting job insecurity. The likelihood of work transitions was higher in people reporting knee pain (≥3/10), a high comorbidity score or low coworker support, and lower in those having an occupation involving sitting more than 30% of the day.

Conclusion: Allowing access to sitting and promoting positive affiliations between coworkers are likely to provide an enabling workplace environment for older workers with chronic knee pain.

**Title**
Provider and patient perspectives on opioids and alternative treatments for managing chronic pain: a qualitative study

**Author/s**
Penney, LS et al

**Source**
*BMC family practice* 2017 17 164 DOI: 10.1186/s12875-016-0566-0

**Abstract**
Background Current literature describes the limits and pitfalls of using opioid pharmacotherapy for chronic pain and the importance of identifying alternatives. The objective of this study was to identify the practical issues patients and providers face when accessing alternatives to opioids, and how multiple parties view these issues.

Methods Qualitative data were gathered to evaluate the outcomes of acupuncture and chiropractic (A/C) services for chronic musculoskeletal pain (CMP) using structured interview guides among patients with CMP (n = 90) and primary care providers (PCPs) (n = 25) purposively sampled from a managed care health care system as well as from contracted community A/C providers (n = 14). Focus groups and interviews were conducted patients with CMP with varying histories of A/C use. Plan PCPs and contracted A/C providers took part in individual interviews. All participants were asked about their experiences managing chronic pain and experience with and/or attitudes about A/C treatment. Audio recordings were transcribed and thematically coded. A summarized version of the focus group/interview guides is included in the Additional file 1.

Results We identified four themes around opioid use: (1) attitudes toward use of opioids to manage chronic pain; (2) the limited alternative options for chronic pain management; (3) the potential of A/C care as a tool to help manage pain; and (4) the complex system around chronic pain management. Despite widespread dissatisfaction with opioid medications for pain management, many practical barriers challenged access to other options. Most of the participants’ perceived A/C care as helpful for short term pain relief. We identified that problems with timing, expectations, and plan coverage limited A/C care potential for pain relief treatment. Conclusions These results suggest that education about realistic expectations for chronic pain management and therapy options, as well as making A/C care more easily accessible, might lead to more satisfaction for patients and providers, and provide important input to policy makers.
Title: Self-monitoring of health data by patients with a chronic disease: does disease controllability matter?

Author/s: Huygens, MW et al

Source: BMC family practice 20-17 18 40 DOI: 10.1186/s12875-017-0615-3

Abstract: Background There is a growing emphasis on self-monitoring applications that allow patients to measure their own physical health parameters. A prerequisite for achieving positive effects is patients’ willingness to self-monitor. The controllability of disease types, patients’ perceived self-efficacy and health problems could play an essential role in this. The purpose of this study is to investigate the relationship between patients’ willingness to self-monitor and a range of disease and patient specific variables including controllability of disease type, patients’ perceived self-efficacy and health problems.

Methods: Data regarding 627 participants with 17 chronic somatic disease types from a Dutch panel of people with chronic diseases have been used for this cross-sectional study. Perceived self-efficacy was assessed using the general self-efficacy scale, perceived health problems using the Physical Health Composite Score (PCS). Participants indicated their willingness to self-monitor. An expert panel assessed for 17 chronic disease types the extent to which patients can independently keep their disease in control. Logistic regression analyses were conducted.

Results: Patients’ willingness to self-monitor differs greatly among disease types: patients with diabetes (71.0%), asthma (59.6%) and hypertension (59.1%) were most willing to self-monitor. In contrast, patients with rheumatism (40.0%), migraine (41.2%) and other neurological disorders (42.9%) were less willing to self-monitor. It seems that there might be a relationship between disease controllability scores and patients’ willingness to self-monitor. No evidence is found of a relationship between general self-efficacy and PCS scores, and patients’ willingness to self-monitor.

Conclusions: This study provides the first evidence that patients’ willingness to self-monitor might be associated with disease controllability. Further research should investigate this association more deeply and should focus on how disease controllability influences willingness to self-monitor. In addition, since willingness to self-monitor differed greatly among patient groups, it should be taken into account that not all patient groups are willing to self-monitor.

Title: Was that a success or not a success?: a qualitative study of health professionals’ perspectives on support for people with long-term conditions

Author/s: Owens, J et al

Source: BMC family practice 2017 18 39 DOI: 10.1186/s12875-017-0611-7

Abstract: Background: Support for self-management (SSM) is a prominent strand of health policy internationally, particularly for primary care. It is often discussed and evaluated in terms of patients’ knowledge, skills and confidence, health-related behaviours, disease control or risk reduction, and service use and costs. However, these goals are limited, both as guides to professional practice and as indicators of its quality. In order to better understand what it means to support self-management well, we examined health professionals’ views of success in their work with people with long-term conditions. This study formed part of a broader project to develop a conceptual account of SSM that can reflect and promote good practice.

Methods: Semi-structured individual interviews (n = 26) and subsequent group discussions (n = 5 groups, 30 participants) with diverse health professionals working with people with diabetes and/or Parkinson’s disease in NHS services in London, northern England or Scotland. The interviews explored examples of more and less successful work, ways of defining success, and ideas about what facilitates success in practice. Subsequent group discussions considered the practical implications of different accounts of SSM. Interviews and group discussions were audio-recorded, transcribed and analysed thematically.

Results: Participants identified a wide range of interlinked aspects or elements of success.
relating to: health, wellbeing and quality of life; how well people (can) manage; and professional-patient relationships. They also mentioned a number of considerations that have important implications for assessing the quality of their own performance. These considerations in part reflect variations in what matters and what is realistically achievable for particular people, in particular situations and at particular times, as well as the complexity of questions of attribution. Conclusions A nuanced assessment of the quality of support for self-management requires attention to the responsiveness of professional practice to a wide, complex range of personal and situational states, as well as actions and interactions over time. A narrow focus on particular indicators can lead to insensitive or even perverse judgements and perhaps counterproductive effects. More open, critical discussions about both success and the assessment of quality are needed to facilitate good professional practice and service improvement initiatives.

Title: Exploring occupational asthma: substituting, removing exposures key to protecting workers
Author/s: Trotto, S
Source: Safety+ health April 2017
Abstract: Asthma in general is on the increase in the United States. There are questions about why. One answer is our ability to diagnose it is much better, and the education of physicians to look for it in the occupational setting is much increased." ..... "If an employee's asthma is not well-controlled, it can have a significant impact on both that person's productivity at work and overall ability to function well in life, and it can cost the employer substantial amounts of money beyond just functioning at work in terms of trips to the emergency room and hospitalizations.

Title: Health at a glance: Europe 2016: state of health in the EU cycle
Author/s: OECD
Source: OECD 2017
Abstract: Europe paying a heavy price for chronic diseases, finds new OECD-EC report. Better public health and prevention policies as well as more effective health care could save hundreds of thousands of lives and billions of euros each year in Europe, according to a new joint OECD/European Commission report. Besides the loss of lives and the human tragedy that this always entails, Health at a Glance: Europe 2016 estimates that the premature deaths of 550,000 working-age people across European Union countries from chronic diseases, including heart attacks, strokes, diabetes and cancer, cost EU economies EUR 115 billion or 0.8% of GDP annually. This figure does not include the additional loss in terms of lower employment rates and productivity of people living with chronic health problems.

Title: Diagnosed chronic health conditions among injured workers with permanent impairments and the general population
Author/s: Ballantyne, CR
Source: Journal of occupational medicine 2017 59 5 486-496 DOI: 10.1097/JOM.0000000000000998
Abstract: Objective: To profile chronic health conditions of an injured worker sample before and after workplace injury and compare injured workers to a matched community sample. Methods: Logistic regression analyses compared risk of certain chronic health conditions for permanently disabled injured workers in the pre- and post-injury periods to comparator subsamples from the Canadian Community Health Surveys 2003 and 2009/2010. Results: There were notable health differences between the injured worker and comparator
samples for the post-injury period. Injured men and women were more likely to report arthritis, hypertension, ulcers, depression, and back problems than the comparator sample. Injured women were also more likely to report migraine headaches and asthma.

Conclusions: The observed differences suggest that permanently impaired injured workers experience more rapidly accelerated health declines than other aging workers, and this outcome is gendered.

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DISABILITY

Title  Working is out of the question': a qualitative text analysis of medical certificates of disability
Author/s  Aarseth, G Natvig, B Engebretsen, E Kveim Lie, A
Source  BMC family practice 2017 18 55 DOI: 10.1186/s12875-017-0627-z
Abstract  Background Medical certificates influence the distribution of economic benefits in welfare states; however, the qualitative aspects of these texts remain largely unexplored. The present study is the first systematic investigation done of these texts. Our aim was to investigate how GPs select and mediate information about their patients’ health and how they support their conclusions about illness, functioning and fitness for work in medical certificates.
Methods We performed a textual analysis of thirty-three medical certificates produced by general practitioners (GP) in Norway at the request of the Norwegian Labour and Welfare Administration (NAV). The certificates were subjected to critical reading using the combined analytic methods of narratology and linguistics.
Results Some of the medical information was unclear, ambiguous, and possibly misleading. Evaluations of functioning related to illness were scarce or absent, regardless of diagnosis, and, hence, the basis of working incapacity was unclear. Voices in the text frequently conflated, obscuring the source of speaker. In some documents, the expert’s subtle use of language implied doubts about the claimant’s credibility, but explicit advocacy also occurred. GPs show little insight into their patients’ working lives, but rather than express uncertainty and incompetence, they may resort to making too absolute and too general statements about patients’ working capacity, and fail to report thorough assessments.
Conclusions A number of the texts in our material may not function as sufficient or reliable sources for making decisions regarding social benefits. Certificates as these may be deficient for several reasons, and textual incompetence may be one of them. Physicians in Norway receive no systematic training in professional writing. High-quality medical certificates, we believe, might be economical in the long term: it might increase the efficiency with which NAV processes cases and save costs by eliminating the need for unnecessary and expensive specialist reports. Moreover, correct and coherent medical certificates can strengthen legal protection for claimants. Eventually, reducing advocacy in these documents may contribute to a fairer evaluation of whether claimants are eligible for disability benefits or not. Therefore, we believe that professional writing skills should be validated as an important part of medical practice and should be integrated in medical schools and in further education as a discipline in its own right, preferably involving humanities professors.

Title  Evidence-based interventions for increasing work participation for persons with various disabilities: a systematic review
Author/s  Smith, DL et al
Abstract  Title I of the Americans With Disabilities Act prohibits discrimination in employment; however, 26 years later, employment rates for persons with disabilities hover at 34%. This systematic review investigates the effectiveness of evidence-based interventions to increase employment for
people with various disabilities. Forty-six articles met the inclusion criteria for evidence-based interventions. The majority of studies assessed interventions for persons with mental health disabilities. Strong evidence was found for ongoing support and work-related social skills training prior to and during competitive employment for persons with mental health disabilities. Moderate evidence supported simulation and use of assistive technology, especially apps for cueing and peer support to increase work participation for persons with intellectual disabilities, neurological/cognitive disabilities, and autism spectrum disorder. Many of the strategies to increase work participation were appropriate for occupational therapy intervention. Suggestions were made for research, specifically looking at more rigorous evaluation of strategies in the long term.

Title
"Perceptions of discrimination and distributive injustice among people with physical disabilities: In jobs, compensation and career development",

Author/s
Mercedes Villanueva-Flores, Ramon Valle, Mar Bornay-Barrachina

Source

Abstract
Purpose This study examines whether disabled workers perceive negative workplace experiences in terms of discrimination. The purpose of this paper is to study the effects of perceived distributive injustice at work, regarding three dimensions – job assignment, compensation and career development opportunities – on perceived discrimination and explore the mediation role of perceived discrimination in the relationship between perceived distributive injustice and the job dissatisfaction.

Design/methodology/approach Research hypotheses are tested with a questionnaire administered to 107 disabled employees working in public and private Spanish organisations. Findings The results indicate that physically disabled people perceive distributive injustice and discrimination at work regarding job assignment, compensation and career development opportunities in Andalusian organisations, and this perception of discrimination leads to feel dissatisfaction. This study confirms the triple dimensionality of two of the variables studied: perceived distributive injustice at work and perceived discrimination at work.

Originality/value Few studies have focussed on disability-related issues from a human resource management viewpoint. This study focusses on job assignments, compensation and career development and shows that the perception of discrimination mediates the relation between the perception of distributive injustice at work, and job dissatisfaction. That is, perceived distributive injustice in the organisation leads physically disabled employees to compare their situation with that of their non-disabled peers and thus to perceive discrimination regarding job assignment, compensation and career development opportunities. As a result, they become dissatisfied with their jobs. The results obtained allow us to extend the organisational justice framework, achieving a more thorough understanding of the perception of both injustice and discrimination.

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HEALTH AND WELLBEING

Title
An examination of two positive organizational interventions: for whom do these interventions work?

Author/s
Winslow, C et al

Source
Journal of occupational health psychology  April 2017 22  2 129-137 9

Abstract
Owing to the importance of employee psychological well-being for a variety of work- and non-work-related outcomes, practitioners and scholars have begun to broaden the scope of workplace well-being interventions by incorporating principles from positive psychology. Among such positive interventions, gratitude exercises have arguably emerged as the "gold standard” practice, with much research pointing to their effectiveness. However, existing workplace interventions lack a true (i.e., no intervention) control group, and effects have been observed for some-but not all-outcomes tested. Therefore, the purpose of this brief report was to conduct a
A concise but methodologically rigorous evaluation of the effectiveness of 2 positive psychology workplace interventions in improving employee affect, and to examine potential moderators of intervention effectiveness. Ninety-two employees in a large social services agency were assigned to (a) a gratitude intervention, (b) an intervention in which participants alternated between the gratitude activity and one involving increasing social connectedness, or (c) a wait list control condition, for 1 month. Neither intervention produced a main effect on any of the 3 affective outcomes measured. However, agreeableness, conscientiousness, and job tenure were significant moderators of intervention effectiveness. We discuss the implications of these preliminary results in an effort to advance the literature on workplace positive psychology interventions.

**Title**
Choose your lunch companion wisely: the relationships between lunch break companionship, psychological detachment, and daily vigour

**Author/s**
Von Dreden, Carina Binnewies, Carmen

**Source**
*European journal of work and organizational psychology* 2017 26 3 356-372

http://dx.doi.org/10.1080/1359432X.2017.1301428

**Abstract**
This diary study examines psychological detachment, companionship, and content of conversation during lunch break as predictors of daily vigour after lunch break and at the end of the working day. Drawing on resource regulation theory and the effort recovery model (ERM), we hypothesize that companionship of the supervisor during lunch break is negatively and companionship of colleagues positively related to employee’s daily vigour. The companionship of both, supervisors and colleagues, as well as work-related conversations are hypothesized to decrease psychological detachment during lunch breaks. In total, 71 persons in administrative jobs completed daily surveys over one working week. Results of hierarchical linear modelling showed that psychological detachment is positively related to vigour after lunch break, but unrelated to vigour at the end of the working day. Lunch breaks with the supervisor predicted a lower level of vigour at the end of the working day, but a higher level of vigour after lunch break. Lunch breaks with colleagues were unrelated to vigour after lunch break, but associated with higher vigour at the end of a working day. The companionship of both—colleagues and supervisors—as well as work-related conversation decreased psychological detachment during lunch break.

**Weblink**

**Title**
The impact of mindfulness on well-being and performance in the workplace: an inclusive systematic review of the empirical literature

**Author/s**
Lomas, Tim et al

**Source**
*European journal of work and organizational psychology* 2017 26 3

http://dx.doi.org/10.1080/1359432X.2017.1308924

**Abstract**
Work can be demanding, imposing challenges that can be detrimental to the physical and mental health of workers. Efforts are therefore underway to develop practices and initiatives that may improve occupational well-being. These include interventions based on mindfulness meditation. This paper offers a systematic review of empirical studies featuring analyses of mindfulness in occupational contexts. Databases were reviewed from the start of records to January 2016. Eligibility criteria included experimental and correlative studies of mindfulness conducted in work settings, with a variety of well-being and performance measures. A total of 153 papers met the eligibility criteria and were included in the systematic review, comprising 12,571 participants. Mindfulness was generally associated with positive outcomes in relation to most measures. However, the quality of the studies was inconsistent, so further research is needed, particularly involving high-quality randomized control trials.

**Weblink**
Title: Internet-based instructor-led mindfulness for work-related rumination, fatigue, and sleep: Assessing facets of mindfulness as mechanisms of change. A randomized waitlist control trial.

Author/s: Querstret, Dawn; Cropley, Mark; Fife-Schaw, Chris

Source: Journal of occupational health psychology April 2017 22 2 153-169 17 DOI: 10.1037/ocp0000028

Abstract: This study aimed to extend our theoretical understanding of how mindfulness-based interventions exert their positive influence on measures of occupational health. Employing a randomized waitlist control study design, we sought to (a) assess an Internet-based instructor-led mindfulness intervention for its effect on key factors associated with "recovery from work," specifically, work-related rumination, fatigue, and sleep quality; (b) assess different facets of mindfulness (acting with awareness, describing, nonjudging, and nonreacting) as mechanisms of change; and (c) assess whether the effect of the intervention was maintained over time by following up our participants after 3 and 6 months. Participants who completed the mindfulness intervention (n = 60) reported significantly lower levels of work-related rumination and fatigue, and significantly higher levels of sleep quality, when compared with waitlist control participants (n = 58). Effects of the intervention were maintained at 3- and 6-month follow-up with medium to large effect sizes. The effect of the intervention was primarily explained by increased levels of only 1 facet of mindfulness (acting with awareness). This study provides support for online mindfulness interventions to aid recovery from work and furthers our understanding with regard to how mindfulness interventions exert their positive effects.

Title: Mindfulness interventions in the workplace: a critique of the current state of the literature

Author/s: Jamieson, Stephanie D.; Tuckey, Michelle R.

Source: Journal of occupational health psychology April 2017 22 2 180-193 14 DOI: 10.1037/ocp0000048

Abstract: There is growing research interest regarding the significance of mindfulness in the workplace. Within this body of knowledge, research investigating the effects of mindfulness interventions on employee health and well-being has strong practical implications for organizations. A sound understanding of the current state of the workplace mindfulness intervention literature will help inform the suitability of these interventions within the workplace domain, and how to improve the conduct and communication of intervention-oriented research. Accordingly, in this article, we systematically review 40 published articles of mindfulness interventions in the workplace to identify ways in which these interventions could be improved, and how to overcome methodological concerns that threaten study validity. Studies selected for review were published peer-reviewed, primary empirical research studies written in English, with a focus on a workplace mindfulness intervention. We discuss a range of issues evident within this body of literature, including conceptualizations of mindfulness; the adaptation of protocols to work settings; internal validity in relation to random allocation and control conditions; the use of manipulation checks; attrition, adherence, acceptability, and maintenance of interventions; utilizing objective cognitive measures; examining organizational and well-being outcomes; and establishing boundary conditions. Overall, this review provides a resource to inform scholars to advance this line of inquiry and practitioners who are considering implementing a mindfulness intervention for employees.

Title: The moderating effect of perceived organizational support on the relationships between organizational justice and objective measures of cardiovascular health

Author/s: Rineer, JR et al

Source: European journal of work and organizational psychology 2017 26 3 http://dx.doi.org/10.1080/1359432X.2016.1277207
Abstract

This paper builds on a recent meta-analytic review on the relationships between organizational justice and health. Specifically, we examine the moderating role of perceived organizational support (POS) on the relationships between organizational justice and three objective cardiovascular health measures, namely, heart rate, systolic blood pressure, and diastolic blood pressure, among a population of 290 public construction workers. The interaction between justice and POS was statistically significant using procedural justice, demonstrating that procedural justice is associated with improvements in the three health outcomes only when POS is relatively high. In other words, higher levels of both procedural justice and POS were needed for reduced heart rate and reduced systolic and diastolic blood pressure. However, the interaction between distributive justice and POS did not significantly relate to the health outcomes. This study makes a contribution to the field by focusing the effects of psychosocial workplace variables on measures of cardiovascular health, and demonstrating an important boundary condition of the relationships between procedural justice and cardiovascular risk factors.

Weblink

Title
Perceived organizational support and employees’ well-being: the mediating role of organizational dehumanization

Author/s
Caesens, G et al

Source
European journal of work and organisational psychology 2017 26 3 http://dx.doi.org/10.1080/1359432X.2017.1319817

Abstract
Perceived organizational support (POS) has been found to predict important organizational outcomes such as increasing employees’ well-being. In this research, we examine a new underlying mechanism of the relationship between POS and employees’ well-being, that is, employees’ perceptions that their organization dehumanizes them. This proposition was tested across two studies. Using an experimental design manipulating POS in a laboratory setting, Study 1 indicated that in the high POS condition, the subsequent feelings of being dehumanized by the organization were lower than in the low POS condition. More importantly, organizational dehumanization perceptions were found to mediate the POS condition and satisfaction link. Furthermore, using a sample of 1209 employees, results of Study 2 indicated that organizational dehumanization mediates the relationship between POS and three indicators of employees’ well-being (i.e., job satisfaction, emotional exhaustion, and psychosomatic strains). Implications for research on both organizational support theory and dehumanization theory are discussed.

Weblink

Title
Exercise to reduce work-related fatigue among employees: a randomized controlled trial

Author/s
De Vries, JD et al

Source
Scandinavian journal of work environment & health May 2017 doi:10.5271/sjweh.3634

Abstract
Objectives The present study evaluated the efficacy of an exercise intervention to reduce work-related fatigue (emotional exhaustion, overall fatigue, and need for recovery). The effects of exercise on self-efficacy, sleep, work ability, cognitive functioning and aerobic fitness (secondary outcomes) were also investigated.

Methods Employees with high levels of work-related fatigue were randomly assigned to either a 6-week exercise intervention (EI; N=49) or a wait-list control group (WLC; N=47). All participants were measured pre- (T0) and post-intervention (T1). EI participants were also measured 6 (T2) and 12 weeks (T3) after the end of the intervention. Analyses were based on intention-to-treat (ITT) and per-protocol (PP). PP analyses only included EI participants (N=31) who completed the intervention and WLC participants (N= 35) who did not increase their exercise level during the wait period.

Results Analyses of covariance (ANCOVA) revealed that, at T1, the EI group reported lower emotional exhaustion and overall fatigue than the WLC group, however, only according to PP analyses. Both according to ITT and PP analyses, EI participants showed higher sleep quality,
work ability, and self-reported cognitive functioning at T1 compared to WLC participants. Intervention effects were maintained at T2 and T3.

Conclusions The exercise intervention had enduring effects on work-related fatigue and broader indicators of employee well-being. This study demonstrates that, in case of work-related fatigue, exercise does constitute a powerful medicine for those who comply with the treatment.

Title Workplace resources to improve both employee well-being and performance: a systematic review and meta-analysis

Author/s Nielsen, K et al


Abstract Organisations are becoming increasingly aware of the importance of employees in gaining and maintaining competitive advantage. The happy worker–productive worker thesis suggests that workers who experience high levels of well-being also perform well and vice versa; however, organisations need to know how to ensure such happy and productive workers. The present review and meta-analysis identifies workplace resources at the individual, the group, the leader, and the organisational levels that are related to both employee well-being and organisational performance. We examine which types of resources are most important in predicting both employee well-being and performance. We identified 84 quantitative studies published in print and online from 2003 to November 2015. Resources at either of the four levels were related to both employee well-being and performance. We found no significant differences in employee well-being and organisational performance between the four levels of workplace resources, suggesting that interventions may focus on any of these levels. Cross-sectional studies showed stronger relationships with well-being and performance than longitudinal studies. Studies using objective performance ratings provided weaker relationships between resources and performance than self-rated and leader/third-party-rated studies.

Title Healthy workplaces: improving employee mental and physical health and wellbeing: quality standard [QS 147]

Author/s National Institute for Health and Care Excellence (NICE)

Source NICE March 2017 https://www.nice.org.uk/guidance/qs147

Abstract This quality standard covers the health and wellbeing of all employees, including their mental health. It describes high-quality care in priority areas for improvement. It does not cover managing long-term sickness absence.

Title Antecedents of daily team job crafting

Author/s Makikangas, A Bakker, AB Schaufeli, WB

Source European journal of work and organizational psychology 2017 26 3 http://dx.doi.org/10.1080/1359432X.2017.1289920

www.comcare.gov.au
Abstract
This study investigated potential antecedents of team job crafting defined as the extent to which team members engage together in increasing (social and structural) job resources and challenges, and decreasing hindering job demands. Mindful of the teamwork literature, we hypothesized that individual employee factors (self-efficacy for teamwork, daily affect), team features (team cohesion, climate) and the organizational context of teams (engaging leadership and organizational resources for teamwork) relate positively to daily team job crafting behaviour. Data were collected among 46 multi-professional rehabilitation teams whose members completed two daily surveys after their weekly meetings. Multilevel regression analyses showed that self-efficacy for teamwork and team members’ positive affect were positively associated with team job crafting behaviour at the individual (within-team) level. In addition, a team climate characterized by a clear vision of the teams’ targets, supportiveness and innovation and connecting leadership were positively related to daily team job crafting at both the within- and between-team levels of the data. Overall, the study offers novel insights into the antecedents of teams’ daily job crafting behaviours. For practice, the results suggest that actions and interventions conducive to positive team processes offer the most promising route to enhancing team job crafting behaviour.

Weblink

Title
Between two worlds: indigenous leaders exercising influence and working across boundaries

Author/s
Stewart, J Warn, J

Source
Australian journal of public administration March 2017 76 1 3-17
DOI: 10.1111/1467-8500.12218

Abstract
Although there has been considerable commentary and debate relating to Indigenous political leadership, less attention has been given to the emergence of Indigenous leaders working to improve Indigenous prospects from within the worlds of community development, management, and administration. Based on in-depth interviews with a cohort of emerging Indigenous leaders in these situations, we found that these leaders are producing their own style of leadership, drawing on their Indigenous identity as a resource, while negotiating the policy and other demands of white Australia. The style of leadership that is emerging has its own distinctive attributes, being more relationally based than is the norm. We suggest that these differences have an important cultural dimension, but also relate to the strategic and tactical challenges of managing ‘two-ways’. We conclude that these characteristics may be difficult to recognise and reward in organisations where leadership is conceptualised in more instrumental terms.

Title
Explore innovation in the Australian Public Service

Author/s
Bankins, S Denness, B Kriz, A Molloy, C

Source
Australian journal of public administration March 2017 76 1 122-137

Abstract
Innovation is critical to organisational success and is a process steered, and potentially thwarted, by individuals. However, despite the importance of public sector innovation given the complexity of policy issues faced and the sector’s specific contextual features, our understanding of innovation processes in government requires expansion. This study, using in-depth case analyses of three Australian Public Service agencies, focuses on understanding the ‘human component’ of the innovation process by drawing on both innovation champion and promotor theories to explore, through the lens of organisational power, how multiple human agents progress public sector innovations. The results highlight the key, and often tandem, roles of individuals at multiple organisational levels who work to inspire and motivate others to progress an innovation (champions) and those with specific power bases who help overcome organisational barriers to innovation (promotors).
Title: The need for a long-term mindset when measuring the effects of lean on health-related quality management values - a case study from the public sector

Author/s: Pernilla Ingelsson, Ingela Bäckström, 2017


Abstract: Purpose The purpose of this research was to investigate the effects a Lean initiative has on the health-related Quality Management (QM) values, ‘Leadership Commitment’ and ‘Participation of Everybody’, as well as on perceived co-worker health in the public sector. Design/methodology/approach A case study was carried out at a municipal division that had been working with Lean for approximately 18 months. A questionnaire was used to measure the effect on health-related QM values both before and after the initial 18 month period. Documents from the intended Lean implementation were studied at the starting point and after 18 months; this was followed up by examining new documents. The results from the questionnaires were analyzed using SPSS and the documents were analyzed by means of document comparisons and consensus discussion in the research group. Findings The effects on the health-related QM values; ‘Leadership Commitment’ and ‘Participation of everybody’ in this study showed that the values still permeated the organization to a relatively high extent after 18 months but that no statistical differences can be shown between the two measurement points. When measuring what effects a Lean initiative has on values, a period of 18 months might be too short, if significance changes are expected. None the less, the results can be a way of monitoring the development of these softer values. Something that is equally important is to see if there have been any major changes, as a way of keeping the work with building a new culture alive and in focus. The results strengthen the assumption that a long-term mindset is needed when QM initiatives such as Lean are applied within an organization especially when changes to values and workplaces are expected. Originality/value This study has further explored the QM in relation to Lean in the respect of how the QM values ‘Leadership commitment’ and ‘Participation of Everybody’ are effected by a Lean initiative.

Weblink

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Title: Thinking strategically in federal policy: defining the attributes of high-level policies

Author/s: Samnakay, Nadeen

Source: *Australian journal of public administration* March 2017 76 1 106-121 DOI: 10.1111/1467-8500.12199

Abstract: Governments frequently develop policies that are strategic in nature. Strategic issues at the national level are those requiring long timeframes for impact, coordinated approaches across multiple tiers of government, are cross-sectoral, and require systemic approaches to design and implementation. Yet the process of how national strategic polices are developed and implemented in Australia is unclear, and largely unattended in the literature. This paper provides a foundation to understanding the characteristics of strategic polices and approaches to their development. Five national policies are compared (National Competition Policy, National Strategy for Ecologically Sustainable Development, the Strategic Roadmap for Australian Research Infrastructure, Australia in the Asian Century, and the National Food Plan) and discussed. An analytical framework is constructed and key attributes of strategic policy identified.

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Title: Can dealing with emotional exhaustion lead to enhanced happiness? the roles of planning and social support

Author/s: Peralta, CF Saldanha, MF


Abstract: Drawing upon the sustainable happiness model (Lyubomirsky, Sheldon, & Schkade, 2005), we examine boundary conditions to the detrimental effect of emotional exhaustion on happiness.
We posit that perceiving low supervisor support enhances the employee’s engagement in the development of an action plan, which, when paired with an active search for instrumental social support, boosts happiness. Drawing on three distinct samples from participants working in diverse occupations (81 Portugal-based team leaders working under direct supervision; 177 US-based supervised full-time workers and 242 US-based employees working full-time and under direct supervision), we found that perceived supervisor support (PSS) moderated the emotional exhaustion-planning association, whereas searching for instrumental social support moderated the planning-happiness relationship. We also found that the indirect effect of emotional exhaustion on happiness, via planning, was positive and significant only when employees perceived low supervisor support and searched highly for instrumental social support. We conclude that under some conditions, the process of dealing with emotional exhaustion can enhance happiness. Implications for research on happiness, coping and social support are discussed, as well as implications for practice.

Title
How virtual team leaders cope with creativity challenges*

Author/s
Han, SJ

Source
European journal of training and development 41 3 261-276 doi: 10.1108/EJTD-10-2016-0073

Abstract
Purpose As technology-mediated communication improves, many organizations increasingly use new types of collaborative online tools to promote team-based learning and performance. The purpose of this study is to explore how virtual team leaders cope with process challenges in developing a context for team creativity.

Design/methodology/approach The authors interviewed nine leaders who have worked for more than five years and managed virtual teams in different fields.

Findings This research uncovered distrust, personality differences, generational differences in views, scheduling issues and technology difficulties as the top five inhibitors for virtual team creativity and success. The authors identified seven main strategies for developing virtual team creativity and success. The authors found that building “team norms” and guidelines to encourage positive interactions between team members can facilitate team creativity. In addition, a concept of trust-based open communication was identified as one of the important strategies when teams actively use technology-mediated communication tools.

Practical implications Organizational practitioners can use the results of this study when developing knowledge to establish assessments regarding which employees possess the appropriate characteristics to lead virtual teams and implement virtual team training.

Originality/value this study emphasizes the importance of technology in professional lives by showing how technology-mediated work leads to success in learning and producing creative ideas and performance in a virtual team environment.

Title
Leading for change: line managers’ influence on the outcomes of an occupational health intervention

Author/s
Lundmark, R et al

Source

Abstract
Line managers may play a central role in the success of occupational health interventions. However, few studies have focussed on the relationship between line managers’ behaviours and the outcomes of occupational health interventions. We examined the influence of both line managers’ attitudes and actions towards an intervention as well as their transformational leadership on the expected outcomes of the intervention (i.e. employee self-rated health and work ability). The intervention consisted of the implementation and use of a web-based system for occupational health management. A sample of 180 employees provided data for the
analysis. Self-rated health and work ability were measured at the baseline (Time 1) and follow-up (Time 3), while employee ratings of line managers’ attitudes and actions, and transformational leadership were measured during the intervention process (Time 2). The results revealed that line managers’ attitudes and actions positively predicted changes in both self-rated health and work ability. The influence of transformational leadership was indirect and mediated through line managers’ attitudes and actions towards the intervention. Based on the results, we suggest using process measures that include aspects of both line managers’ attitudes and actions as well as their transformational leadership in future process evaluation.

Title: Organizational change, psychosocial work environment, and non-disability early retirement: a prospective study among senior public employees
Author/s: Breinegaard, N Jensen, JH Bonde, JP
Abstract: Objective This study examines the impact of organizational change and psychosocial work environment on non-disability early retirement among senior public service employees. Methods In January and February 2011, Danish senior public service employees aged 58–64 years (N=3254) from the Capital Region of Denmark responded to a survey assessing psychosocial work environment (ie, social capital, organizational justice, and quality of management). Work-unit organizational changes (ie, change of management, merging, demerging, and relocation) were recorded from January 2009 to March 2011. Weekly data on non-disability early retirement transfer were obtained from the DREAM register database, which holds weekly information about all public benefit payments in Denmark. Hazard ratios (HR) for early retirement following employees’ 60th birthday were estimated with Cox regression adjusted for age, gender, and socioeconomic status. Results Exposure to change of management [HR 1.37, 95% confidence interval (95% CI) 1.13–1.66], mergers (HR 1.23, 95% CI 1.02–1.48), and relocation of work unit (HR 1.24, 95% CI 1.01–1.54) increased rate of non-disability early retirement, while demerging of work unit did not (HR 1.03, 95% CI 0.79–1.33). Work units with lower levels of social capital (HR 1.22, 95% CI 1.05–1.41), organizational justice, (HR 1.18, 95% CI 1.04–1.32), and quality of management (HR 1.14, 95% CI 1.02–1.25) increased rate of early retirement. Conclusion Organizational change and poor psychosocial work environment contribute to non-disability early retirement among senior public service employees, measured at work-unit level.

Title: Process evaluation of a toolbox-training program for construction foremen in Denmark
Author/s: Jeschke, KC et al
Source: Safety science April 2017 94 152-160 https://doi.org/10.1016/j.ssci.2017.01.010
Abstract: Daily dialogue between leaders and workers on traditional construction sites is primarily focused on production, quality and time issues, and rarely involves occupational safety and health (OSH) issues. A leadership training program entitled 'Toolbox-training' was developed to improve construction foremen’s knowledge and communication skills in daily planning of work tasks and their related OSH risks on construction sites. The program builds on the popular ‘toolbox meeting’ concept, however there is very little research evaluating these types of meetings. This article describes the development, implementation and feasibility of the Toolbox-training program, and the results of the process evaluation and outcome evaluation. A total of 57 foremen from 12 companies participated in the training in five successive groups during 2014–2015. Following each group, the program was continuously evaluated and revised until the final version after the fifth group. The evaluation utilized an action research strategy with a mixed-methods approach of triangulating questionnaire, interview, and observation data. Process evaluation results showed that the eight Toolbox-training topics were relevant and useful for the majority of the foremen, who experienced positive changes in their daily work methods and
interactions with their crews, colleagues, leaders, customers and other construction professions. The program is a unique contribution to leadership training in the construction industry, and can potentially be applied and adapted in many other sectors. However, there is still a need for testing the long-term effects of the program on safety climate, injuries and business in future studies.

Weblink

Title  The role of leaders in achieving organisational outcomes
Author/s  Sophia Su, Kevin Baird 2017
Abstract  Purpose: The purpose of this paper is to provide an empirical insight into the association between the leadership style of top management (using Stogdill and Coons'(1957) consideration and initiating leadership styles), the approach to using controls (using Simons' (1995) interactive and diagnostic use of controls) and two organisational outcomes (business unit performance and employee organisational commitment (EOC)).Design/methodology/approach: Data were collected through a survey of 120 middle-level managers of Australian service organisations. Findings: The findings reveal that both the consideration and initiating leadership styles were associated with the diagnostic approach to using controls, while the initiating style was also associated with the interactive approach to using controls. In addition, the diagnostic approach to using controls was found to be associated with both organisational performance and EOC. The authors conclude that the diagnostic approach to using controls mediates the association between both the consideration and initiating styles of leadership with organisational performance and EOC. Practical implications: The findings provide practitioners with an important initial insight into the role of leaders in enhancing the achievement of organisational outcomes. From a practical perspective, organisations should consider these findings when recruiting. Specifically, organisations should work towards ensuring that their top-level managers possess such personal leadership traits. This could be achieved either through installing appropriate recruitment procedures and/or through the implementation of management training programmes. Originality/value: The study contributes to the literature by considering the interrelationship between two perspectives of the role of leaders, the leadership style and the use of controls.

Title  Stressors beget stressors: the effect of passive leadership on employee health through workload and work–family conflict
Author/s  Che, XX et al
Source  Work & stress: an international journal of work, health & organisations  May 2017 1-17
http://dx.doi.org/10.1080/02678373.2017.1317881
The current study examined passive leadership as a potential antecedent of two commonly studied workplace stressors (i.e., workload and work–family conflict), and investigated its negative effect on employee burnout and physical symptoms via these stressors. We collected two waves of data from 274 focal participants, and one wave of data from their co-workers. Results showed that both self-reported and co-worker-reported passive leadership was positively related to employee burnout and physical symptoms, as well as workload and work–family conflict. Additionally, workload and work–family conflict partially mediated the effects of passive leadership on burnout and physical symptoms, respectively. Our findings support the notion that passive leadership can create a stressful workplace and have a detrimental effect on employees’ health.

When innovation requirements empower individual innovation: the role of job complexity

Mieke Audenaert, Alex Vanderstraeten, Dirk Buyens

Personnel review 46 3 608-623 doi: 10.1108/PR-10-2014-0219

The purpose of this paper is to contribute to the field’s understanding of how to raise individual innovation. Specifically, the authors aim to contribute to an understanding of the interplay of job characteristics and intrinsic motivation for individual innovation. Design/methodology/approach: The study uses time-lagged survey data of a public service organization in Belgium. The analyses are based on more than 80 jobs and more than 1,000 employees. Hierarchical linear modeling was adopted to test cross-level hypotheses. Findings: Innovation requirements influence individual innovation efforts by psychologically empowering employees, but the extent to which psychological empowerment translates into individual innovation depends on job complexity. Originality/value: A more nuanced understanding is developed of when innovation requirements empower individual innovation, by acknowledging the role of job complexity in this relationship. The current findings contribute to a multilevel integrative understanding of the interplay of the job context and intrinsic motivation.

Work, aging and retirement: special issue: generations, age, and the space between

Constanza, DP Finkelstein, LM (eds.)

Source work, aging and retirement April 2017 3 2

For this special issue, a set of papers are presented that we believe advance understanding of the generations concept, address the state of the science about it, and provide practical recommendations for organizations and their workers. Articles include: The effects of stereotype activation on generational differences Talkin’ bout your generation: the impact of applicant age and generation on hiring-related perceptions and outcomes A qualitative exploration of generational identity: making sense of young and old in the context of today’s workplace

The next production revolution: implications for governments and business

OECD

OECD publishing 2017 DOI:10.1787/9789264271036-en

This publication examines the opportunities and challenges, for business and government, associated with technologies bringing about the “next production revolution”. These include a variety of digital technologies (e.g., the Internet of Things and advanced robotics) and new
processes (e.g. data-driven production, artificial intelligence, synthetic biology)….As these technologies transform production, they will have far-reaching consequences for productivity, employment, skills, income distribution, trade, well-being and the environment.

Weblink

Title Policy with impact
Author/s Thorold, J
Source Centre for Public Impact
Abstract Produced in collaboration with the Centre for Public Impact (CPI), it argues that policymakers need to be empowered to think more holistically about policy problems, better able to consider a broader range of factors that determine whether a policy will succeed or not.

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MUSCULOSKELETAL ISSUES

Title The clinical and cost-effectiveness of stratified care for patients with sciatica: the SCOPiC randomised controlled trial protocol
Author/s Foster, NE et al
Source *BMC musculoskeletal disorders* 2017 18 172 DOI: 10.1186/s12891-017-1513-5
Abstract Background: Sciatica has a substantial impact on patients, and is associated with high healthcare and societal costs. Although there is variation in the clinical management of sciatica, the current model of care usually involves an initial period of ‘wait and see’ for most patients, with simple measures of advice and analgesia, followed by conservative and/or more invasive interventions if symptoms fail to resolve. A model of care is needed that does not over-treat those with a good prognosis yet identifies patients who do need more intensive treatment to help with symptoms, and return to everyday function including work. The aim of the SCOPiC trial (SCiatica Outcomes in Primary Care) is to establish whether stratified care based on subgrouping using a combination of prognostic and clinical information, with matched care pathways, is more effective than non-stratified care, for improving time to symptom resolution in patients consulting with sciatica in primary care. We will also assess the impact of stratified care on service delivery and evaluate its cost-effectiveness compared to non-stratified care.
Methods/Design: Multicentre, pragmatic, parallel arm randomised trial, with internal pilot, cost-effectiveness analysis and embedded qualitative study. We will recruit 470 adult patients with sciatica from general practices in England and Wales, over 24 months. Patients will be randomised to stratified care or non-stratified care, and treated in physiotherapy and spinal specialist services, in participating NHS services. The primary outcome is time to first resolution of sciatica symptoms, measured on a 6-point ordered categorical scale, and collected using text messaging. Secondary outcomes include physical function, pain intensity, quality of life, work loss, healthcare use and satisfaction with treatment, and will be collected using postal questionnaires at 4 and 12-month follow-up. Semi-structured qualitative interviews with a subsample of participants and clinicians will explore the acceptability of stratified care.
Discussion: This paper presents the details of the rationale, design and processes of the SCOPiC trial. Results from this trial will contribute to the evidence base for management of patients with sciatica consulting in primary care.

Title Early access to physical therapy and specialty care management for American workers with musculoskeletal injuries
Title: The application of a feasible exercise training program in the office setting

Author/s: Shariat, A et al


Abstract:
Background: Previous research support the claim that people who work in offices and sit for a long time are particularly prone to musculoskeletal disorders.

Objective: The main objective of this paper is to introduce an exercise training program designed to decrease muscle stiffness and pain that can be performed in the office setting.

Methods: Forty healthy office workers (age: 28±5.3 years old; body mass: 87.2±10.2 kg; height: 1.79±0.15 m) apart from suffering from any sub-clinical symptoms of muscle and joint stiffness, and who had at least two years of experience in office work were chosen and randomly assigned to either an experimental group (n = 20) or a control group (n = 20). The experimental group performed the exercise training program three times a week for 11 weeks. The Cornell Musculoskeletal Discomfort Questionnaire was used to measure the pain levels in the neck, shoulders, and lower back areas. The Borg CR-10 Scale was used to measure their perceived exertion when doing the exercises, and a goniometer was used to measure the changes in range of motion (ROM) of the neck, hips, knees, and shoulders.

Results: The overall results indicated that the exercise program could significantly (p < 0.05) reduce the neck, shoulders, and lower back pains of the participants in the exercise group while those in the control group showed no improvement in those pains. There were significant (p < 0.05) increases in the ROM of the hips, the neck, both knees and shoulders in the exercise group. Participants showed significant (p = 0.011) decreases in perceived exertion scores after the exercises.

Conclusions: The exercise training program designed in this study not only can effectively reduce neck, shoulders, and lower back pains, but also can improve the ROM or flexibility of the office workers.

Weblink
Methods One-hundred and twenty-four workers wore two accelerometers for 3-4 consecutive days, during work and leisure. Minutes of sitting and standing was calculated from accelerometer data. We obtained self-reported LBP intensity (0–3) at the time of objective measurement and after six months. We examined associations with linear mixed models and presented results per 100 minutes.

Results For healthcare workers, the duration of sitting during work \( \beta = -0.33 \), 95% confidence interval (95% CI) -0.55–-0.10 and during full-day (work + leisure) \( \beta = -0.21 \), 95% CI -0.38--0.04 was associated with baseline LBP intensity. Furthermore, minutes of sitting at work \( \beta = -0.35 \), 95% CI -0.57–-0.13 and during the full day \( \beta = -0.20 \), 95% CI -0.37--0.04 were significantly associated with LBP intensity at six months. Associations were attenuated when adjusting for work-related mechanical and psychosocial covariates and objectively measured exposure during leisure time. No significant associations between sitting and LBP intensity were found for construction workers. Standing at work was not consistently associated with LBP intensity at baseline or after six months for any work sector.

Conclusions This study suggests that a long duration of sitting at work is associated with lower levels of LBP intensity among healthcare workers. Standing duration had no consistent associations with LBP intensity.

Weblink

Title Effects on musculoskeletal pain from “take a stand!” – a cluster-randomized controlled trial reducing sitting time among office workers

Author/s Danquah, IH

Source Scandinavian journal of work, environment and health May 2017 26 1 7-19

DOI:10.5271/sjweh.3639

Abstract Objectives Prolonged sitting at work has been found to increase risk for musculoskeletal pain. The office-based intervention ”Take a Stand!” was effective in reducing sitting time at work. We aimed to study the effect of the intervention on a secondary outcome: musculoskeletal pain. Methods Take a Stand! included 19 offices (317 workers) at four workplaces cluster randomized to intervention or control. The multicomponent intervention lasted three months and included management support, environmental changes, and local adaptation. Control participants behaved as usual. Musculoskeletal pain was measured by self-report questionnaire assessing pain in neck-shoulders, back and extremities in three categories at baseline, and one and three months follow-up. Results At one month, there was no difference in odds ratio (OR) for pain in neck-shoulders between the two groups. However, after three months, the OR was 0.52 [95% confidence interval (95% CI) 0.30–0.92] for pain in neck-shoulders in the intervention compared to the control group. No differences were found between the intervention and control group for pain in back and extremities over the three months. For total pain score a slight reduction was found in the intervention compared to the control group at one and three months [-0.13 (95% CI -0.23--0.03) and -0.17 (95% CI -0.32--0.01)]. Conclusions The secondary analyses showed that the office-based intervention Take a Stand! reduced neck-shoulder pain after three months and total pain score after one and three months among office workers, but not neck-shoulder pain after one month or pain in the back and extremities.

Weblink

Title Occupational musculoskeletal disorders management using fuzzy TOPSIS Assessment of Repetitive Tasks (ART).

Author/s Khandan, M; Koohpaei, A. R.; Nili, M.; Farjami, Y.

Source Work 2017 56 2 267-276 10 2 6

DOI:10.3233/WOR-172491
Abstract

Background: In order to evaluate occupational disorders and ergonomic problems in a workplace, Multiple Criteria Decision Making (MCDM) problem solving methods such as Fuzzy Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS) can be utilized. Objective: In this paper, Musculoskeletal Disorder (MSD) risk factors were evaluated in a manufacturing company in Iran by a method called Assessment of Repetitive Tasks (ART) of the upper limbs integrated with Fuzzy TOPSIS in order to prioritize the corrective actions. Methods: This study was done with a descriptive-analytical approach. The company under study had 240 employees who were working in seven different shops. Out of all tasks, 13 tasks were included in the study. Required information was gathered by a demographic questionnaire and ART method. Also, Fuzzy TOPSIS was utilized for the prioritization of the company shops based on the ergonomic control needs. Results: Data analysis from ART indicated that 74.6% of the reviewed tasks were high risk. Based on the F-TOPSIS-ART results, Production shop prioritized as the highest need for MSD control. Conclusions: Because there is time and financial resources limit in ergonomic control activities, a fuzzy prioritization approach such as Fuzzy TOPSIS ART can be used to take advantage of the available resources and control risks to as low as reasonably practicable.

Title

Vocational situation and experiences from the work environment among individuals with neuromuscular diseases

Author/s

Lexell, EM Langdell, I Lexell, J

Source

Work 2017 56 4 519-530 DOI: 10.3233/WOR-172527

Abstract

Background: Neuromuscular diseases (NMD) can affect the ability to be employed and to work, but there is limited knowledge of individuals' own perspectives of factors that are important for their vocational situation. Objective: To explore the vocational situation among people with NMD that are employed, and to describe their experiences of how their disability, personal and environmental factors influence their ability to continue to work. Methods: Nine participants with different NMD were included. A mixed-methods design was used, and data were collected by means of semi-structured and open-ended interviews, and ratings of aspects supporting or interfering with their work performance and the ability to continue to work. Data were analyzed with directed content analysis based on the International Classification of Functioning, Disability and Health, and with descriptive statistics. Results: The participants' personal characteristics, support from others at work and at home, and a flexible work organization were perceived as important factors facilitating work continuation, whereas physically demanding work assignments and factors in the physical environment were perceived as barriers. Conclusions: Knowledge of how personal characteristics as well as support from the work organization, managers and family members can facilitate the ability to work is important for employers, staff within different parts of the health care system, and the social security system. Future research should focus on interventions that are best suited to enhance the vocational situation for individuals with NMD.

Weblink

Title


Author/s

Wang, X et al

Source

Occupational & environmental medicine 2017 74 374-380 http://dx.doi.org/10.1136/oemed-2016-103943

Abstract

Objectives: Examine trends and patterns of work-related musculoskeletal disorders (WMSDs) among construction workers in the USA, with an emphasis on older workers. Methods: WMSDs were identified from the 1992–2014 Survey of Occupational Injuries and Illnesses (SOII), and employment was estimated from the Current Population Survey (CPS).
Risk of WMSDs was measured by number of WMSDs per 10 000 full-time equivalent workers and stratified by major demographic and employment subgroups. Time series analysis was performed to examine the trend of WMSDs in construction.

Results: The number of WMSDs significantly dropped in the US construction industry, following the overall injury trends. However, the rate of WMSDs in construction remained higher than in all industries combined; the median days away from work increased from 8 days in 1992 to 13 days in 2014, and the proportion of WMSDs for construction workers aged 55 to 64 years almost doubled. By occupation, construction labourers had the largest number of WMMD cases, while helpers, heating and air-conditioning mechanics, cement masons and sheet metal workers had the highest rates of WMSDs. The major cause of WMSDs in construction was overexertion, and back injuries accounted for more than 40% of WMSDs among construction workers. The estimated wage loss for private wage-and-salary construction workers was $46 million in 2014.

Conclusions: Construction workers continue to face a higher risk of WMSDs. Ergonomic solutions that reduce overexertion—the primary exposure for WMSDs—should be adopted extensively at construction sites, particularly for workers with a higher risk of WMSDs.
Work-related musculoskeletal disorder surveillance using the Washington state workers’ compensation system: recent declines and patterns by industry, 1999-2013

Marcum, J Adams, D

American journal of industrial medicine May 2017 60 5 457-471 DOI: 10.1002/ajim.22708

Background Work-related musculoskeletal disorders (WMSDs) are common and place large economic and social burdens on workers and their communities. We describe recent WMSD trends and patterns of WMSD incidence among the Washington worker population by industry.

Methods We used Washington State’s workers’ compensation compensable claims from 1999 to 2013 to describe incidence and cost of WMSD claims by body part and diagnosis, and to identify high-risk industries.

Results WMSD claim rates declined by an estimated annual 5.4% (95% CI: 5.0–5.9%) in Washington State from 1999 to 2013, but WMSDs continue to account for over 40% of all compensable claims. High risk industries identified were Construction; Transportation and Warehousing; Health Care and Social Assistance; and Manufacturing.

Conclusions As documented in other North American contexts, this study describes an important decline in the incidence of WMSDs. The Washington State workers’ compensation system provides a rich data source for the surveillance of WMSDs.

OCCUPATIONAL ISSUES

Choosing where to work at work – towards a theoretical model of benefits and risks of activity-based flexible offices

Wohlers, C Hertel, G

Ergonomics 2017 60 4 http://dx.doi.org/10.1080/00140139.2016.1188220

Although there is a trend in today’s organisations to implement activity-based flexible offices (A-FOs), only a few studies examine consequences of this new office type. Moreover, the underlying mechanisms why A-FOs might lead to different consequences as compared to cellular and open-plan offices are still unclear. This paper introduces a theoretical framework explaining benefits and risks of A-FOs based on theories from work and organisational psychology. After deriving working conditions specific for A-FOs (territoriality, autonomy, privacy, proximity and visibility), differences in working conditions between A-FOs and alternative office types are proposed. Further, we suggest how these differences in working conditions might affect work-related consequences such as well-being, satisfaction, motivation and performance on the individual, the team and the organisational level. Finally, we consider task-related (e.g. task variety), person-related (e.g. personality) and organisational (e.g. leadership) moderators. Based on this model, future research directions as well as practical implications are discussed.

Practitioner Summary: Activity-based flexible offices (A-FOs) are popular in today’s organisations. This article presents a theoretical model explaining why and when working in an A-FO evokes benefits and risks for individuals, teams and organisations. According to the model, A-FOs are beneficial when management encourages employees to use the environment appropriately and supports teams.

Clarifying the dynamic interrelation of conflicts between the work and home domain and counterproductive work behaviour

Germeyns, L DeGieter, S
This study investigates the daily relationship between experiencing home–work conflict (HWC) and an employee’s performance of counterproductive work behaviour (CWB) directed towards the individual (CWBI) and CWB directed towards the organization (CWBO). Moreover, we examine whether these relationships are buffered by family supportive supervisor behaviour. Finally, we investigate whether CWBs directed towards the individual and the organizations are related to feelings of work–home conflict (WHC). We examined the daily diary data using multilevel path analyses. We found support for a significant positive relation between HWC and same as well as next-day CWB enacted towards the individual, and same-day CWB directed towards the organization. General levels of family supportive supervisor behaviour buffered an employee’s daily relationship between experiencing HWC and enacting counterproductive work behaviour towards the individual, and are directly and negatively related with enacting CWB towards the individual and the organization. Furthermore, daily CWB enacted towards the individual was significantly positive, whereas CWB enacted towards the organization was significantly negatively related to WHC. Future research would benefit from examining buffering effects on the resource-depleting relationship between counterproductive work behaviour enacted towards the individual and WHC.
Abstract  Informed by social information processing (SIP) theory, in this study, we assessed the associations among family supportive supervisor behaviors (FSSBs) as perceived by subordinates, subordinate work engagement, and supervisor-rated work performance. Moreover, we explored the role of family supportive organizational culture as a contextual variable influencing our proposed associations. Our findings using matched supervisor-subordinate data collected from a financial credit company in Mexico (654 subordinates; 134 supervisors) showed that FSSBs influenced work performance through subordinate work engagement. Moreover, the positive association between subordinates' perceptions of FSSBs and work engagement was moderated by family supportive organizational culture. Our results contribute to emerging theories on flexible work arrangements, particularly on family supportive work policies. Moreover, our findings carry practical implications for improving employee work engagement and work performance.

Title  How posture influences venous blood flow in the lower limbs: results of a study using photoplethysmograph

Author/s  Ladtwiecka- Moras, E

Source  International journal of occupational safety and ergonomics 2017 23 2 147-151  http://dx.doi.org/10.1080/10803548.2016.1256938

Abstract  Prolonged standing or sitting is one of the factors for chronic venous insufficiency. The aim of the study was to determine the impact of static load of the lower limbs on the functioning of the venous system. The study included 10 healthy young participants, with no peripheral venous disease. All participants took part in examinations in two variants: variant 1, sitting for 20 min with the lower limbs bent in the knee joints at 90°; variant 2, standing for 20 min with no additional load. Before and after each test, the venous refilling time (VRT) was determined using photoplethysmography. Statistical analysis demonstrated that the VRT was significantly shortened only after application of variant 2. Furthermore, even variants with small loads applied to healthy young participants can induce in them effects on the parameters describing the peripheral circulation.

Title  The impact of employee assistance services on workplace outcomes: results of a prospective, quasi-experimental study.

Author/s  Richmond, Melissa K. Pampel, Fred C. Wood, Randi C. Nunes, Ana P.

Source  Journal of occupational health psychology April 2017 22 2 170-179. 10p.  DOI: 10.1037/ocp0000018

Abstract  Employee Assistance Programs (EAPs) are widely used to help employees experiencing personal or work-related difficulties that impact work productivity. However, rigorous research on the effectiveness of programs to improve work-related outcomes is lacking. The current study represents a major advance in EAP research by using a prospective, quasi-experimental design with a large and diverse employee base. Using propensity scores calculated from demographic, social, work-related, and psychological variables collected on baseline surveys, we matched 156 employees receiving EAP to 188 non-EAP employees. Follow-up surveys were collected from 2 to 12 months post-baseline (M = 6.0). At follow-up, EAP employees had significantly greater reductions in absenteeism (b = -.596, p = .001) and presenteeism (b = -.217, p = .038), but not workplace distress (b = -.079, p = .448), than did non-EAP employees. Tests of moderation of baseline alcohol use, depression, anxiety, and productivity indicate that for the most part, the program works equally well for all groups. However, EAP did more to reduce absenteeism for those who began with lower severity of depression and anxiety at baseline. Results provide the scientific rigor needed to demonstrate EAP impact on improved work outcomes. In the first study of its kind, findings confirm the value of EAPs to help employees address personal and work-related concerns that are affecting job performance.
Identifying long-term patterns of work-related rumination: associations with job demands and well-being outcomes

Kinnunen, U et al

European journal of work and organizational psychology 2017 26 3

The aim of this 2-year longitudinal study was to identify long-term patterns of work-related rumination in terms of affective rumination, problem-solving pondering, and lack of psychological detachment from work during off-job time. We also examined how the patterns differed in job demands and well-being outcomes. The data were collected via questionnaires in three waves among employees (N = 664). Through latent profile analysis (LPA), five stable long-term patterns of rumination were identified: (1) no rumination (n = 81), (2) moderate detachment from work (n = 228), (3) moderate rumination combined with low detachment (n = 216), (4) affective rumination (n = 54), and (5) problem-solving pondering (n = 85), both combined with low detachment. The patterns differed in the job demands and well-being outcomes examined. Job demands (time pressure, cognitive and emotional demands) were at the highest level across time in patterns 3–5 and lowest in pattern 1. Patterns 3 and 4 were associated with poorer well-being outcomes (higher job exhaustion and more sleeping problems, and lower work engagement) across time. By contrast, pattern 5 showed positive outcomes, especially high level of work engagement. Thus, the different patterns of work-related ruminative thoughts suggest diverse relationships with job demands and well-being.

Job demands, job resources, burnout, work engagement, and their relationships: an analysis across sectors

Van den Broek, A et al


Objective: The aim of this study was to gain insight in the importance of job demands and resources and the validity of the Job Demands Resources Model across sectors.

Methods: We used one-way analyses of variance to examine mean differences, and multi-group Structural Equation Modeling analyses to test the strength of the relationships among job demands, resources, burnout, and work engagement across the health care, industry, service, and public sector.

Results: The four sectors differed in the experience of job demands, resources, burnout, and work engagement, but they did not vary in how (strongly) job demands and resources associated with burnout and work engagement.

Conclusion: More attention is needed to decrease burnout and increase work engagement, particularly in industry, service, and the public sector. The Job Demands-Resources model may be helpful in this regard, as it is valid across sectors.

Relationship between non-standard work arrangements and work-related accident absence in Belgium

Alali, H et al

Journal of occupational health 2017 59 2 177-186 DOI:10.1539/joh.16-0119-OA

Objectives: The main objective of this study is to examine the relationship between indicators of non-standard work arrangements, including precarious contract, long working hours, multiple jobs, shift work, and work-related accident absence, using a representative Belgian sample and
considering several socio-demographic and work characteristics. Methods: This study was based on the data of the fifth European Working Conditions Survey (EWCS). For the analysis, the sample was restricted to 3343 respondents from Belgium who were all employed workers. The associations between non-standard work arrangements and work-related accident absence were studied with multivariate logistic regression modeling techniques while adjusting for several confounders. Results: During the last 12 months, about 11.7% of workers were absent from work because of work-related accident. A multivariate regression model showed an increased injury risk for those performing shift work (OR 1.546, 95% CI 1.074-2.224). The relationship between contract type and occupational injuries was not significant (OR 1.163, 95% CI 0.739-1.831). Furthermore, no statistically significant differences were observed for those performing long working hours (OR 1.217, 95% CI 0.638-2.321) and those performing multiple jobs (OR 1.361, 95% CI 0.827-2.240) in relation to work-related accident absence. Those who rated their health as bad, low educated workers, workers from the construction sector, and those exposed to biomechanical exposure (BM) were more frequent victims of work-related accident absence. No significant gender difference was observed. Conclusion: Indicators of non-standard work arrangements under this study, except shift work, were not significantly associated with work-related accident absence. To reduce the burden of occupational injuries, not only risk reduction strategies and interventions are needed but also policy efforts are to be undertaken to limit shift work. In general, preventive measures and more training on the job are needed to ensure the safety and well-being of all workers.

Title To tell or not to tell? examining the role of discrimination in the pregnancy disclosure process at work
Author/s Jones, Kristen P
Source Journal of occupational health psychology April 2017 22 2 239-250 12 DOI: 10.1037/ocp0000030
Abstract Despite the rapid entrance of women into the workforce over the past several decades, many workplace experiences unique to women remain poorly understood. One critical, yet understudied, area is the intersection of work and pregnancy. Because pregnancy remains concealable for a substantial amount of time, expectant employees must navigate decisions regarding to whom, when, and how to disclose their pregnant identities at work. In light of evidence that has suggested pregnancy is often stigmatized within the workplace, I employed a retrospective longitudinal design to explore the extent to which women's expectations about discrimination-anticipated discrimination-shape their pregnancy disclosure behaviors, and the extent to which these different behavioral strategies are associated with higher or lower experienced discrimination. I also examined the link between pregnancy disclosure strategies and psychological distress. Taken together, findings suggest that pregnant employees' expectations about pregnancy discrimination play a role in shaping disclosure behaviors at work. Furthermore, certain behavioral strategies for pregnancy disclosure were linked with average reports of experienced discrimination and momentary reports of psychological distress. I also discuss theoretical and practical implications.

Title An analysis of health promotion materials for Dutch truck drivers: off target and too complex?
Author/s Boeijinga, A Hoeken, M H Sanders, J
Source Work 56 4 539-549 2017 DOI: 10.3233/WOR-172503
Abstract Background: Despite various health promotion initiatives, unfavorable figures regarding Dutch truck drivers' eating behaviors, exercise behaviors, and absenteeism have not improved. Objective: The aim was to obtain a better understanding of the low level of effectiveness of current health interventions for Dutch truck drivers by examining to what extent these are tailored to the target group's particular mindset (focus of content) and health literacy skills (presentation of content). Methods: The article analyzes 21 health promotion materials for Dutch truck drivers using a two-step approach: (a) an analysis of the materials' focus, guided by the Health …Action Process Approach; and (b) an argumentation analysis, guided by pragma-dialectics.
Results: The corpus analysis revealed: (a) a predominant focus on the motivation phase; and (b) in line with the aim of motivating the target group, a consistent use of pragmatic arguments, which were typically presented in an implicit way.

Conclusions: The results indicate that existing health promotion materials for Dutch truck drivers are not sufficiently tailored to the target group’s mindset and health literacy skills. Recommendations are offered to develop more tailored/effective health interventions targeting this high-risk, underserved occupational group.

Title
Establishing a policy framework for the primary prevention of occupational cancer: a proposal based on a prospective health policy analysis

Author/s
Veglia, A Pahwa, M Demers, PA

Source
Safety and health at work March 2018 8 1 29-35

Abstract
Background: Despite our knowledge of the causes of cancer, millions of workers are involuntarily exposed to a wide range of known and suspected carcinogens in the workplace. To address this issue from a policy perspective, we developed a policy framework based on a prospective health policy analysis. Use of the framework was demonstrated for developing policies to prevent cancers associated with diesel engine exhaust (DEE), asbestos, and shift work, three occupational carcinogens with global reach and large cancer impact.

Methods: An environmental scan of existing prospective health policy analyses was conducted to select and describe our framework parameters. These parameters were augmented by considerations unique to occupational cancer. Policy-related resources, predominantly from Canada, were used to demonstrate how the framework can be applied to cancers associated with DEE, asbestos, and shift work.

Results: The parameters of the framework were: problem statement, context, jurisdictional evidence, primary prevention policy options, and key policy players and their attributes. Applying the framework to the three selected carcinogens illustrated multiple avenues for primary prevention, including establishing an occupational exposure limit for DEE, banning asbestos, and improving shift schedules. The framework emphasized the need for leadership by employers and government.

Conclusion: To our knowledge, this is the first proposal for a comprehensive policy framework dedicated to the primary prevention of occupational cancer. The framework can be adapted and applied by key policy players in Canada and other countries as a guide of what parameters to consider when developing policies to protect workers’ health.

Title
Gender, availability and dual emancipation in the Swedish ICT sector

Author/s
Holth, L Bergman, A MacKwenzie, R

Source
Work, employment and society 2017 31 2 Doi 10.1177/0950017016651378

Abstract
Set in the context of the Swedish state’s agenda of dual emancipation for women and men, the article shows how a global ICT consultancy company’s formal gender equality goal is undermined by competing demands. Employing the concept of availability, in preference to work–life balance, the research found women opted out of roles requiring high degrees of spatial and temporal availability for work, in favour of roles more easily combined with family responsibilities. Such choices led to poor career development, plus the loss of technological expertise and confidence. These outcomes were at odds with the company’s gender equality aims, as well as government objectives to make it easier for women and men to combine work and family, and increase the number of women within ICT.
The purpose of this paper is to investigate whether job meaning and job autonomy moderate the relationship between emotional stability and organizational citizenship behavior.

Design/methodology/approach: In total, 190 supervisor-subordinate dyads completed three surveys. Linear and curvilinear analyses were used to assess the data.

Findings: Results indicate emotionally stable individuals are more likely to perform OCBOs in low autonomy and/or low job meaning situations than are employees low in emotional stability. Conversely, individuals who have high autonomy and/or high meaning jobs are likely to engage in OCBOs regardless of personality.

Research limitations/implications: As a survey-based research study, causal conclusions cannot be drawn from this study. Results suggest future research on the personality-performance relationship needs to more closely consider context and the potential for curvilinear relationships.

Practical implications: Managers should note that personality may significantly affect job performance and consider placing individuals in jobs that best align with their personality strengths.

Originality/value: This study sheds light on factors which may have led to erroneous conclusions in the extant literature that the relationship between personality and performance is weak.
Title: Social model of emotional labour and client satisfaction: exploring inter- and intrapersonal characteristics of the client–provider encounter

Author/s: Drach-Zahavy, A Yagil, Dcohen, I


Abstract: As part of healthcare organisations’ efforts to improve client satisfaction, special attention is directed to care providers’ expression of authenticity through genuine emotional displays in care encounters. The study’s aim was to test a mediating–moderating model for predicting clients’ satisfaction. The model combined intrapersonal forces (the healthcare provider’s level of caring and emotional load) and interpersonal forces (meeting the client in a team of professionals or alone, and client–provider similarity), as predictors of emotional labour strategies, and subsequent client satisfaction. Clients’ evaluation of whether or not the emotional displays were authentic was intended to moderate the link between emotional labour and client satisfaction. The sample consisted of 103 healthcare providers’ encounters with clients’ family members, randomly selected from five nursing homes. Data were collected by validated questionnaires at three time points. Mixed linear model analyses generally supported the proposed model. Meeting a client’s family in teams, ethnic similarity, and providers’ caring and emotional load stimulated higher levels of deep acting. Meeting clients alone and less emotional load involved more surface acting. These findings offer empirical support for the social interaction explanation of emotional labour, pointing to the importance of social characteristics of the service encounter in shaping emotional labour strategies and maintaining client satisfaction.

Title: Depression screening, education, and treatment at the workplace: a pilot study utilizing the CDC Health Scorecard

Author/s: Macy, G Watkins, C Lartey, G Goila, V

Source: Journal of workplace behavioral health 2017 32 1 3=13 http://dx.doi.org/10.1080/15555240.2017.1282826

Abstract: Depression is a significant health issue for many Americans, ranking among the top worksite issues resulting in referrals to Employee Assistance Programs (EAPs) with prevalence rates in the working population of more than 6%. This study was part of a larger statewide assessment conducted using the Centers for Disease Control and Prevention (CDC) Worksite Health Scorecard. The purpose of this study is to examine the number of Kentucky workplaces currently offering screening, education, and treatment related to depression. The study also aims to compare the number of Kentucky workplaces offering these elements by size and industry type. The one-time, cross-sectional assessment surveyed a random sample of 1,200 worksites to examine worksite offerings of screening, education, counseling, management training, and health insurance coverage related to depression. Results showed that the majority of worksites do not provide employee depression screening, education and counseling, management training on identifying warning signs of depression, or comprehensive treatment and follow-up for employees with depression. Smaller worksites (<250 employees) were even less likely than larger companies to provide screening, education, counseling, training, and insurance coverage for depression. Increasing the provision of these wellness components at the worksite has potential to improve the quality of life for employees and reduce the financial burden to employers.

Title: Post-traumatic stress disorder symptoms may explain poor mental health in patients with
Symptoms of post-traumatic stress disorder are common in fibromyalgia patients. This study compared post-traumatic stress disorder symptoms in fibromyalgia patients and healthy controls and determined whether patient-control differences in post-traumatic stress disorder symptoms mediated differences in mental health. In all, 30 patients and 30 healthy controls completed questionnaires assessing symptoms of post-traumatic stress disorder and mental health. Fibromyalgia patients had greater symptoms of post-traumatic stress disorder and mental health than controls. Patient-control differences in mental health symptoms were fully or partially mediated by differences in post-traumatic stress disorder symptoms. Healthcare providers should understand the role of trauma as management of trauma symptoms may be one strategy for improving mental health.

It can work: open employment for people with experience of mental illness

Background: Previous research has tended to focus on the barriers to employment for people with mental illness and the extra support they may need. This research contributes to the knowledge base pertaining to this population by looking at successful employment relationships in New Zealand.

Objective: To describe factors enabling and/or sustaining the open employment of people with experience of mental illness.

Method: Fifteen pairs of employers and employees were interviewed individually but consecutively (using a semi-structured interview schedule) about their perceptions of the critical factors that enabled and sustained the employee’s employment. Employee participants were recruited by advertisement, with employers approached through their employees. Transcripts were analysed using a thematic analysis.

Results: Themes raised in the interviews included the meaning of work, disclosure of mental illness, the benefits of working, special arrangements or accommodations, the work environment and key things employers and employees do to sustain successful employment. CONCLUSION: Four critical success factors were identified relating to disclosure, the employment relationship, freedom from discrimination and workplace flexibility.

A pilot-study of a worksite based participatory intervention program: its acceptability and short-term effects on work climate and attitudes in human service employees

Background: Psychosocial factors, including job demands and poor resources, have been linked to stress, health problems, and negative job attitudes. However, worksite based interventions and programs targeting psychosocial factors may change employees’ perceptions of their work climate and work attitudes.

Objective: This pilot study describes a newly developed worksite based participatory organizational intervention program that was tested in the social service sector. It is evaluated using participants’ perceptions of the intervention to investigate its acceptability as a feature of feasibility and its short-term effects on work climate factors (job demands and resources) and work-related attitudes. Methods: …Forty employees of a Swedish social service unit provided self-report before, during, and after the intervention.

Results: As for effects, quantitative role overload and social support decreased while turnover intention increased. Responses to an open-ended question showed that participants considered
the intervention program valuable for addressing issues relating to the psychosocial work climate. Conclusions: Although the findings are preliminary, it was possible to carry out this worksite based participatory organizational program in this particular setting. Also, the preliminary findings underscore the challenges associated with designing and implementing this type of intervention program, thus adding to the methodological discussion on implementation and evaluation.

**Weblink**

**Title** Predictive value of work-related self-efficacy change on RTW for employees with common mental disorders: short report

**Author/s** Lagerveld, SE et al

**Source** Occupational & environmental medicine May 2017 74 5 381-383

**Abstract** To improve interventions that aim to promote return to work (RTW) of workers with common mental disorders (CMD), insight into modifiable predictors of RTW is needed. This study tested the predictive value of self-efficacy change for RTW in addition to preintervention levels of self-efficacy. RTW self-efficacy was measured 5 times within 9 months among 168 clients of a mental healthcare organisation who were on sick leave due to CMD. Self-efficacy parameters were modelled with multilevel analyses and added as predictors into a Cox regression analysis. Results showed that both high baseline self-efficacy and self-efficacy increase until full RTW were predictive of a shorter duration until full RTW. Both self-efficacy parameters remained significant predictors of RTW when controlled for several relevant covariates and within subgroups of employees with either high or low preintervention self-efficacy levels. This is the first study that demonstrated the prognostic value of self-efficacy change, over and above the influence of psychological symptoms, for RTW among employees with CMD. By showing that RTW self-efficacy increase predicted a shorter duration until full RTW, this study points to the relevance of enhancing RTW self-efficacy in occupational or mental health interventions for employees with CMD. Efforts to improve self-efficacy appear valuable both for people with relatively low and high baseline self-efficacy.

**Weblink**

**Title** Public health research & practice: Special issue: Implementation mental health reform

**Source** Public health research & practice April 2017 27 2

**Abstract** Provides perspectives, research and in practice articles relating to issues. This issue looks at mental health reform.

**Weblink**

**Title** Underemployment and mental health: comparing fixed-effects and random-effects regression approaches in an Australian working population cohort

**Author/s** Milner, A LaMontagne, A

**Source** Occupational & environmental medicine May 2017 74 5 344-350

**Abstract** Objectives Underemployment occurs when workers are available for more hours of work than offered. It is a serious problem in many Organisation for Economic Co-operation and Development (OECD) countries, and particularly in Australia, where it affects about 8% of the employed population. This paper seeks to answer the question: does an increase in underemployment have an influence on mental health? Methods The current paper uses data from an Australian cohort of working people (2001–2013)
to investigate both within-person and between-person differences in mental health associated with being underemployed compared with being fully employed. The main exposure was underemployment (not underemployed, underemployed 1–5, 6–10, 11–20 and over 21 hours), and the outcome was the five-item Mental Health Inventory.

Results suggest that stepwise declines in mental health are associated with an increasing number of hours underemployed. Results were stronger in the random-effects (11–20 hours = –1.53, 95% CI –2.03 to –1.03, p<0.001; 21 hours and over = –2.24, 95% CI –3.06 to –1.43, p<0.001) than fixed-effects models (11–20 hours = –1.11, 95% CI –1.63 to –0.58, p<0.001; 21 hours and over = –1.19, 95% CI –2.06 to –0.32, p=0.008). This likely reflects the fact that certain workers were more likely to suffer the negative effects of underemployment than others (eg, women, younger workers, workers in lower-skilled jobs and who were casually employed).

Conclusions We suggest underemployment to be a target of future workplace prevention strategies.

Weblink

Title Working mothers’ emotional exhaustion from work and care: the role of core self-evaluations, mental health, and control
Author/s Greaves, CE et al
Source Work & stress: an international journal of work, health & organisations 2017 31 2
http://dx.doi.org/10.1080/02678373.2017.1303760

Abstract This research examined the direct and indirect relationships between core self-evaluations (via mental health) and emotional exhaustion originating from both the work and caregiving domains. The extent to which these relationships were moderated by control over work and care also was examined. Data came from 142 employed mothers in Australia who completed surveys at three measurement points each separated by four weeks. Results showed that core self-evaluations related positively to mental health which, in turn, related negatively to emotional exhaustion originating from work, but only when work control was high. Moreover, core self-evaluations related negatively to emotional exhaustion originating from care through improvements in mental health, but care control did not moderate this relationship. Overall, these findings contribute to a better understanding of how working mothers’ personal and work resources mitigate emotional exhaustion.

Weblink

Title The psychometric properties of the evaluation of daily activity questionnaire in seven musculoskeletal conditions
Author/s Hammond, A et al

Abstract Purpose: The purpose of this study is to psychometrically test the Evaluation of Daily Activity Questionnaire in seven musculoskeletal conditions. Materials and methods: One thousand and two hundred people with ankylosing spondylitis; osteoarthritis; systemic lupus erythematosus; systemic sclerosis; chronic pain; chronic upper limb disorders; or Primary Sjögren’s syndrome completed the Evaluation of Daily Activity Questionnaire, Health Assessment Questionnaire and Short-Form Health Survey v2. We examined internal construct validity using Rasch analysis, internal consistency, concurrent validity with the Health Assessment Questionnaire and Short-Form Health Survey v2. Participants repeated the Evaluation of Daily Activity Questionnaire to assess test-retest reliability.

Results: The 12 domains satisfied Rasch model expectations for fit, local dependency, unidimensionality and invariance by age and gender, in each musculoskeletal condition. Internal consistency was consistent with individual use (Cronbach’s α > 0.90); concurrent validity was strong (Health Assessment Questionnaire: rs = 0.60-0.92; Short-Form Health Survey v2 Physical Function: rs = -0.61 to -0.91) and test-retest reliability excellent (Intra-Class Correlation Coefficient (2,1) = 0.77-0.96).
Conclusion: The Evaluation of Daily Activity Questionnaire satisfied Rasch model requirements for construct validity and has good reliability and validity in each MSC. The Evaluation of Daily Activity Questionnaire can be used as a measure of everyday activity in practice and research with people with musculoskeletal conditions. Implications for rehabilitation The Evaluation of Daily Activity Questionnaire evaluates users’ ability to perform common daily activities (in 12 domains) that were identified as problematic by people with seven musculoskeletal conditions (i.e., osteoarthritis, systemic lupus, ankylosing spondylitis, chronic pain, chronic upper limb conditions, systemic sclerosis, Sjögren's syndrome). Most patients considered the Evaluation of Daily Activity Questionnaire was the right length and would be helpful for discussing everyday problems with an occupational therapist. The 12 domains have good reliability and validity and can be combined into two components: Self-Care and Mobility. The Evaluation of Daily Activity Questionnaire is suitable for use both in clinical practice and research and a User Manual is available for therapists and researchers.
REHABILITATION

Does perceived work ability improve after a cognitive behavioral intervention program?

Ojala, B et al

Background: Long-term sickness absence and early retirement are problems in the municipal employment sector. Ways to support work ability and coping at work are therefore required and it is important that timely actions are aimed at employees at risk to improve their health, promote work ability and prevent long-term sickness absence and early retirement.

Aims: To evaluate the effects of cognitive behaviour therapy (CBT) in an early rehabilitation programme to improve employees’ work ability.

Methods: A 9-month investigation was done to estimate the causal impact of the CBT intervention in the study group, compared with a control group that was not offered this intervention. The work ability of each group was measured using the Work Ability Index (WAI), with data obtained by self-reporting at baseline and at follow-up at 9 months. Differences were analysed within each group and between groups.

Results: Participants in the intervention group showed a significant increase in several WAI areas, resulting in an overall increase in total WAI score (P < 0.001). There was a significant decrease in WAI in the control group (P < 0.05).

Conclusions: The results suggest that a CBT-based early rehabilitation programme is effective in increasing employees’ work ability, as measured by the WAI.

The possibilities and challenges of “Rehabilitation 2030: a call for action” by the World Health Organization: a unique opportunity not to be missed

Negrini, S

Background: Return to work (RTW) is important for recovery post-injury. Fear of (re)injury is a strong predictor of delayed RTW, and therefore much attention has been given to addressing

Fear of (re)injury and return to work following compensable injury: qualitative insights from key stakeholders in Victoria, Australia

Bunzil, S et al

Abstract: Return to work (RTW) is important for recovery post-injury. Fear of (re)injury is a strong predictor of delayed RTW, and therefore much attention has been given to addressing
injured workers’ fear beliefs. However, RTW is a socially-negotiated process and it may be important to consider the wider social context of the injured worker, including the beliefs of the key people involved in their RTW journey.

Methods: This paper involves data collected as part of a wider study in which semi-structured interviews explored RTW from the perspectives of 93 key stakeholders: injured workers, GPs, employers and insurance case managers in Victoria, Australia. Inductive analysis of interview transcripts identified fear of (re)injury as a salient theme across all stakeholder groups. This presented an opportunity to analyse how the wider social context of the injured worker may influence fear and avoidance behaviour. Two co-authors performed inductive analysis of the theme ‘fear of (re)injury’. Codes identified in the data were grouped into five categories. Between and within category analysis revealed three themes describing the contextual factors that may influence fear avoidance and RTW behaviour.

Results: Theme one described how injured workers engaged in a process of weighing up the risk of (re)injury in the workplace against the perceived benefits of RTW. Theme two described how workplace factors could influence an injured workers’ perception of the risk of (re)injury in the workplace, including confidence that the source of the injury had been addressed, the availability and suitability of alternative duties. Theme three described other stakeholders’ reluctance to accept injured workers back at work because of the fear that they might reinjure themselves.

Conclusions: Our findings illustrate the need for a contextualised perspective of fear avoidance and RTW behaviour that includes the beliefs of other important people surrounding the injured worker (e.g. employers, family members, GPs). Existing models of health behaviour such as The Health Beliefs Model may provide useful frameworks for interventions targeting the affective, cognitive, social, organisational and policy factors that can influence fear avoidance or facilitate RTW following injury.

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**Title**

Injured workers’ perception of loss and gain in the return to work process

**Author/s**

Lai, HS et al

**Source**

Risk management and healthcare policy 2017 10 7-16 doi: 10.2147/RMHP.S119479

**Abstract**

When a worker is injured at work, he has to face a tough decision-making process about when and how to return to work (RTW). This study tests how the prospect theory can be applied to influence the injured workers’ perceptions about this important choice. One hundred forty-one injured workers were presented with wage- and pain-related information in four different message framing (negatively or positively) and precision (smaller or larger number) conditions. After exposure to the specific combination of this wage and pain information, the participants were asked to express intentions to RTW in terms of perceived chance, confidence, and anticipated sick leave duration. When asked to predict their RTW outcome, 101 participants (72.3%) responded favorably, whereas only 40 (27.7%) indicated an expectation for staying on sick leave. The present results did not show significant differences in the participants’ responses to the positively and negatively framed information about wage and pain. However, it was noted that the control group that was presented with positive framing for both “wage” and “pain” information showed higher scores in expectation and confidence for RTW, whereas the Ambivalent Group that had both negative messages showed lower scores. Seventy-nine participants who had ≥60% perceived improvement in condition were selected for further analysis, and those who were presented with “wage loss” information rated significantly higher perceived chance of RTW than those in the “pain gain” group. More in-depth investigation is warranted on this topic, with a larger sample of injured workers to investigate the effects of message framing on the decision-making process about RTW.

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**Title**

Return-to-work coordination programmes for improving return to work in workers on sick leave

**Author/s**

Vogel, N et al
Cochrane database of systematic reviews March 2017  DOI:10.1002/14651858.CD011618.pub2

Abstract
Offering return-to-work coordination programmes for workers on sick leave for at least four weeks results in no benefits when compared to usual practice. We found no significant differences for the outcomes time to return to work, cumulative sickness absence, the proportion of participants at work at end of the follow-up or the proportion of participants who had ever returned to work at short-term, long-term or very long-term follow-up. For patient-reported outcomes, we found only marginal effects below the MID. The quality of the evidence ranged from very low to moderate across all outcomes.

Weblink
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SHIFT WORK

Title
Night-shift work is associated with increased pain perception

Author/s
Matre, F Knardahl, S Nilsen, KB

Source

Abstract
Objectives: The aim of the present study was to determine whether shift workers exhibit increased perception of experimentally induced pain after working night shifts.
Methods: The study was a paired cross-over design with two sleep conditions, after at least two nights of habitual sleep and after two consecutive night shifts at work. Fifty-three nurses in rotating shift work participated. The sensitivity to electrically induced pain, heat pain, cold pain, pressure pain and pain inhibition was determined experimentally in each sleep condition. Sleepiness and vigilance were also assessed.
Results Night-shift work (NSW) increased the sensitivity to electrically induced pain and heat pain (P≤0.001). Relative to habitual sleep, electrically induced pain increased by 22.3% and heat pain increased by 26.5%. The sensitivity to cold and pressure pain did not change, changes relative to habitual sleep was <5% (P>0.5). Pain inhibition was 66.9% stronger after NSW versus after habitual sleep (P<0.001). Sleepiness (measured with the Karolinska Sleepiness Scale) increased from 4.1 after habitual sleep to 6.9 after NSW (P<0.001). Vigilance decreased after NSW, measured as a 0.03-second decrease in reaction time (P<0.005).
Conclusions: Changes in pain sensitivity after NSW is measurable with clinically relevant effect sizes and may be an important marker for studies comparing the physiological effects of different shift work schedules. Explanations for the differential effect on different pain modalities should be a focus for future studies.

Weblink

Title
Split-shift work in relation to stress, health and psychosocial work factors among bus drivers

Author/s
Ihistrom, J Kecklund, G Anund, A

Source
Work 56 4 531-538 2017 DOI: 10.3233/WOR-172520

Abstract
Background: Shift work has been associated with poor health, sleep and fatigue problems and low satisfaction with working hours. However, one type of shift working, namely split shifts, have received little attention.
Objective: This study examined stress, health and psychosocial aspects of split-shift schedules among bus drivers in urban transport.
Methods: A questionnaire was distributed to drivers working more than 70% of full time which 235 drivers in total answered.
Results: In general, drivers working split-shift schedules (n=146) did not differ from drivers not working such shifts (n=83) as regards any …of the outcome variables that were studied. However, when individual perceptions towards split-shift schedules were taken into account, a
different picture appeared. Bus drivers who reported problems working split shifts (36%) reported poorer health, higher perceived stress, working hours interfering with social life, lower sleep quality, more persistent fatigue and lower general work satisfaction than those who did not view split shifts as a problem. Moreover, drivers who reported problems with split shifts also perceived lower possibilities to influence working hours, indicating lower work time control.

Conclusions: This study indicates that split shifts were not associated with increased stress, poorer health and adverse psychosocial work factors for the entire study sample. However, the results showed that individual differences were important and approximately one third of the drivers reported problems with split shifts, which in turn was associated with stress, poor health and negative psychosocial work conditions. More research is needed to understand the individual and organizational determinants of tolerance to split shifts.

VOCATIONAL EDUCATION

Title
Implementation of customized employment provisions of the workforce innovation and opportunity act within vocational rehabilitation systems.

Author/s
Smith Jorgensen, T Dillahunt-Aspillaga.Kenney, RM

Source
Journal of disability policy studies March 2017 27 4 195-202 8
Doi: 10.1177/1044207316644412

Abstract
Effectively integrating provisions of the Workforce Innovation and Opportunity Act (WIOA) into public Vocational Rehabilitation (VR) systems will require extensive effort at both the organizational and system levels. This article presents information on WIOA provisions, enacted in July of 2014, that affect public VR systems plus rationale, strategies, and tools for implementing these provisions in a manner that promotes quality and sustainability. Both “ideal” implementation methods and “pragmatic” methods are presented based on the experience of one state’s efforts to incorporate customized employment strategies into its VR system to benefit customers who have not been successful at achieving a competitive, integrated employment outcome through traditional VR strategies.

Title
Personal characteristics of vocational rehabilitation applicants: findings from the survey of disability and employment

Author/s
Eckstein, A Sevak, P Wright, D

Source
Journal of vocational rehabilitation 46 2 177-185, 2017 DOI: 10.3233/JVR-160853

Abstract
Background: Existing survey and administrative data provide little information on why individuals with disabilities have had persistently low employment rates and why some groups of individuals fare better in the labor market than others.
Objective: Our goal is to provide new insights into the barriers and facilitators to employment among individuals with disabilities.
Methods: We designed the Survey of Disability and Employment, a 30-minute telephone survey, to collect information on health conditions, employment history and barriers, and workplace and social supports for 2,804 vocational rehabilitation (VR) applicants in 2014.
Results: In addition to citing health issues, VR applicants cite many barriers to employment, including difficulty finding a job, lack of skills, and accessibility. Health presents as a barrier due to unpredictability of symptoms, pain, and lack of physical energy and adequate time. Despite these barriers, the majority of VR applicants state it is extremely important that they work and must have high self-perceptions of executive functioning.
Conclusion: A richer understanding of the resources and needs of individuals with disabilities can help counselors and policymakers better tailor services to support their employment goals.
Towards employment: what research says about support-to-work in relation to psychiatric and intellectual disabilities

Lovgren, V Markstrom, U Sauer, L

Journal of social work in disability & rehabilitation 2017 16 1 14-37 DOI:10.1080/1536710X.2017.1260516

This article presents an overview of research about support-to-work in relation to psychiatric and intellectual disabilities. The overview shows that support-to-work services are multifaceted, and that work can be seen as a tool for individual rehabilitation or as a set of goals to achieve. Providers are presented with specific components, which are characterized by systematic, targeted, and individualized interventions. The overview illustrates a need for long-term engagement and cooperation of and between welfare services and agents within the labor market to dissolve the Gordian knot that the transition from welfare interventions to employment seems to be.

The (im)possibilities of returning to work after a stroke

Norstedt, M

Work 56 4 637-647 2017 DOI: 10.3233/WOR-172521

Background: What a stroke means for working-age persons has not been sufficiently studied from a sociological perspective.

Objective: This article uses the empirical material of a larger study to describe and analyze how institutional practices and discourses influence attempts to return to work after a stroke.

Methods: Semi-structured interviews were conducted with ten persons who have had a stroke and ten civil servants and professionals from the Swedish Public Employment Service, the Social Insurance Agency, and different health care institutions. The qualitative analysis was inspired by institutional ethnography.

Results: The analysis shows how … persons who have had a stroke and civil servants and professionals in welfare organizations share the same goal: a return to working life for the former. The persons in this study related to, translated, and put into practice discourses of normality and employability in this process. However, there were, at times, conflicting institutional practices between the different organizations.

Conclusions: Conflicting institutional practices connected to the discourses of normality and employability contribute to the difficulties that persons who have had a stroke face when trying to return to work after recovery.

Confused about workplace safety? a workers guide to commonly used safety tools e-book

Source Safety Culture
Abstract
With a business, projects, and deadlines to keep in mind, business operators have a lot to keep track of. To add to this, business operators are also required to keep and supply a paper trail of documents to demonstrate compliance with workplace health and safety legislation and standards.
Essential for compliance purposes, adequate workplace health and safety documentation and records are often a necessary tender requirement. And for companies that are unable to provide sufficient safety documentation, they run the risk of affecting their bottom line. But where do you start when it comes to providing adequate documentation?
The thing about WH&S documentation is that to do it right, you need to first understand the basics around what tool or form is used for what, and when to use it.
To answer these burning questions, we here at Safety Culture have answered some of the most common questions we get in relation to commonly used safety tools. In our free e-book you’ll learn how and when to use commonly used safety tools such as Take 5 Checklists, Safe Work Method Statements, Job Safety Analysis Worksheets, Risk Assessments and Toolbox Talks.

Title
Construction accidents: identification of the main associations between causes, mechanisms and stages of the construction process
Author/s
Carrillo-Castrill, JA et al
Source
International journal of occupational safety and ergonomics 2017 23 2 240-250
http://dx.doi.org/10.1080/10803548.2016.1245507
Abstract
Objective. To identify the most frequent causes of accidents in the construction sector in order to help safety practitioners in the task of prioritizing preventive actions depending on the stage of construction.
Methods. Official accident investigation reports are analysed. A causation pattern is identified with the proportion of causes in each of the different possible groups of causes. Results. Significant associations of the types of causes with accident mechanisms and construction stages have been identified.
Conclusions. Significant differences have been found in accident causation depending on the mechanism of the accident and the construction stage ongoing. These results should be used to prioritize preventive actions to combat the most likely causes for each accident mechanism and construction stage.

Title
The effect of demographic factors on occupational injuries
Author/s
Salminen, S Perttula, P Ratilainen, H Kuosma, E
Source
International journal of occupational safety and ergonomics 2017 23 2
http://dx.doi.org/10.1080/10803548.2016.1247604
Abstract
Objectives. In Finland about 120,000 occupational injuries occur annually, the cost of which is over EUR 2 billion per year. This is why it is reasonable to analyze the effect of demographic factors like gender, age, tenure and mother tongue on occupational injuries.
Methods. The participants consisted of 1681 employees from four Finnish companies, who reported their injuries from the last 3 years.
Results. Gender or mother tongue did not associate with injury involvement. Employees younger than 25 years of age were more often involved in injuries than employees aged over 55 (odds ratio [OR] = 2.69, 95% confidence interval [CI] [1.70, 4.23]). Employees with 2–10 years of experience in the company had a higher injury frequency than both novice and very experienced employees (OR = 2.01, 95% CI [1.60, 2.52]).
Conclusions. This study showed that age was a more important factor in injury involvement than gender, tenure or mother tongue. However, age was closely related to experience in the company. Prevention measures in the companies should thus focus on novice employees.
**Title**
Exploring organizational smoking policies and employee vaping behavior

**Author/s**
Song, X

**Source**
*Journal of occupational & environmental medicine* April 2017 59 4 365–368 doi: 10.1097/JOM.0000000000000963

**Abstract**
Objectives: Cigarette consumption has become a global threat to both smokers and organizations. However, little is known about organizational smoking and vaping policies, and their influence on employees' smoking and vaping behavior. Methods: We collected data from 456 employed smokers, vapers, and/or dual users. Smoking and/or vaping behavior, along with perceived organizational smoking/vaping policies were examined. Results: Vapers reported perceiving more stringent smoking policy, while vapers who reported having workplace vaping policies perceived having generally more stringent vaping policy. Most smokers and vapers are well informed about smoking policy; however, a considerable portion of them do not have a good understanding about organizational vaping policy. Conclusions: Organizations should not consider smoking and vaping to be the same when setting policy. Employers should ensure that organizational vaping policies are present and clear to all employees.

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**Title**
Improving body composition may reduce the immune and inflammatory responses of firefighters working in the heat

**Author/s**
Walker, A et al

**Source**

**Abstract**
Objective: We hypothesized that different body composition and fitness of firefighters would affect immune and inflammatory activity after working in the heat. Methods: Forty-two firefighters worked in the heat (100±5°C). Changes in leukocytes, platelets, tumor necrosis factor (TNF-α), and C-reactive protein (CRP) were analyzed based on body composition (DXA) and aerobic fitness (VO2max). Results: Higher baseline leukocytes were observed for high body fat (P=0.002) and low lean mass (P=0.023) resulting in the highest peak values. Additionally, significantly lower values for TNF-α were observed with high lean mass at all time points. Platelets were unaffected by fitness or body composition. Furthermore, body mass index (BMI) and VO2max played no role. Conclusions: Minimizing body fat and increasing lean mass may reduce immune and inflammatory activity of firefighters in the heat.

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**Title**
Assessing the statistical properties and underlying model structure of fifteen safety constructs

**Author/s**
Van Kampen, J et al

**Source**
*Safety science* April 2017 94 208-218 https://doi.org/10.1016/j.ssci.2016.10.018

**Abstract**
Background: Organisations spend a considerable amount of time and effort on diagnosing and analysing risks within their organisation. In the area of occupational and process safety, a myriad of employee survey instruments is available. Many studies show that operational processes play an important role in an organisation overall safety. Yet, so far safety surveys mainly focus on safety measures or operational safety processes. A flexible instrument was developed with which a wide variety of constructs, from different disciplines, can be measured in a consistent and practical way. The resulting survey distinguishes itself from existing safety surveys by extending the scope with the operational processes which are also referred to as the ‘Core Business’. Study: This study reports on the development of a catalogue of constructs which were derived
from scientific literature and practice. Each of these constructs has been developed with a view towards measurability in an employee survey. The reliability and validity for fifteen of these constructs was assessed. Five separate projects have been conducted within a range of organisations operating as high risk industries.

Results: Construct validity and the dimensional structure of the instrument have been established through exploratory factor analysis and confirmed through confirmatory factor analysis. Diverse aspects derived from motivational and ergonomic approaches to safety proved to be distinguishable in this analysis.

Conclusion: The described instrument allows the mapping and quantification of various aspects of the operational process that are, based on existing knowledge, and related to the occurrence of incidents.

Weblink

Title Development of a framework for resilience measurement: suggestion of fuzzy Resilience Grade (RG) and fuzzy Resilience Early Warning Grade (REWG)
Author/s Omidvar, ME et al
Source Work 56 3 463-474 2017 DOI: 10.3233/WOR-172512

Abstract Background: Resilience engineering (RE) can be an alternative technique to the traditional risk assessment and management techniques, to predict and manage safety conditions of modern socio-technical organizations. While traditional risk management approaches are retrospective and highlight error calculation and computation of malfunction possibilities, resilience engineering seeks ways to improve capacity at all levels of organizations in order to build strong yet flexible processes. Objectives: Considering the resilience potential measurement as a concern in complex working systems, the aim of this study was to quantify the resilience by the help of fuzzy sets and Multi-Criteria Decision-Making (MCDM) techniques. ...In this paper, we adopted the fuzzy analytic hierarchy process (FAHP) method to measure resilience in a gas refinery plant.

Methods: A resilience assessment framework containing six indicators, each with its own sub-indicators, was constructed. Then, the fuzzy weights of the indicators and the sub-indicators were derived from pair-wise comparisons conducted by experts. The fuzzy evaluating vectors of the indicators and the sub-indicators computed according to the initial assessment data. Finally, the Comprehensive Resilience Index (CoRI), Resilience Grade (RG), and Resilience Early Warning Grade (REWG) were established.

Results: To demonstrate the applicability of the proposed method, an illustrative example in a gas refinery complex (an instance of socio-technical systems) was provided. CoRI of the refinery ranked as “III”. In addition, for the six main indicators, RG and REWG ranked as “III” and “NEWZ”, respectively, except for C3, in which RG ranked as “II”, and REWG ranked as “OEWZ”.

Conclusions: The results revealed the engineering practicability and usefulness of the proposed method in resilience evaluation of socio-technical systems.

Weblink

Title Fairness in enforceable undertakings: comparing stakeholder voices
Author/s Jess, G Price, R
Source Safety science April 2017 94 1-9 https://doi.org/10.1016/j.ssci.2016.12.024

Abstract Serious breaches of the workplace health and safety legislation resulting in a workplace injury can lead to business prosecution. In line with recent shifts in Australian work health and safety prosecutions, alternatively offending businesses may offer an enforceable undertaking. Combining evaluation criteria associated with distributive, procedural and interactional justice, this article considers three key stakeholder groups’ fairness perceptions of the enforceable undertaking process in the state of Queensland: the regulator, the offending entity and the
injured worker. Comparative analysis of multiple stakeholder voices, reveal that they experience different fairness perceptions across the justice types. The regulator intends enforceable undertakings as a penalty, consistent with intent to prosecute. Offending businesses experience enforceable undertakings as distributively unjust financially, but procedurally just. On balance, business entities preferred undertakings because they offered protection from a criminal record and therefore protected the organisation’s perceived competitive position to tender for contracts. For the injured workers, the ability for voice in the enforceable undertaking process needs to be carefully managed so that their voices are not only listened to, but also responded to.

**Title**
Leader-member exchange and safety citizenship behavior: the mediating role of coworker trust

**Author/s**
Jiang L Feng, L Li YJ Li, R

**Source**
*Work* 56 3 387-395, 2017 DOI: 10.3233/WOR-172504

**Abstract**
Background: To achieve high safety levels, mere compliance with safety regulations is not sufficient; employees must be proactive and demonstrate safety citizenship behaviors. Trust is considered as a mechanism for facilitating the effects of a leader on employee citizenship behaviors. Increasingly research has focused on the role of trust in a safety context; however, the role of coworker trust has been overlooked.

Objectives: The mediating role of coworker trust in the relationship between the leader-member exchange and safety citizenship behavior is the focus of this field study.

Methods: Front-line employees from an air traffic control …center and an airline maintenance department completed surveys measuring leader-member exchange, co-worker trust, and safety citizenship behavior.

Results: Structural Equation Modeling revealed affective and cognitive trust in coworkers is influenced by leader-member exchange. A trust-based mediation model where cognitive trust and affective trust mediate the relationship between the leader-member exchange and safety citizenship behavior emerged.

Conclusion: Results of this study add to our understanding of the relationship between leader-member exchange and safety behavior. The effect of co-worker trust and the extent to which employees participate in workplace safety practice were identified as critical factors. The findings show that managers need to focus on developing cognitive and affective coworker trust to improve safety citizenship behaviors.

**Title**
Missed opportunities to prevent workplace injuries and fatalities

**Author/s**
Woolford, MH Bugeja, L Driscoll, T Ibrahim, JE

**Source**
*New solutions* 2017 27 1

**Abstract**
Prevention efforts, especially in high-income countries, have reduced work-related death and injury. Despite this, the global incidence of workplace fatalities remains unacceptably high with approximately 317 million incidents occurring on the job annually. Of particular concern is the occurrence and re-occurrence of incidents with a similar cause and circumstance, such as fatalities occurring in agriculture and transport industries. Efforts to reduce workplace fatalities include surveillance and reporting, investigation, and regulation. Challenges remain in all three domains, limiting the prevention of work-related injuries and deaths. In this commentary, the nature of these challenges and recommendations on how to overcome them are described. Examples of incidents of workplace injury and death, as well as injury prevention efforts are provided to ensure contextual understanding. Reflecting on the present enhances key stakeholders, policy and decision-makers’ understanding of the opportunities to reducing harm and the associated human, and economic and legal costs.
Title: Occupational safety and health professionals’ work ability concept perception, and comprehension of regulations

Author/s: Suleiman, AM


Abstract: Background: Occupational Safety and Health (OSH) professionals are key players in workplace regulation compliance and promotion of health. Objectives: To assess OSH professionals’ perceptions of the concept of work ability in an attempt to explain the varied, and in some cases failure of, implementation of regulations and policies. Method: An electronic questionnaire sent to approved Occupational Health Services (OHS) in Norway asked several questions, including one on the concept of work ability. Responses from OSH professionals in the OHS serving cleaning companies were analysed for commonalities and dissimilarities, thereby establishing some perception patterns. Results: ...OSH professionals from 40 OHS included in the study responded with explanations characterized by variations. Some included elaborate aspects in the explanations, others ranged from simple to lacking aspects of explanation compared to an identified benchmark definition. Conclusion: There are significant comprehension disparities in the understanding of the concept of work ability. Correct understanding of the concepts and constructs in a given regulatory framework are tantamount to the proper implementation of the requirements of the regulation provisions. There is a need to streamline and improve the understanding of OSH professionals in order to ensure uniformity of purpose, and hence fulfilment of the vision of the regulation in focus.

Title: The relationship between occupational health and safety vulnerability and workplace injury

Author/s: Lay, A Morgan et al

Source: Safety science  April 2017 94 85-93

Abstract: Highlights: Occupational hazard exposure is associated with workplace injury. Poor access to hazard mitigation resources is associated with workplace injury. Hazard exposure and poor mitigation resources interact to further increase risk. Reducing hazard exposure & improving resources to mitigate risk can reduce injury.

Title: Safety + health magazine  2017 issues

Source: Safety + health magazine  2017


Title: A sociotechnical approach to occupational safety

Author/s: Dainoff, MJ

We present an integrated conceptual framework for improving occupational safety. This framework is based on sociotechnical principles and is based on the premise that occupational safety should not be an isolated function but rather seen as directly related to an organizational mission which combines performance and well-being. As such, a fundamental goal is to achieve joint optimization between social and technical components of the system. This framework consists of four basic questions: (1) How can we determine the overall level of safety in the system? (2) How can we determine what kinds of interventions would improve safety? (3) How can we determine if the organization is ready to implement safety interventions? (4) How can we determine the best pathway for implementing safety interventions? A sociotechnical approach implies that safety must be considered from a complexity perspective as an emergent property. Hence, a variety of methodological approaches is required.

Title: At Work
Author/s: Institute for Work and Health
Source: At Work, Issue 88, Spring 2017
Abstract: IWH work on provincial review supports new mining safety culture and systems audit tool | Standard article Long-term care home sees safety culture change after participatory ergonomics study | Standard article New World Health Organization guidelines on rehabilitation tap into Institute synthesis | Standard article Researcher on health risks of sedentary life shifts focus to workplace interventions | Standard article External grants support range of Institute projects | What researchers mean by... bias (part 2)
Weblink

Title: The case for heat acclimatization of disaster responders-an Australian perspective
Author/s: Brearley, MB Norton, IN Trewin, AS
Abstract: Responding to sudden onset disasters in South East Asia and the Western Pacific requires teams of medical personnel to work in hot and seasonally humid environments. Recent Australian Medical Assistance Team (AusMAT) deployments post Typhoon Haiyan (Philippines, 2013), Tropical Cyclone Pam (Vanuatu, 2015), and Tropical Cyclone Winston (Fiji, 2016) exposed responders to such conditions. With the exception of Australia’s northern tropics that experience hot weather year round, such conditions are in contrast to the temperate climate experienced by the vast majority of Australians. In order to assemble highly skilled, trained, and accredited AusMAT, members may be recruited from all Australian states and territories, creating the potential for disparity between the climate that team members are accustomed to living and working in, and that of the deployment region. This is an important workplace health and safety consideration, as team members are expected to work 12 h shifts over 14 consecutive days. Sustained exposure to hot and humid work conditions increases the risk of heat stress, impacting both individual team member health and the delivery of medical services to those in need. While strategies are available to mitigate responder heat stress (3–6), most approaches are resource dependent and may therefore not be feasible in austere disaster settings. By contrast, heat acclimatization, defined as the physiological and perceptual adaptations conferred by frequent elevations of core temperature, is a mitigation strategy that can be developed and maintained in the home environment in readiness for deployment.

Weblink
The importance of commitment, communication, culture and learning for the implementation of the zero accident vision in 27 companies in Europe

A new article looks at the importance of commitment, communication, culture and learning for the implementation of the Zero Accident Vision in Europe. The paper presents findings of a multinational study involving 27 companies that have adopted a ‘Zero Accident Vision’ (ZAV). ZAV is the ambition that all accidents are preventable, and this paper focuses on how companies implement ZAV through ZAV commitment, safety communication, safety culture and safety.

Key trends and drivers of change in information and communication technologies and work location: foresight on new and emerging risks in OSH; working report

This report presents the findings of Work Package 1 of EU-OSHA’s project ‘Foresight on new and emerging occupational safety and health risks associated with information and communication technologies and work location by 2025’. Trends and key drivers of change were identified in a three-stage process: horizon scanning, consultation with experts through phone interviews and a Delphi-like survey and then a mini-workshop. The report lists and describes these important trends and drivers, which are organised by STEEP (Societal, Technological, Economic, Environmental and Political) category. From demographic changes to technological innovations, these are the factors that will decide what OSH challenges, associated with the digitalization of work faces Europe in 2025.

The negative impact of prison work on sleep health

Objectives To examine the prevalence of sleep disorders, deprivation, and quality in a sample of prison employees, and investigate the relationship between exposure to work-related critical incidents and sleep.
Methods we surveyed 355 Washington State Department of Corrections employees. The survey included the Pittsburg Sleep Quality Index and the Critical Incident History Questionnaire. Results we found 28% and 45% of the sample reported suffering from Apnea and insomnia, respectively. Over half of the sample reporting sleeping less than 2 h between shifts and being constantly fatigued. We found significant associations between exposure to critical incidents and sleep problems.
Conclusions Prison workers are in desperate need of help to improve their sleep. Our findings suggest the importance of continued investigation of prison worker sleep health using objective measures, toward the development of programs for improving sleep and resilience to critical incidents and stress.
The regulation of work health and safety

Buff, Elizabeth, Drahos, Peter (Ed.)

Regulatory theory: foundations and applications 2017 ANU Press
DOI: http://dx.doi.org/10.22459/RT.02.2017

This chapter is about regulating the harmful effects of work

Safeguard

Worksafe New Zealand

Safeguard April 2017

Articles for this month include: Health isn’t just physical - The importance of protecting mental health at work

Worker participation in the management of occupational safety and health: qualitative evidence

Walters, D Wadsworth, E

EU-OSHA

The study focuses on the representation of workers' interests in health and safety as experienced by representatives themselves, by their fellow workers and by their employers and managers.

Workplace road safety risk management: an investigation into Australian practices.

Warmerdam, Amanda et al


In Australia, more than 30% of the traffic volume can be attributed to work-related vehicles. Although work-related driver safety has been given increasing attention in the scientific literature, it is uncertain how well this knowledge has been translated into practice in industry. It is also unclear how current practice in industry can inform scientific knowledge. The aim of the research was to use a benchmarking tool developed by the National Road Safety Partnership Program to assess industry maturity in relation to risk management practices. A total of 83 managers from a range of small, medium and large organisations were recruited through the Victorian Work Authority. Semi-structured interviews aimed at eliciting information on current organisational practices, as well as policy and procedures around work-related driving were conducted and the data mapped onto the benchmarking tool. Overall, the results demonstrated varying levels of maturity of risk management practices across organisations, highlighting the need to build accountability within organisations, improve communication practices, improve journey management, reduce vehicle-related risk, improve driver competency through an effective workplace road safety management program and review organisational incident and infringement management. The findings of the study have important implications for industry and highlight the need to review current risk management practices.
WORKPLACE STRESS

**Title**
The impact of occupational stress factors on temporary work disability related to arterial hypertension and its complications

**Author/s**
Lazaridis, K et al

**Source**
*International journal of occupational safety and ergonomics* 2017 23 2
DOI: [10.1080/10803548.2016.1179524]

**Abstract**
To determine which specific groups of occupational stress factors influence the duration of temporary work disability related to arterial hypertension and joint complications/co-morbidities.

Methodology. Workers (n = 1398; 1009 in the exposed group, 389 in the control group) with arterial hypertension who worked at one workplace for a minimum of 10 years were divided into 10 subgroups, depending on the presence of joint complications/co-morbidities. The intensity of seven groups of occupational stress factors, the total score of Occupational Stress Index (OSI) and the average number of lost working days during 1 year were analysed.

Results. The number of lost working days due to arterial hypertension and joint complications/co-morbidities was significantly higher in the exposed group. In all subgroups of the exposed group there was a high correlation between the number of lost working days and the total OSI score. Specific occupational stress factors were associated with specific complications: High Demands with chronic myocardial infarction, Strictness with cerebral haemorrhage, Conflict/Uncertainty with cerebral infarction, Extrinsic Time Pressure with acute myocardial infarction, and Avoidance/Symbolic Aversiveness with non-insulin-dependent diabetes.

Conclusion. There are specific groups of occupational stress factors which can influence the duration of work disability associated with certain complications and co-morbidities of arterial hypertension.

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**Title**
A conservation of resources study of standard and contingent employees

**Author/s**
Laura Madden et al

**Source**
*Personnel review* 46 3 644-661 doi: 10.1108/PR-08-2015-0228

**Abstract**
Purpose: The purpose of this paper is to examine the differential effects of workplace stress and the use of social support by contingent vs standard employees.

Design/methodology/approach: Conservation of resources (COR) theory is used to frame research questions. Using content analysis of 40 interviews from individuals in the hospitality industry, differences between the levels of stress reported by contingent and standard employees as well as differences in their use of social support networks to offset stress is examined.

Findings: Contingent employees report experiencing more stress than do standard employees in the same profession. Furthermore, contingent employees seek out more social support than do standard employees. There was no difference between the two groups with respect to the desire for social support from three sources: vertical, horizontal, and customer groups.

Originality/value: This study extends the literature on contingent workers, the literature on how different types of employees deal with stress, as well as adding to the COR literature by showing that contingent employees experience and assuage their stress differently than do standard employees.

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**Title**
Cynicism as subscale of burnout
Weblink

**Title**
Grin and bear it?: employees’ use of surface acting during co-worker conflict

**Author/s**
Nixon, A. E., Bruk-Lee, V., Spector, P. E.

**Source**
*Stress & health* 33 129–142 doi: 10.1002/smi.2689

**Abstract**
Using survey data from 459 employed individuals, the conditional indirect effects of three types of interpersonal conflict at work on strains and performance through surface acting were tested. Results indicated that task, relationship and non-task organizational conflict were positively related to depressive and physical symptoms and negatively related to performance. Task conflict had a significantly weaker association with employee outcomes than either relationship or non-task organizational conflict. Surface acting negatively related to all types of conflict, although it had a weaker association with relationship conflict than task or non-task organizational conflict. Support was found for moderated mediation relationships whereby surface acting mediated the associations between all types of conflict with depressive symptoms, as well as the association between relationship and non-task organizational conflict with physical symptoms, when conflict was infrequent. Surface acting also mediated the associations between all types of conflict and performance when conflict was frequent. Future research directions are discussed that can advance our theoretical understanding of how emotional labour and interpersonal conflict interact to affect employees, as well as further our ability to improve employee well-being and organizational functioning.

Weblink

**Title**
Lifestyle factors in Croatian seafarers as relating to health and stress on board

**Author/s**
Sliskovic, A  Penezic, S

**Source**
*Work* 56 3 371-380 2017 DOI: 10.3233/WOR-172501

**Abstract**
Background: Seafaring is characterized by specific stressors and health risks.
Objective: The purpose of this article was to compare the prevalence of various lifestyle factors between the shipping and home environments, and in addition to test the relations between lifestyle factors, perceived stress on board, and health in seafarers.
Methods: A total of 530 Croatian seafarers participated in an on-line survey. The questionnaire contained requests for demographic data and a set of questions relating to lifestyle, stress on board, physical health symptoms, and mental health.
Results: The data showed higher sleep deprivation, higher levels of smoking and unhealthier diet at sea than at home, with prevalence of alcohol consumption and physical exercise being more favourable for the shipping environment. Sleep deprivation, unhealthy diet, lack of physical exercise, and smoking are shown as negative correlates of various measures of health. Stress on board was associated with sleep deprivation and unhealthy diet, and with more unfavourable physical and mental health.

Conclusions: The results give practical implications for promoting health in seafarers. Some of the lifestyle factors tested, such as alcohol use, smoking and physical exercise, fall rather under individual control, but others, such as a healthy, balanced diet on board and sleeping hygiene at sea, should be improved by shipping management.

Title
The psychosocial work environment is associated with risk of stroke at working age

Author/s
Jood, K et al

Source

Abstract
Objective The aim of this study was to explore the relation between the risk of first-ever stroke at working age and psychological work environmental factors.

Methods A consecutive multicentre matched 1:2 case–control study of acute stroke cases (N=198, age 30–65 years) who had been working full-time at the time of their stroke and 396 sex- and age-matched controls. Stroke cases and controls answered questionnaires on their psychosocial situation during the previous 12 months. The psychosocial work environment was assessed using three different measures: the job–control–demand model, the effort–reward imbalance (ERI) score, and exposures to conflict at work.

Results Among 198 stroke cases and 396 controls, job strain [odds ratio (OR) 1.30, 95% confidence interval (95% CI) 1.05–1.62], ERI (OR 1.28, 95% CI 1.01–1.62), and conflict at work (OR 1.75, 95% CI 1.07–2.88) were independent risk factors of stroke in multivariable regression models.

Conclusions Adverse psychosocial working conditions during the past 12 months were more frequently observed among stroke cases. Since these factors are presumably modifiable, interventional studies targeting job strain and emotional work environment are warranted.

Weblink

WEBSITES

Title
CIPD

Source
Well-being at work

Abstract
Understand the links between work, health and well-being, the five domains of well-being, and the role of stakeholders in adopting an organisational approach to employee well-being. See also their Knowledge hub.

Weblink

Title
Superfriend

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www.comcare.gov.au  Ph: 1300 366 979
management of research data, specifically for people working with medical, clinical and health data. This program was developed from the 23 (research data) Things program and the extensive ANDS resources and materials related to research data management and reuse.

**Weblink**

**Title** Healthy workplaces for all ages 2016-2017

**Source** EU-OSHA

**Abstract** By 2030, workers aged 55–64 are expected to make up 30 % or more of the workforce in many European countries. The retirement age is increasing in many Member States and many workers are likely to face longer working lives. Efforts must therefore be made to ensure safe and healthy conditions throughout working life.

The ageing workforce presents various challenges for all those involved in managing OSH:
- Longer working lives may result in longer exposure to risks.
- There will be more workers with chronic health problems and specific needs.
- Older workers might be more vulnerable to certain safety and health hazards.
- The high rate of work-related health problems in certain sectors and jobs that involve a heavy physical and/or mental workload, manual work or atypical working hours must be taken into account.
- Disability prevention, rehabilitation and return to work are of increased importance.
- At the society level, age discrimination needs to be dealt with.

**Weblink**

**Title** World Day for Safety and Health at Work (28 April 2017)

**Source** 2017 theme: optimize the collection and use of OSH data
International Labour Organization (ILO)

**Abstract** The ILO’s campaign for the 2017 World Day for Safety and Health at Work focuses on the critical need for countries to improve their capacity to collect and utilize reliable occupational safety and health (OSH) data.

The global plan of action, with specific targets to end poverty, protect the planet, and ensure prosperity for all. With its adoption in 2015, the capacity to collect and utilize reliable OSH data has also become indispensable for countries to fulfil their commitment to implement and report on some of the agenda’s 17 sustainable development goals and their targets.

**Weblink**

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