15th EAOHP CONFERENCE | 2022
Supporting knowledge comparison to promote good practice in occupational health psychology

BOOK OF PROCEEDINGS

Editors
Kevin Teoh, Fiona Frost, Jasmeet Singh, Maria Charalampous, Miguel Muñoz
BOOK OF PROCEEDINGS

15th Conference of the European Academy of Occupational Health Psychology

‘Supporting Knowledge Comparison to Promote Good Practice in Occupational Health Psychology’

Edited by:

Kevin Teoh
Fiona Frost
Jasmeet Singh
Maria Charalampous
Miguel Muñoz

European Academy of Occupational Health Psychology
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PREFACE

The European Academy of Occupational Health Psychology, in collaboration with the international research chair on comparative studies in occupational health at COMPTRASEC and the Research Centre in Psychology - Programme 6: Transformations, innovation et inclusion au travail" - of the University of Bordeaux, France welcomes you to its 15th scientific conference. We are excited to be able to again organise our conference in person, following our last online conference due to the Covid-19.

The Academy’s first conference took place in 1999 to provide a new platform to promote the development of research, education, and practice in the then emerging field of occupational health psychology. That inaugural event was held in Lund, Sweden. In the intervening years, conferences have been held successfully in Nottingham, UK (2000), Barcelona, Spain (2001), Vienna, Austria (2002), Berlin, Germany (2003), Porto, Portugal (2004), Dublin, Ireland (2006), Valencia, Spain (2008), Rome, Italy (2010), Zürich, Switzerland (2012), London, UK (2014), Athens, Greece (2016), Lisbon, Portugal (2018) and Online/Nicosia, Cyprus (2020).

The theme for this year’s conference is ‘Supporting knowledge comparison to promote good practice in occupational health psychology’. This is especially important in a fast-changing world of work since sharing of knowledge and good practices can aid understanding and accelerate developing appropriate solutions in policy and practice. The OHP community has a pivotal role to play in the evolving landscape of new forms of work and working conditions within the wider context of global and national challenges. The conference will address what occupational health researchers and practitioners can do to prevent psychosocial risks but also build sustainable work and work environments in which people can not only survive but flourish despite adversity.

At each conference, the Academy awards a lifetime fellowship to individuals, who in the opinion of the Executive Committee, have made an exceptional contribution to the discipline of occupational health psychology. This year we are proud to welcome Prof. Sharon Clarke (University of Manchester, UK) and Prof. Hans De Witte (KU Leuven, Belgium) into our College of Fellows.

On behalf of the Organising Committee, we would like to thank you for your commitment to the Academy despite current adversities and your contribution to this conference. We hope it will meet your expectations and will stoke up your enthusiasm.

We continue in our commitment to build a members’ Academy and will always welcome those who wish to be actively involved going forward. Finally, we would like to thank all of those who have given so generously of their time in helping to make this event a reality.

Finally, our thoughts are with the family of Adalgisa Battistelli who was originally scheduled to co-chair this conference.

Loic Lerouge
Conference Chair

Guillaume Deprez
Conference Chair

Stavroula Leka
President, EAOHP
ORGANIZING COMMITTEE

Loïc Lerouge, University of Bordeaux, France
Adalgisa Battistelli, University of Bordeaux, France
Nicole Rascle, University of Bordeaux, France
Vincent Angel, University of Bordeaux, France
Guillaume Deprez, University of Bordeaux, France
Sonia Laberon, University of Bordeaux, France
Miguel Muñoz, Nottingham University Business School, UK
Luis D. Torres, Nottingham University Business School, UK
Kevin Teoh, Birkbeck, University of London, UK
Aditya Jain, Nottingham University Business School, UK
Stavroula Leka, University College Cork, Ireland
Cristina di Tecco, INAIL, Italy
Evie Michailidis, University of Cyprus, Cyprus
Fiona Frost, Nottingham University Business School, UK
Jasmeet Singh, Nottingham Trent University, UK
Maria Charalampous, University of Cyprus, Cyprus
Saurabh Jain, University of Nottingham, UK
France St-Hilaire, Université de Sherbrooke, Canada

SCIENTIFIC COMMITTEE

Adalgisa Battistelli, University of Bordeaux, France
Aditya Jain, Nottingham University Business School, UK
Alexandros-Stamatios Antoniou, National and Kapodistrian University of Athens, Greece
Anne Kouvonen, University of Helsinki, Finland
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Christian Korunka, University of Vienna, Austria
Donatella Di Marco, Universidad de Sevilla, Spain
E. Kevin Kelloway, Saint Mary’s University, Canada
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Georg Bauer, University of Zurich, Switzerland
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Hans de Witte, K.U. Leuven, Belgium
José M. Peiró, University of Valencia, Spain
Karina M Nielsen, University of Sheffield, UK
Kevin Teoh, Birkbeck, University of London, UK
Liliana Cunha, Universidade do Porto, Portugal
Loïc Lerouge, University of Bordeaux, France
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Luis D. Torres, Nottingham University Business School, UK
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Marta Santos, Universidade do Porto, Portugal
Michiel Kompier, Radboud University Nijmegen, The Netherlands
Nicole Rascal, University of Bordeaux, France
Pedro R. Gil-Monte, University of Valencia, Spain
Robert Sinclair, Clemson University, US
Roxane Gervais, Practical Psychology Consultancy Ltd, UK
Sabir Giga, Lancaster University, UK
Sonia Laberon, University of Bordeaux, France
Stavroula Leka, University College Cork, Ireland
Timo Sinervo, Finnish Institute for Health and Welfare, Finland
Vicki Magley, University of Connecticut, US
Vincent Angel, University of Bordeaux, France
SPONSORS & SUPPORTING INSTITUTIONS

The following have generously supported the 15th conference of the European Academy of Occupational Health Psychology.
DELEGATE INFORMATION

Venue
The EAOHP 2022 Conference will take place at the University of Bordeaux and its Bordeaux Victoire campus - the city’s “historical” campus - situated in the heart of Bordeaux. It is located on Place de la Victoire, 33000 Bordeaux.

Getting there

You can use the bus, the Jet Bus or taxis (note that they are expensive).

There is a public car park next to the Victoire campus.

Catering
Lunch is included in the delegate fee and refreshments will be available at no cost each morning and afternoon of the conference.

Presentations (Author Guidelines)

ORAL:
Face-to-face presenters (in-person)
Each presentation will last 15 minutes including time for questions. The session chair will introduce each presenter and ensure that presentations are kept to time. All oral presentations must be supported by Microsoft Power Point. Presentations should be on a USB stick. Please take your presentation directly to the room allocated for your presentation, where you will be assisted in copying it onto the system, prior to the start of your session.

Remote presenters TBC
Each presentation will last 15 minutes including time for questions.
You will receive all instructions and a link to test your connection two days before the conference. Testing will take place one day before the conference (5th July).

POSTER:
Face-to-face presenters (in-person)
The poster should ideally be printed in AO size: 119cm (Height) X 84cm (Width) in portrait format.

Authors for poster presentations should bring their posters to the conference venue on the day of the presentation. Tape will be provided. All authors are responsible for placing their own posters according to their assigned space and will be assisted by the conference organising team.

Remote presenters
You will receive a link a week before the conference to upload your poster in a PowerPoint slide and a brief video (no more than three minutes) of you presenting the poster.
The organising committee will provide a QR code for each poster session, so delegates can access virtual poster presentations with their mobile devices.

In addition, a link will be available during each poster session for presenters to further discuss their findings.

REMOTE ATTENDANCE:
For those delegates attending online, a Zoom link will be provided on the conference programme. Links will be included on the programme a couple of days before the conference days.

Please note that all times in the programme are based on the local time in France (Central European Summer Time; GMT/UTC + 2 hours).

Further assistance

Should you require any assistance during the conference, please don’t hesitate to contact a member of the conference organizing committee at the reception desk.
University of Bodeaux - Victoire Campus (Conference Venue) - Victoire tram station

Hotel De Ville / City Hall (Welcome Reception Venue) - Hotel De Ville tram station

Bus pick up/drop off point for Conference Dinner - Quinconces tram station

Train station - Gare Saint-Jean tram station

Bordeaux Airport - Merignac bus station

Airport Shuttle Route
### Programme Key:

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<tr>
<th>Special Sessions</th>
<th>Symposium</th>
<th>Registration/Break</th>
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<td>Oral paper session</td>
<td>Poster Session</td>
<td>Other sessions</td>
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### Wednesday, July 6th 2022

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<th>Event</th>
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<tr>
<td>08:00 - 08:45</td>
<td><strong>Registration</strong>&lt;br&gt;Reception (building entrance)</td>
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<tr>
<td>08:30 - 09:15</td>
<td><strong>Opening ceremony</strong>&lt;br&gt;Auditorium Deniges (and Auditorium Sigalas - livestream only)</td>
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<tr>
<td>09:15 - 10:00</td>
<td><strong>Keynote: Leading for Safety: Understanding the Importance of Being a Leader</strong>&lt;br&gt;Auditorium Deniges (and Auditorium Sigalas - livestream only)</td>
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<tr>
<td>10:00 - 10:30</td>
<td><strong>Coffee break</strong>&lt;br&gt;Reception (building entrance)</td>
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<tr>
<td>10:30 - 12:00</td>
<td><strong>Symposium: Translating Psychosocial Safety Climate Theory into Practice</strong>&lt;br&gt;Auditorium Sigalas&lt;br&gt;Symposium: Work in times of crisis: What impacts and lessons to be learned for the post-COVID-19 world?&lt;br&gt;Auditorium Deniges&lt;br&gt;Symposium: Organizational and Personal Resources in the Organization of Working Time and Employees' Work-Life Balance, Health, and Well-Being&lt;br&gt;Room 33&lt;br&gt;Oral session: Recovery and wellbeing&lt;br&gt;Room 34&lt;br&gt;Oral session: Antecedents of stress and well-being 1&lt;br&gt;Room 36&lt;br&gt;Oral session: Psychosocial interventions 1&lt;br&gt;Room 37</td>
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<tr>
<td>12:00 - 13:00</td>
<td><strong>Symposium: Precarious work: Toward a comprehensive understanding of unemployment, job insecurity and financial stress</strong>&lt;br&gt;Auditorium Sigalas&lt;br&gt;Symposium: Getting worse or getting better? Longitudinal perspectives on well-being and social aspects at work before and after the COVID-19 pandemic&lt;br&gt;Auditorium Deniges&lt;br&gt;Symposium: Only time will tell? – The role of time for research on stress, recovery, and well-being&lt;br&gt;Room 33&lt;br&gt;Oral session: Individual differences&lt;br&gt;Room 34</td>
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| 13:00 - 14:30| **Lunch and poster sessions**  
**Reception (building entrance)**               |
| 13:30 - 14:30| **Research forum**  
**Room 33**                                              |
|              | Poster session: Work environment and wellbeing  
**Atrium**                                             |
|              | Poster session: Mental Health and the Workplace 1  
**Atrium**                                             |
|              | Poster session: Psychosocial risk management and interventions 1  
**Atrium**                                            |
|              | Poster session: Antecedents of stress and well-being 1  
**Atrium**                                            |
| 14:30 - 15:45| **EAOHP General Assembly (Open session)**  
**Room 41**                                             |
|              | Symposium: Healthy Workplaces: The Past, the Present and the Future of Universities as Organizations. Symposium 1: Research on Healthy Universities: Methodology, Tools and Future Theoretical Implications  
**Auditorium Sigalas**                                  |
|              | Symposium: “HealthyHealthcare”: A more holistic perspective in understanding and managing healthcare staff wellbeing and patient care  
**Auditorium Deniges**                                   |
|              | Symposium: An inclusive perspective on wellbeing at work for disability and neurodiversity: the role of psychology for advancing research and practice  
**Room 33**                                              |
|              | Symposium: Mental health and performance at work: Perspectives for a post-pandemic world  
**Room 34**                                              |
|              | Oral session: Job Satisfaction and Wellbeing  
**Room 36**                                              |
|              | Oral session: Equality, Diversity and Inclusion 1  
**Room 37**                                              |
| 15:45 - 17:00| **Invited Symposium: Global Perspectives and Developments in Occupational Health Psychology**  
**Auditorium Sigalas**                                   |
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<tr>
<td>08:30 - 08:45</td>
<td><strong>Registration</strong>&lt;br&gt;Reception (building entrance)</td>
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<tr>
<td>08:45 - 10:00</td>
<td>Symposium: From dusk till dawn till dusk: New insights from research on nonwork time and the boundaries between work and nonwork in relation to employee well-being&lt;br&gt;&lt;i&gt;Auditorium Sigalas&lt;/i&gt;</td>
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<tr>
<td>17:00 - 17:15</td>
<td>Coffee break&lt;br&gt;&lt;i&gt;Reception (building entrance)&lt;/i&gt;</td>
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<td>17:15 - 18:15</td>
<td>Symposium: Job insecurity 1 – Comparison of different operationalisations of insecurity&lt;br&gt;&lt;i&gt;Auditorium Deniges&lt;/i&gt;</td>
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<td>Symposium: Working in a changing world: relationships at work, at home, and after moving, and being comfortable with how you work.&lt;br&gt;&lt;i&gt;Room 33&lt;/i&gt;</td>
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<td>Oral session: Employee Motivation and Performance 1&lt;br&gt;&lt;i&gt;Room 34&lt;/i&gt;</td>
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<td>Oral session: Teleworking and OHP 1&lt;br&gt;&lt;i&gt;Room 36&lt;/i&gt;</td>
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<td>Oral session: Workplace Health Promotion&lt;br&gt;&lt;i&gt;Room 37&lt;/i&gt;</td>
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<tr>
<td>19:00 - 20:00</td>
<td><strong>Welcome reception</strong>&lt;br&gt;&lt;i&gt;Bordeaux City Hall (Hôtel De Ville)&lt;/i&gt;</td>
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<tr>
<td>10:00</td>
<td><strong>Coffee break</strong></td>
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<tr>
<td>10:00 - 10:30</td>
<td>Reception (building entrance)</td>
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<tr>
<td>10:30 - 11:45</td>
<td>Symposium: Theory-Based Interventions in Health Care: Using Applied Psychology to Improve the Experience of Patients and Staff</td>
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<td>Auditorium Sigalas</td>
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<tr>
<td>10:30 - 11:45</td>
<td>Symposium: Best Practices Implementing IGLO Health Interventions in Organizations: The EU H-Work Framework</td>
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<td>Auditorium Deniges</td>
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<tr>
<td>11:45 - 12:30</td>
<td>Symposium: Dealing with Trauma in Organisations: creating real world evidence-based practice</td>
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<td>Room 33</td>
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<tr>
<td>11:45 - 12:30</td>
<td>Oral session: Burnout 1</td>
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<td>Room 34</td>
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<tr>
<td>11:45 - 12:30</td>
<td>Oral session: Psychometrics in Occupational Health Psychology 2</td>
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<td>Room 36</td>
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<tr>
<td>11:45 - 12:30</td>
<td>Oral session: Work-life balance and work-family conflict 2</td>
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<td>Room 37</td>
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<tr>
<td>12:30 - 14:00</td>
<td><strong>Keynote: Job Insecurity ‘After’ the Pandemic – Looking Back and Forward</strong></td>
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<td>Auditorium Deniges (and Auditorium Sigalas - livestream only)</td>
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<td>12:30 - 14:00</td>
<td><strong>Lunch and poster sessions</strong></td>
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<td>Reception (building entrance)</td>
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<td>13:00 - 14:00</td>
<td><strong>Meet the editors</strong></td>
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<td>Auditorium Deniges</td>
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<tr>
<td>13:00 - 14:00</td>
<td><strong>Practice forum</strong></td>
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<td>14:00 - 15:15</td>
<td>Symposium: Managing differently: effects of empowering managerial practices on well-being and health at work</td>
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<td>Symposium: The influence of digital technologies on employees’ jobs, states, and outcomes</td>
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<td>Symposium: MENTUPP – Multi-level workplace mental health and wellbeing intervention in construction, health care and ICT SMEs</td>
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<td>Oral session: Employee Retention and Sickness Absence</td>
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<td>Oral session: Workplace Violence, Bullying and Harassment 2</td>
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<td>Oral session: Safety Climate and Safety Culture</td>
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<p>| 15:15 - 16:15 | Symposium: Next steps in job crafting intervention research: Expanding our understanding of the job crafting conceptualizations, success factors, and delivery methods in job | Auditorium Sigalas |
|              | Symposium: Practitioners Forum Special Session - Participatory European Project from an Organizational Perspective: Management’s Attitudes, Perceptions and Process Evaluation of a Project Aimed at Promoting Mental Health in Public Organizations and SMEs | Auditorium Deniges |
|              | Symposium: Challenges in workplace bullying research                  | Room 33 |
|              | Symposium: The impact of long COVID on work – insights to inform research and practice. | Room 34 |
|              | Oral session: OHP and COVID 1                                         | Room 36 |
|              | Oral session: Intervention Evaluation 1                                | Room 37 |</p>
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<tr>
<td>16:15 - 16:30</td>
<td><strong>Coffee break</strong></td>
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<td><em>Reception (building entrance)</em></td>
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<td>16:30 - 17:45</td>
<td>Symposium: Job insecurity 2 – longitudinal analyses and examination</td>
<td>Auditorium Sigalas</td>
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<td>of moderators and mediators</td>
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<td>Symposium: Exploring the Role of Managers and Leaders in</td>
<td>Auditorium Sigalas</td>
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<td>Promoting and Protecting Mental Health at Work: Lessons from</td>
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<td>Research and Practice</td>
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<td></td>
<td>Symposium (in French): Le télétravail durant la pandémie de Covid-19</td>
<td>Room 33</td>
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<td>et ses effets sur la santé, la qualité de vie au travail et les</td>
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<td>pratiques professionnelles: quel bilan et quelles perspectives a?</td>
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<td>Oral session: Equality, Diversity and Inclusion 2</td>
<td>Room 34</td>
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<td>Oral session: Psychosocial interventions 2</td>
<td>Room 36</td>
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<td>Oral session: Teleworking and OHP 2</td>
<td>Room 37</td>
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<td>19:00 - 21:00</td>
<td><strong>Conference dinner</strong></td>
<td>Château Smith</td>
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<td><em>Château Smith Haut Lafitte</em></td>
<td>Haut Lafitte</td>
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<td><em>(buses leave at 6:15pm from Quinconces station)</em></td>
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**Friday, July 8th 2022**

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<td>08:30 - 08:45</td>
<td><strong>Registration</strong></td>
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<td><em>Reception (building entrance)</em></td>
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<tr>
<td>08:45 - 10:00</td>
<td>Symposium: A comprehensive evaluation of multi-level interventions:</td>
<td>Auditorium Sigalas</td>
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<td>cost-effectiveness assessment and process evaluation</td>
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<td>Symposium: The performing arts as ‘work’ – an insight into the</td>
<td>Auditorium Deniges</td>
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<td>careers, caring duties and worklife balance of performing artists</td>
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<td></td>
<td>Oral session: Antecedents of stress and well-being 3</td>
<td>Room 33</td>
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<td>Oral session: Interpersonal relationships</td>
<td>Room 34</td>
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<td></td>
<td>Oral session: Work-life balance and work-family conflict 3</td>
<td>Room 36</td>
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<table>
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<tr>
<th>Time</th>
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<tr>
<td>10:00 - 10:30</td>
<td><strong>Coffee break</strong></td>
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<td></td>
<td><em>Reception (building entrance)</em></td>
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<tr>
<td>10:30 - 11:45</td>
<td><strong>Symposium: Job Insecurity in Higher Education: Research Evidence From 11 Countries</strong></td>
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<td><em>Auditorium Sigalas</em></td>
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<td><strong>Symposium: Healthy Workplaces: The Past, the Present and the Future of Universities as Organizations. Symposium 2: Research and Application on Healthy Universities: Actions and Good Practices for the Well-Being at Work.</strong></td>
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<td></td>
<td><em>Auditorium Deniges</em></td>
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<td><strong>Early career showcase</strong></td>
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<td></td>
<td><em>Room 33</em></td>
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<td><strong>Oral session: Occupational Health Psychology: Policy and Practice</strong></td>
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<td><em>Room 34</em></td>
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<td></td>
<td><strong>Oral session: Organisational Citizenship, Justice and Culture</strong></td>
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<td><em>Room 36</em></td>
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<td></td>
<td><strong>Oral session: Teleworking and OHP 3</strong></td>
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<td><em>Room 37</em></td>
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<td>11:45 - 12:30</td>
<td><strong>Keynote: Employee Workaholism, Affective Commitment, and Well-Being: The Role of Work Context, Individual Dispositions, and Need Satisfaction</strong></td>
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<td><em>Auditorium Deniges (and Auditorium Sigalas - livestream only)</em></td>
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<td>12:30 - 14:00</td>
<td><strong>Lunch and poster sessions</strong></td>
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<td><em>Reception (building entrance)</em></td>
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<td>13:00 - 14:00</td>
<td><strong>Education Forum</strong></td>
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<td><strong>Poster session: Engagement, job satisfaction and wellbeing</strong></td>
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<td><strong>Poster session: Mental Health and the Workplace 3</strong></td>
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<td><strong>Poster session: Occupational Health Psychology: Policy, Practice and Psychometrics</strong></td>
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<td><strong>Poster session: Workplace violence, burnout and absenteeism</strong></td>
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<td>14:00 - 15:00</td>
<td><strong>Symposium: Dealing with new levels of boundary blurring:</strong></td>
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<td><strong>Conditions and interventions for a healthy use of information and</strong></td>
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**Auditorium Sigalas**  
Symposium: New themes in the 3rd version of the Copenhagen Psychosocial Questionnaire (COPSOQ III)  
**Auditorium Deniges**  
Symposium: New Perspectives on Events and their Consequences for Employee Well-being and Motivation  
**Room 33**  
Oral session: Mental Health and the Workplace  
**Room 34**  
Oral session: OHP and COVID 2  
**Room 36**  
Oral session: Psychosocial interventions 3  
**Room 37** |
| 16:15 - 16:30| **Coffee break**  
**Reception (building entrance)** |
| 16:30 - 17:30| Symposium: From Assessment to Dissemination: Targeted Intervention and Evaluation to Build a Sustainable Child Welfare Workforce  
**Auditorium Sigalas**  
Symposium: Labour market uncertainty and job insecurity – what can be done and for whom?  
**Auditorium Deniges** |
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<td>17:30 - 18:00</td>
<td>Closing ceremony</td>
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<td>Symposium: Safety Climate and Service Access in the wake of a pandemic: investigating the perspectives of working professionals and service users in healthcare</td>
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<td>Symposium: Exploring the Burnout Assessment Tool Cross-Culturally</td>
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<td>Oral session: Intervention Evaluation 2</td>
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DETAILED CONFERENCE PROGRAMME
# Wednesday, 6 July 2022

## Opening Ceremony

08:30 - 09:15  Auditorium Deniges (and Auditorium Sigalas - livestream only)

## Keynote: Leading for Safety: Understanding the Importance of Being a Leader

09:15 - 10:00  Auditorium Deniges (and Auditorium Sigalas - livestream only)

K1  Leading for Safety: Understanding the Importance of Being a Leader  
*Sharon Clarke*  
University of Manchester, Manchester, United Kingdom

## Symposium: Translating Psychosocial Safety Climate Theory into Practice

10:30 - 12:00  Auditorium Sigalas  
Chair Amy Zadow, Rachael Potter

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<th>10:30 - 12:00</th>
<th>Auditorium Sigalas</th>
<th>Chair Amy Zadow, Rachael Potter</th>
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</table>
| S1 | Psychosocial Safety Climate and Emerging Digital Job Demands and Resources: Working from Home During the COVID-19 Pandemic | Amy Parkin, Rachael Potter, Maureen Dollard, Amy Zadow, Silvia Pignata, Kurt Lushington  
University of South Australia, Adelaide, Australia |
| S2 | Benchmarks for Evidence-Based Risk Assessment With the Swedish Version of the 4-Item Psychosocial Safety Climate Scale | Hanne Berthelsen¹, Tuija Muhonen¹, Gunnar Bergström²,³, Hugo Westerlund⁴, Maureen F Dollard⁵  
¹Malmö University, Malmö, Sweden. ²University of Gävle, Gävle, Sweden. ³Karolinska Institute, Stockholm, Sweden. ⁴Stockholm University, Stockholm, Sweden. ⁵University of South Australia, Adelaide, Australia |
| S3 | Sequential Mediated Models of Antecedents and Outcomes of Psychosocial Safety Climate: The Role of Workplace Safety Factors in Fostering Mentally Healthy and Productive Employees | Pieter Van Dijk¹, Andrea Kirk-Brown¹, Helen DeCieri¹, Maureen Dollard², Tracey Shea¹, Nicholas Crooks³, Jennifer Fry²  
¹Monash University, Melbourne, Australia. ²University of South Australia, Adelaide, Australia. ³WorkSafe Victoria, Geelong, Australia |
| S4 | Is Brevity the Soul of Wit? Comparing Associations of PSC-4 vs. the Full PSC With Work- and Health-Related Outcome Measures in Germany | Michael Ertel¹, Maren Formazin¹, Norbert Kersten¹, Matthias Nübling²  
¹Federal Institute for Occupational Safety and Health, Berlin, Germany. ²Freiburg research centre for occupational sciences, Freiburg, Germany |
S5 A Minute in Time: Risk Levels for the Psychosocial Safety Climate (PSC-4) Tool for Early Detection of Poor Mental Health
Mikaela Owen, Maureen Dollard, Tessa Bailey
University of South Australia, Adelaide, Australia

S6 Building Psychosocial Safety Climate in Turbulent Times; the Case of COVID-19
Maureen Dollard, Tessa Bailey
University of South Australia, Adelaide, Australia


10:30 - 12:00 Auditorium Deniges Chair Marie-Hélène Gilbert, Julie Dextras-Gauthier

S7 Teleworking, Work Engagement and Intention to Quit During the COVID-19 Pandemic: Same storm, different boats?
Annick Parent-Lamarche
Université du Québec à Trois-Rivières, Trois-Rivières, Canada

S8 Quality of Working Life in Public Administration during the Covid-19 Pandemic
Maude Boulet
École nationale d'administration publique, Québec, Canada

S9 Management Behaviors During the Covid-19 Pandemic: The Case of Managers in Healthcare Sector
Marie Christine Mackay¹, Marie-Hélène Gilbert², Pierre-Sébastien Fournier², Julie Dextras-Gauthier²
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université Laval, Quebec, Canada

S10 Digital Transformation and Technostress: What Lessons for the Post-Pandemic World?
Julie Dextras-Gauthier, Marie-ève Dufour, Josianne Marsan, Mathieu Templier
Université Laval, Québec, Canada

S11 Job Demands and Psychological Distress During the Pandemic : A Four-Wave Population Study of Quebec Onsite, Hybrid, and Teleworkers
Caroline Biron¹,², Maria Karanika-Murray³, Claude Fernet⁴, Hans Ivers⁵
¹Université Laval, Quebec, Canada. ²VITAM Center of research for sustainable health, Quebec, Canada. ³Nottingham Trent University, Nottingham, United Kingdom. ⁴Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ⁵Université Laval, Québec, Canada

S12 Telework During the COVID-19 Pandemic: Typology of High Performers and Healthy Workers
Justine Dima¹, Julie Dextras-Gauthier², Marie-Hélène Gilbert², Véra-Line Montreuil³
¹School of Management and Engineering Vaud, HES-SO, Yverdon-les-Bains, Switzerland. ²Université Laval, Québec, Canada. ³Université du Québec en Outaouais, Gatineau, Canada
Symposium: Organizational and Personal Resources in the Organization of Working Time and Employees' Work-Life Balance, Health, and Well-Being

10:30 - 12:00  Room 33  Chair Anne Marit Wöhrmann

S13 Boundaryless and Never-Ending? Extension of Working Hours Among Teleworkers in the Absence of Timekeeping
Corinna Brauner, Peter Krauss-Hoffmann, Kai Seiler
Institute for Work Design of North Rhine-Westphalia (LIA.nrw), Bochum, Germany

S14 Employees' Rest Breaks and Their Mental and Physical Health: Results From a Representative German Survey
Laura Vieten¹, Anne Marit Wöhrmann¹, Johannes Wendsche², Alexandra Michel¹
¹Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany.
²Federal Institute for Occupational Safety and Health (BAuA), Dresden, Germany

S15 Who Uses Worktime Control for Better Recovery? Age-Specific Effects on Psychological Detachment and Relaxation After Work
Mariebelle Kaus¹, Anne Marit Wöhrmann², Annekatrin Hoppe¹, Alexandra Michel²
¹Humboldt-Universität, Berlin, Germany. ²Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA), Dortmund, Germany

S16 Improve Your Work-Life-Balance – Effects of a Resource-Oriented Online Boundary Management Training on Segmentation Competence and Detachment
Alexandra Michel¹, Rapp Judith², Maike Strewick², Sarah Elena Althammer¹, Anne Marit Wöhrmann¹
¹Federal Institute for Occupational Health and Safety, Dortmund, Germany.
²Heidelberg University, Heidelberg, Germany

S17 How Positive Activities Shape Well-Being: Mechanisms of a Resource-Oriented Online Intervention for Employees with Flexible Working Conditions
Sarah Elena Althammer¹,², Anne Marit Wöhrmann¹, Alexandra Michel¹,²
¹Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany.
²Heidelberg University, Heidelberg, Germany

S18 Reconsidering 12-Hours Shifts: A Strategy to Increase Resources at Work and Decrease Employee’s Intention to Leave? A Case Study of Three Health Care Providers in an Intensive Care Unit
Sandrine Schoenenberger¹,², Damien Ramez³
¹Université Catholique de Lille, Lille, France. ²Perseus Université de Lorraine, Metz, France. ³Groupement des hôpitaux de l’Institut Catholique de Lille, Lille, France

Oral session: Recovery and wellbeing

10:30 - 12:00  Room 34  Chair Evie Michailidis

O1 Detecting Insufficient Recovery: Early Indicators of Stress-Related Psychological Health Problems
Aleksandra Bujacz, Leo Kowalski, Anna Finnes
Karolinska Institutet, Stockholm, Sweden
O2  It’s a New Week – Is It? Testing Recovery, Accumulation, and Sensitization Effects of Work Stressors on Fatigue in a 12 Week Diary Study
   Laurenz Meier¹, Anita Keller²
   ¹University of Neuchâtel, Neuchâtel, Switzerland. ²University of Groningen, Groningen, Netherlands

O3  Does Timing Matter? Modeling Daily Trajectories of Recovery Experiences
   Maike Arnold, Anne Casper, Sabine Sonnentag
   University of Mannheim, Mannheim, Germany

O4  Associations Between Daily Sleep and Affective Experiences: A Systematic Review
   Teresa D’Oliveira, Robert Hickman, Yining Liu, Sam Rajnikanth
   King’s College London, London, United Kingdom

O5  A Daily Diary Study on Workplace Embitterment: The Role of Illegitimate Tasks and the Impact on Counterproductive Work Behavior and Affective Rumination.
   Evie Michailidis¹,², Despoina Xanthopoulou³
   ¹University of Cyprus, Nicosia, Cyprus. ²Cyprus Centre for Business Research, Nicosia, Cyprus. ³Aristotle University of Thessaloniki, Thessaloniki, Greece

O6  How Did You Sleep Tonight? The Relevance of Sleep Quality and Sleep–Wake Rhythm for Procrastination at Work
   Tabea Maier¹, Jana Kühl², Beatrix Zimmermann²
   ¹University of Vienna, Vienna, Austria. ²University of Ulm, Ulm, Germany

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**Oral session: Antecedents of stress and well-being 1**

**10:30 - 12:00  Room 36  Chair Winnie Lam**

O7  So Far So Good, but for How Long? An Experience Sampling Examination of the Workaholic’s Short-Term Reactions to Increased Workload and Sustained Work Time
   Luca Menghini¹, Paola Spagnoli², Cristian Balducci³
   ¹University of Bologna, Bologna, Italy. ²University of Campania Luigi Vanvitelli, Caserta, Italy

O8  A Multilevel Model of Compassion in the Healthcare Context
   Mabel San Román-Niaves¹, Cristián Coo¹, Marco De Angelis², Susana Llorens¹, Marisa Salanova³
   ¹Universitat Jaume I, Castellón de la Plana, Spain. ²Università di Bologna, Bologna, Italy

O9  What Is Your Oasis? Investigation of Restorative and Stressful Environments via Critical Incident Technique
   Micha Hilbert, Johanna Ladage, Laura Berkemeyer, Carmen Binnewies
   Westfälische Wilhelms-Universität, Münster, Germany

O10  Antecedents and Outcomes of Employees’ Daily Latent Sleep Profiles
    Monika Wiegelmann, Maike Arnold, Sabine Sonnentag
    University of Mannheim, Mannheim, Germany

O11  Ethical Leader’s Influence on Change Recipients’ Psychological Well-Being
    Stephen Teo, Diep Nguyen
    Northumbria University, Newcastle, United Kingdom
The Role of Emotion Regulation in Managing Paid Work and Informal Eldercare

Winnie Lam, Ciara Kelly, Karina Nielsen
Sheffield University Management School, Sheffield, United Kingdom

Oral session: Psychosocial interventions 1

10:30 - 12:00 Room 37 Chair Leo Kowalski

O13 Reducing Work-Related Stress Through Soft-Skills Training Intervention in the Mining Industry

Dorota Molek-Winiarska
Wrocław University of Economics and Business, Wrocław, Poland

O14 Influence of a Cognitive Behavioral Training Programme on Job Stress: A Study Among High School Teachers

Hugo Figueiredo-Ferraz1, Ester Grau-Alberola2, Jorge J. López-Vilchez3, Pedro Gil-LaOrden3, Pedro R. Gil-Monte3
1Universidad Internacional de Valencia (VIU), Valencia, Spain. 2Universidad Internacional de La Rioja (UNIR), Logroño, Spain. 3Universitat de València, Valencia, Spain

O15 To Use or Not to Use: App Engagement in mHealth Intervention

Leo Kowalski
Karolinska Institutet, Stockholm, Sweden

O16 "Getting Past the Dead End" - Understanding Context Complexity in Organizations Undergoing a Conflict Intervention

Trond Løkling1, Marit Christensen1, Karina Nielsen2
1NTNU, Trondheim, Norway. 2University of Sheffield, Sheffield, United Kingdom

O17 What Needs to Improve and for Whom When We Implement Organisational Interventions?

Karina Nielsen1, Christine Ipsen2, Johan Simonsen Abildgaard3, Kasper Edwards2
1University of Sheffield, Sheffield, United Kingdom. 2Technical University of Denmark, Lyngby, Denmark. 3Copenhagen Business School, Copenhagen, Denmark

Symposium: Precarious work: Toward a comprehensive understanding of unemployment, job insecurity and financial stress

12:00 - 13:00 Auditorium Sigalas Chair Eva Selenko, Katharina Klug

S19 An Integrative Review of Unemployment’s Micro- and Macro-Level Effects on Children

Dana Unger1,2, Zografia Bika2, Maike E. Debus3, Ute-Christine Klehe4
1UiT The Arctic University of Norway, Tromso, Norway. 2University of East Anglia, Norwich, United Kingdom. 3University of Neuchâtel, Neuchâtel, Switzerland. 4Justus-Liebig-University Giessen, Giessen, Germany

S20 The Effect of Financial Worries on Work Behavior: Introducing a Dynamic Uncertainty Management Perspective

Eva Selenko1, Katharina Klug2, Hans De Witte3
1Loughborough University, Loughborough, United Kingdom. 2University of Bremen, Bremen, Germany. 3KU Leuven, Leuven, Belgium
S21 Conceptualizing Decent Work and Living Wages From the Standpoint of Precarious Employment: An Integrative Synthesis
Christian Seubert, Lisa Seubert, Jürgen Glaser
Leopold-Franzens-University, Innsbruck, Austria

S22 From Insecure Jobs to Burnout: The Moderating Roles of Career Entrenchment and Career Adaptability
Ute-Christine Klehe¹, Larissa Schwarz¹, Katja Wehrle¹, Ulrike Fasbender²
¹Justus Liebig University Giessen, Giessen, Germany. ²Universität Hohenheim, Hohenheim, Germany

Symposium: Getting worse or getting better? Longitudinal perspectives on well-being and social aspects at work before and after the COVID-19 pandemic

12:00 - 13:00 Auditorium Deniges
Chair Lotta Harju, Jari Hakanen

S23 Dynamic Interplay Between Efforts, Rewards, Work Engagement, and Burnout Before and During the COVID-19 Pandemic
Jari Hakanen, Janne Kaltiainen
Finnish Institute of Occupational Health, Helsinki, Finland

S24 Professional Social Media Usage and Work Engagement Among Professionals in Finland Before and During the COVID-19 Pandemic: Four-Wave Follow-Up Study
Reetta Oksa¹, Markus Kaakinen², Nina Savela¹, Jari Hakanen³, Atte Oksanen¹
¹Tampere university, Tampere, Finland. ²University of Helsinki, Helsinki, Finland. ³Finnish Institute of Occupational Health, Helsinki, Finland

S25 Whose Well-Being Has Benefited or Suffered from the Switch to Telework During the COVID-19 Pandemic, and Why? the Role of Work and Non-Work Life Domains
Janne Kaltiainen, Jari Hakanen
Finnish Institute of Occupational Health, Helsinki, Finland

S26 Does Social Courage Impact Organizational Identification? The Mediating Role of Increasingly Crafting Social Resources at Work
Anniina Virtanen, Janne Kaltiainen, Jari Hakanen
Finnish Institute of Occupational Health, Helsinki, Finland

Symposium: Only time will tell? – The role of time for research on stress, recovery, and well-being

12:00 - 13:00 Room 33
Chair Tim Vahle-Hinz, Jana Kühnel

Eva Straus, Lars Uhlig, Jana Kühnel, Christian Korunka
University of Vienna, Vienna, Austria

S28 Beyond Job Crafting: Antecedents and Outcomes of Boundary and Off-Job Crafting
Philipp Kerksieck¹, Miika Kujanpää², Jessica de Bloom³, Rebecca Brauchli¹, Georg F. Bauer¹
¹University of Zurich, Zurich, Switzerland. ²University of South-Eastern Norway, Kongsberg, Norway. ³University of Groningen, Groningen, Netherlands
### Oral session: Individual differences

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**O18** Empathy in the Workplace: Detangling Differential Effects of Affective from Cognitive Empathy in the Context of Conflicts and Social Support  
*Armelle Vallette d'Osia, Laurens Meier*  
University, Neuchâtel, Switzerland

**O19** Wanting, Getting, Using, and Staying: Exploring the Link Between Capabilities and Domains of Sustainable Employability  
*Bram Fleuren, Daan Westra, Lieze Poesen, Fred Zijlstra, Dirk Ruwaard, Frank van de Baan, Rachel Gifford*  
Maastricht University, Maastricht, Netherlands

**O20** It All Depends Which Perspective You Choose: Agent-Recipient Perspectives and Different Ways of Job Crafting  
*Magdalena Marszałek¹, Marta Roczniewska¹,²*  
¹SWPS University of Social Sciences and Humanities, Sopot Campus, Poland, Sopot, Poland. ²Karolinska Institutet, LIME Department, Stockholm, Sweden, Stockholm, Sweden

**O21** The Footprint – A Study of the Importance of Distinctive Work Characteristics for Employees of Different Age, Gender and Position in Academia.  
*Silje Fossum Fladmark¹, Marit Christensen¹, Karina Nielsen²,¹, Siw Tone Innstrand¹, Haakon Eidem Haakstad³*  
¹NTNU, Trondheim, Norway. ²University of Sheffield, Sheffield, United Kingdom. ³Centre for Educational Measurement (CEMO), UiO, Oslo, Norway

### Oral session: Work-life balance and work-family conflict

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<td>Ewelina Smoktunowicz</td>
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**O22** Having Trouble Getting Rid of Negative Cognitions and Emotions? A Daily Diary Study on the Moderating Role of Emotional Regulation in the Relation of Job Demands, Negative Cognitive-Affective Involvement and Well-Being  
*Andrea Noja¹, Sara Tement², Bettina Kubicek¹*  
¹University of Graz, Graz, Austria. ²University of Maribor, Maribor, Slovenia

**O23** Family Boundary Permeability, Problems Detaching From Work, and Work-Home Conflict: What Comes First During the Lockdown?  
*Arunas Ziedelis, Jurgita Lazauskaite-Zabielske, Ieva Urbanaviciute*  
Vilnius University, Vilnius, Lithuania
O24  How Career Priority Within the Couple Affects Well-being After the Transition to Parenthood: Ideals Versus Lived Experiences  
Elisabeth Abraham¹, Marijke Verbruggen¹, Tim Vantilborgh²  
¹KU Leuven, Leuven, Belgium. ²VUB, Brussels, Belgium  

Ewelina Smoktunowicz¹, Marta Roczniewska²,³, Ewa Makowska-Tłomak¹, Anna Studzinska⁴, Despoina Xanthopoulou⁵  
¹SWPS University of Social Sciences and Humanities, Warsaw, Poland. ²Karolinska Institutet, Stockholm, Sweden. ³SWPS University of Social Sciences and Humanities, Sopot, Poland. ⁴Icam Toulouse, Toulouse, France. ⁵Aristotle University of Thessaloniki, Thessaloniki, Greece  

Oral session: Workplace Violence, Bullying and Harassment 1  
12:00 - 13:00  Room 37  Chair Maria Charalampous  
O26  Too Many Constructs in the Kitchen: Toward a Unitary Measure of Workplace Mistreatment  
Sarah Carver, Joan Finegan  
University of Western Ontario, London, Canada  

O27  How Supervisor Incivility Begets Employee Silence: A Moderated Mediation Model  
Wiston Rodriguez, Kaitlin Busse, Zhiqing Zhou  
The Graduate Center & Baruch College, CUNY, New York, USA  

O28  The Influence of Targets’ Dispositions and Enactors’ Resources on Uncivil Omission Behaviors  
Yannick Provencher¹, Lauren Kowalchuk², Peter Hausdorf³, M. Gloria González-Morales³  
¹Saint Mary's University, Halifax, Canada. ²University of Guelph, Guelph, Canada. ³Claremont Graduate University, Claremont, USA  

O29  Effectiveness of Workplace Incivility and Bullying Interventions: A Meta-Analysis  
Declan Gilmer, Vicki Magley  
University of Connecticut, Storrs, CT, USA  

Lunch (available from 1pm to 2:30pm)  
13:00 - 13:30  Reception (building entrance)  

Research Forum  
13:30 - 14:30  Room 33  Chair Annet de Lange  
The EAOHP Research Forum aims to promote research and innovation in OHP. The Forum seeks to promote not only the development of research, but also its translation into practice. In the current Research forum, we will discuss the relevance as well as potential pitfalls of different types of reviews and meta-analyses for the OHP research as well as the practical field. This interactive session is open to anyone interested in OHP research.
Poster session: Work environment and wellbeing

13:30 - 14:30 Atrium

P1 Promoting a Culture of Prevention and Safety in the Construction Industry - The Role of the CEO
Janice Green
Jamaica Pre-Mix Concrete Limited, Kingston, Jamaica. Jamaica Aggregates Limited, Kingston, Jamaica

P2 A Tale of Six Climates: Reflections and Learnings After the Development of Six Industry-Specific Safety Climate Scales
Tristan Casey¹,², Xiaowen Hu³, Lisette Kanse⁴, Angelica Varhammar⁵
¹Middlesex University, London, United Kingdom. ²Griffith University, Brisbane, Australia. ³Queensland University of Technology, Brisbane, Australia. ⁴University of Western Australia, Perth, Australia. ⁵Centre for Work Health & Safety, Sydney, Australia

P3 Promoting Flow at Work through Personal Resources: Engagement and Job Crafting as Mediators
Antonino Callea, Emanuela Caracuzzo
LUMSA University, Rome, Italy

P4 Comprehensive Model of Occupational Well-Being
Juana Patlan-Perez¹, Abraham Rocha-Pino², Adrian Romero-Martinez²
¹Unam-Mexico, Ciudad de México, Mexico. ²Servicios de Salud Publica de la Ciudad de Mexico, Ciudad de México, Mexico

P5 On Different Pages? More Dangerous Than a Papercut: Implications of Incongruence Between Leader and Member Safety Climate Perceptions
Ashley Sylvara¹, Viet Phan¹, Chi-Leigh Warren¹, Cassandra Chlevin-Thiele¹, Jin Lee¹, Jinhong Choi², Sunhee Lee²
¹Kansas State University, Manhattan, USA. ²Chungnam National University, Daejeon, Korea, Republic of

P6 Safety Climate and Safety Voices: Exploring the Moderating Role of Role-Breadth Self-Efficacy
Valentina Mariani¹, Andrea Bazzoli², Margherita Brondino¹, Margherita Pasini¹
¹University of Verona, Verona, Italy. ²Washington State University Vancouver, Vancouver, USA

P7 Autonomy-Supportive Agents: Whose Support Matters Most and How Does It Unfold?
Leoni van der Vaart¹, Naniki Mokgata², Leon T. de Beer²
¹North-West University, Vanderbijlpark, South Africa. ²North-West University, Potchefstroom, South Africa

P8 Psychological Capital, Motivation and Work Engagement Under Job Insecurity: A Study Aimed at Employees in Social Networks.
Carlos Blasco-Giner¹,², Adalgisa Battistelli¹, Isabella Meneghel³
¹Université de Bordeaux, Bordeaux, France. ²Jaume I University, Castellón, Spain. ³Universitat Internacional de Catalunya, Barcelona, Spain

P9 The Impact of Authoritarian Leadership on Employees’ Accountability and Job Performance: The Moderating Role of Social Power
Chih-Ying Wu¹, Shao-Pei Wu²
¹Soochow University, Taipei City, Taiwan. ²FineTek Technologies, New Taipei, Taiwan
P10  Meaning Over Money? Effects of Task Meaningfulness on Momentary Work Performance
Aleksandra Penza¹, Katarzyna Cantarero¹, Aleksandra Kosiarczyk¹, Ewelina Smoktunowicz², Samantha Heintzelman³
¹SWPS University, Wroclaw, Poland. ²SWPS University, Warsaw, Poland. ³Rutgers University, Newark, USA

P11  Why Do People Sit? Sedentary Behavior in the Context of Daily Activities and Goals
Paten Broeke¹, Benjamin Gardner², Debby Beckers¹, Sabine Geurts¹, Erik Bijleveld¹
¹Radboud University, Nijmegen, Netherlands. ²King’s College London, London, United Kingdom

**Poster session: Mental Health and the Workplace 1**

**13:30 - 14:30  Atrium**

P12  Role Stressors as Antecedents of Exposure to Workplace Bullying Behaviors: The Moderating Role of Emotional Demands in a Two-Wave Study
Flavie Dion-Cliche¹, Sarah-Geneviève Trépanier², Clayton Peterson²
¹Université du Québec à Montréal, Montréal, Canada. ²Université du Québec à Trois-Rivières, Trois-Rivières, Canada

P13  The Development of Obsessive Passion in Community Workers in Québec, Canada
Alexandra Giroux, Sophie Meunier, Joëlle Carpentier
Université du Québec à Montréal (UQAM), Montréal, Canada

P14  Mental Disorders Among First Responders in Korea Using Nationwide Insurance Database
Jiyoung Yoon¹, Inah Kim¹, Eun Mi Kim², Joungsue Kim¹, Jiyoung Han¹, Jungwon Jang¹, Youngjin Choi¹
¹Hanyang University, Seoul, Korea, Republic of. ²National Health Insurance Service, Seoul, Korea, Republic of

P15  Perceptions and Obstacles Surrounding Post-Secondary Students Mental Health Literacy: A Rapid Evidence Assessment
Danielle Mercer-Prowse¹, Alexandra Stratas², Catherine Loughlin², Holly Foxall⁰
¹Acadia University, Wolfville, Canada. ²Saint Mary’s University, Halifax, Canada

P16  Workplace Violence: Does Violence Prevention Climate Mitigate Risk?
David Debly, Kevin Kelloway
Saint Mary’s University, Halifax, Canada

P17  Comparison of Psychosocial Risks at Work of Korean Workers Who Died by Suicide
Jungwon Jang, Inah Kim, Yangwoo Kim, Youngjin Choi, Jiyoung Yoon, Jiyoung Han
Hanyang University, Seoul, Korea, Republic of

P18  Implementing a Psychosocial Risk Assessment Using an Online Web-Based Tool (PREVEY®) That Promotes Proactivity and Self-Efficacy for the Mitigation of Risks at the Workplace.
Liliana Dias, Rita Alves Feio
Bound Intelligent Health Capital, Lisboa, Portugal
P19 Understanding the Relationship Between the Use of Smartphone Technology in Off-Job Hours and Employee Work-Life Conflict: A Systematic Review and Meta-Analysis
Juliet Hassard1, Jasmeet Singh2, Lana Delic3, Kevin Teoh4
1University of Nottingham, Nottingham, United Kingdom. 2Nottingham Trent University, Nottingham, United Kingdom. 3Work Psychology Group, Derby, United Kingdom. 4Birkbeck, University of London, London, United Kingdom

P20 Development and Validation of a New Scale for Measuring Smart/Remote Working Benefits and Disadvantages
Fulvio Signore1, Emanuela Inguscio1, Monica Molino2, Enrico Ciavolino1, Paola Pasca1, Claudio Giovanni Cortese2
1University of Salento, Lecce, Italy. 2University of Turin, Turin, Italy

P21 NIOSH Healthy Work Design and Well-Being Program
Jeannie Nigam1, Naomi Swanson1, L. Casey Chosewood2, Rene Pana-Cryan3
1NIOSH, Cincinnati, USA. 2NIOSH, Atlanta, USA. 3NIOSH, Washington DC, USA

P22 Towards a Better Understanding of Compassionate Workplaces: Supporting Employees Confronted with Serious Illness, Death, or Loss.
Sara De Gieter, Femke Slachmuylders, Jemima Bidee, Sarah Dury, Steven Vanderstichelen
Vrije Universiteit Brussel, Brussel, Belgium

Poster session: Psychosocial risk management and interventions 1
13:30 - 14:30  Atrium

P23 Staying Fit on the Job: Work-Related Issues in an Individual Coaching Intervention
Lilly Paulin Werk, Beate Muschalla
TU Braunschweig, Psychotherapy & Diagnostics, Braunschweig, Germany

Guendalina Dalmasso1, Federica De Falco2, Maria Rosaria Vinci2, Vincenzo Camisa2, Anna Paola Santoro2, Daniela Casasanta2, Massimiliano Raponi1, Gabriele Giorgi3, Nicola Magnavita4,5, Salvatore Zaffina4,2, Reparata Rosa Di Prinzio4
1Health Directorate, Bambino Gesù Children’s Hospital IRCCS, Rome, Italy. 2Health Directorate, Occupational Medicine Unit, Bambino Gesù Children’s Hospital IRCCS, Rome, Italy. 3Department of Psychology, European University of Rome, Rome, Italy. 4Post-Graduate School of Occupational Health, Università Cattolica del Sacro Cuore, Rome, Italy. 5Department of Woman, Child & Public Health, A. Gemelli Policlinic Foundation IRCCS, Rome, Italy

P25 Psychosocial Risk Factors in Undergraduate and Resident Physicians in Ten Hospitals in Mexico City
Abraham Rocha-Pino1, Juana Patlan-Perez2, Adrian Romero-Martinez1
1Servicios de Salud Publica de la Ciudad de Mexico, Mexico City, Mexico. 2UNAM-Mexico, Mexico City, Mexico

P26 Compared to what? Counterfactual Design and Analysis for Organizational Intervention Effectiveness Testing
Jin Lee, Erin Konvalin, Frank Giordano, Stacy Stoffregen, Leah Klos, Moana Sargent
Kansas State University, Manhattan, KS, USA
P27 Effects of an App-Based Mindfulness Training on Employees' Perfectionism, Stress and Recovery: A Randomised Wait-List Control Trial
Emily Kleszewski, Eva Matick, Kathleen Otto
Philipps-University, Marburg, Germany

P28 Taking Emotions Into Account in the Era of Quality of Life at Work: State of Play, Issues and Perspectives for the Ergonomics of Activity
Fanny Arnaud, Edith Galy, Andrea Soubélet
Université Côte d'Azur, Nice, France

P29 Work Anxiety and Capacity Impairments in a National Representative Sample
Beate Muschalla
Technische Universität Braunschweig, Braunschweig, Germany

P30 Nomadic, Informal and Mediatised Work Practices: Role of Professional Social Approval and Effects on Quality of Life at Work
Maelle Périsse¹, Anne-Marie Vonthron¹, Emilie Vayre²
¹Paris Nanterre University, Nanterre, France. ²Lumière Lyon 2 University, Lyon, France

P31 A Systematic Review of Process Variables in Work Wellbeing Interventions for Healthcare Staff
Ella Hatton¹,², Professor Karina Nielsen¹, Dr Ray Randall¹
¹University of Sheffield, Sheffield, United Kingdom. ²Arden University, Coventry, United Kingdom

P32 Organizational Culture and Positive Psychological Interventions: A Systematic Review
Antonio Ortiz Vázquez, Elena Martín Sanz, Marisa Salanova, Susana Llorens
Universitat Jaume I, Castellón, Spain

**Poster session: Antecedents of stress and well-being 1**

13:30 - 14:30 Atrium

Katharine Platts, Jeff Breckon, Ellen Marshall
Sheffield Hallam University, Sheffield, United Kingdom

P34 The Prevalence and Antecedents of Burnout in Pharmacists: A Systematic Review
Nicolas Marchi¹, Debra Winberg², Kevin Teoh³
¹Trinity College Dublin, Dublin, Ireland. ²Tulane University School of Public Health and Tropical Medicine, New Orleans, USA. ³Birkbeck, University of London, London, United Kingdom

P35 How Challenge and Hindrance Demands at Work Can Alter Dream Content and Valence
Janina Janurek, Sascha Abdel Hadi, Jan Alexander Häusser
Justus Liebig University Giessen, Giessen, Germany
P36  Job Quality, Employment Quality and Employee Health: The Mediating Roles of Work Engagement and Job Insecurity
   Marija Davcheva, Vicente González-Romá, Ana Hernández, Inés Tomás
   University of Valencia, Valencia, Spain

P37  Newcomers Taking Different Paths – Proximal Socialization Outcome Profiles among Police Officers
   Stefan Annell¹, Magnus Sverke², Petter Gustavsson³, Petra Lindfors²
   ¹Swedish Defence University, Stockholm, Sweden. ²Stockholm University, Stockholm, Sweden. ³Karolinska Institutet, Stockholm, Sweden

P38  Can Personal Resources and Job Crafting Reduce Technostress? An Empirical Investigation on School Teachers
   Fulvio Signore¹, Elisa De Carlo², Marta Giaccari¹, Federica Malerba¹, Andreina Madaro¹, Emanuela Inguscio¹
   ¹University of Salento, Lecce, Italy. ²University of Bologna, Bologna, Italy

P39  Effects of the Corona Crisis on Job Characteristics, Especially in Pandemic Induced Telework
   Wiebke Plückhahn¹, Jan Dettmers²
   ¹Johannes Gutenberg-Universität, Mainz, Germany. ²FernUniversität in Hagen, Hagen, Germany

   Amber McKenzie, Sharon Stevelink, Howard Burdett, Neil Greenberg
   King’s College London, London, United Kingdom

P41  Supporting Employee Mental Health During the COVID-19 Pandemic: Interventions to Enhance Psychological Capital in Spain
   María Villaplana¹,², Yolanda González³
   ¹Mutua Universal, Barcelona, Spain. ²Universidad de Murcia, Murcia, Spain

EAOHP General Assembly (Open session)

13:30 - 14:30  Room 41
Open to all members to discuss matters of the Academy.

Symposium: Healthy Workplaces: The Past, the Present and the Future of Universities as Organizations. Symposium 1: Research on Healthy Universities: Methodology, Tools and Future Theoretical Implications

14:30 - 15:45  Auditorium Sigalas  Chair Amelia Manuti, Margherita Brondino

S31  How Do We Keep Our Heart for Education Healthy? a Case Study on the Experiences of High Work Demands Among Teaching Staff at the Faculty of One University and a Follow-Up of Policies
   Angelique de Rijk¹, Miriam Janssen¹, Marike Mulder²
   ¹Maastricht University, Maastricht, Netherlands. ²Mulder Arbeid & Gezondheid, Maastricht, Netherlands
The Quality of Life at Work in Italian Universities: Developing a Tool to Assess Challenges and Resources of Academic Work

Fulvio Signore¹, Maria Luisa Giancaspro², Damiano Girardi³, Barbara Loera⁴, Paola Spagnoli⁵, Marco Depolo⁶, Amelia Manuti⁷, Paola Pasca⁸, Margherita Pasini⁹, Silvia Platania⁹, Margherita Brondino⁹
¹University of Salento, Lecce, Italy. ²University of Bari, Bari, Italy. ³University of Padova, Padova, Italy. ⁴University of Turin, Turin, Italy. ⁵University of Campania, Caserta, Italy. ⁶University of Bologna, Bologna, Italy. ⁷University of Verona, Verona, Italy. ⁸University of Catania, Catania, Italy.

Creating Healthy Academic Workplaces: What Do We Know and Where Do We Go from Here?

Vincent Angel¹, Matthijs Bal², Rein de Cooman³, Hans van Dijk⁴, Sara de Gieter⁶, Motahareh Alsadat Ghoreishi Galugah⁶, Davide Giusino⁶, Stefan Mol⁸, Noemi Nagy⁹,¹⁰, Sofija Pajic¹¹, Ferdinando Toscano⁹
¹Université de Bordeaux, Bordeaux, France. ²University of Lincoln, Lincoln, United Kingdom. ³KU Leuven, Leuven, Belgium. ⁴Tilburg University, Tilburg, Netherlands. ⁵Vrije Universiteit Brussel, Brussels, Belgium. ⁶Allameh Tabataba’i University, Tehran, Iran, Islamic Republic of. ⁷University of Bologna, Bologna, Italy. ⁸University of Amsterdam, Amsterdam, Netherlands. ⁹University of South Florida, Tampa, USA. ¹⁰Kalaidos University of Applied Sciences, Zürich, Switzerland. ¹¹Radboud University, Nijmegen, Netherlands.

Vested Interests in the University Sector: Disentangling the Recruitment Method from the Result

Amy Zadow, Kurt Lushington, Collette Snowden, Rachael Potter, Maureen Dollard, Silvia Pignata, Ali Afsharian
University of South Australia, Adelaide, Australia.

Competing Values and Healthy Departmental Cultures at Public Universities

Jiri Mudrak¹,², Katerina Zabrodska¹,²
¹Charles University, Prague, Czech Republic. ²Czech Academy of Sciences, Prague, Czech Republic.

Symposium: “HealthyHealthcare”: A more holistic perspective in understanding and managing healthcare staff wellbeing and patient care

14:30 - 15:45 Auditorium Deniges Chair Lise Løvseth, Kevin Teoh

Healthy Healthcare: A System-Based Perspective Integrating Organization of Healthcare Services, Workers’ Wellbeing, and Quality of Care

Lise Løvseth¹,², Annet de Lange³
¹St Olav University Hospital, Trondheim, Norway. ²NTNU, Trondheim, Norway. ³HAN University of Applied Sciences, Nijmegen, Netherlands.

How to Sustain in Healthcare Work? Results of the Multi-Method Healthy Healthcare Project

Annet de Lange
Does the Learning Environment Impact Mental Health? Longitudinal Study of UK Medical Students

Asta Medisauskaite, Milou Silkens, Antonia Rich
University College London, London, United Kingdom

Side Effects of The Unique and Unintended Demands of Hospital Accreditation

Amna Alshamsi
University of Nottingham, Nottingham, United Kingdom

A Meta-Analysis of the Relationship between Perceived Working Conditions, Doctors’ Psychological Health and Patient Care

Kevin Teoh¹, Jasmeet Singh², Asta Medisauskaite³, Juliet Hassard⁴
¹Birkbeck, University of London, London, United Kingdom. ²Nottingham Trent University, Nottingham, United Kingdom. ³University College London, London, United Kingdom. ⁴University of Nottingham, Nottingham, United Kingdom

Symposium: An inclusive perspective on wellbeing at work for disability and neurodiversity: the role of psychology for advancing research and practice

14:30 - 15:45   Room 33

Chair Almuth McDowall

How Can Psychological Theory Advance Research and Practice to Facilitate Systemic Inclusion?

Almuth McDowall
Birkbeck University, London, United Kingdom

Inclusive Research Design for Autistic Researchers and Participants – Implications for Participation and Wellbeing

Jessica Dark¹, Almuth McDowall¹, Harriet Tenenbaum²
¹Birkbeck, University of London, London, United Kingdom. ²University of Surrey, Guildford, United Kingdom

To What Extent Does the Traditional Triad Job Selection Process (CV, Interview, References) Hinder Job Seekers Who Are Neurodiverse or Neurotypical to Access Employment?

Stephen Ben Morris
Birkbeck University, London, United Kingdom

Does Neurodiversity Awareness Training Improve Reasonable Adjustment Decisions for ADHDers?

Kirsty Lauder
Centre for Neurodiversity at Work, London, United Kingdom. University of Chichester, Chichester, United Kingdom

How Do Disabled People/ Person with Disabilities Experience Careers?

Greg Swaysland, Almuth McDowall
Birkbeck, University of London, London, United Kingdom
Symposium: Mental health and performance at work: Perspectives for a post-pandemic world

14:30 - 15:45  Room 34  Chair Valerie Hervieux

S46  Distance Managers’ Wellbeing During the COVID-19 Pandemic: The Role of Perceived Organizational Support
Christine Ipsen¹, Kathrin Kirchner², Signe Tønnesen Bergmann³, Maria Karanika-Murray⁴
¹Technical University of Denmark, Kgs. Lyngby, Denmark. ²Technical University of Denmark, Kgs.Lyngby, Denmark. ³Lederne, Copenhagen, Denmark. ⁴Nottingham Trent University, Nottingham, United Kingdom

S47  Investigating Associations Between Physical Activity and Presenteeism – A Scoping Review
Valerie Hervieux¹,²,³, Caroline Biron¹,²,³, Justine Dima⁴
¹Laval University, Québec, Canada. ²Centre d’expertise en gestion de la santé et de la sécurité du travail, Québec, Canada. ³VITAM - Centre en santé durable, Quebec, Canada. ⁴School of Management and Engineering Vaud, Yverdon-les-Bains, Switzerland

S48  ICT Demands, Psychological Health and Performance: Could ICT Resources Help?
Julie Dextras-Gauthier¹, Véra-Line Montreuil², Marie-Hélène Gilbert¹, Justine Dima³, Caroline Biron⁴, Maude Boulet⁴
¹Université Laval, Québec, Canada. ²Université du Québec en Outaouais, Gatineau, Canada. ³HEIG-VD, Yverdon-les-Bains, Switzerland. ⁴École Nationale d’Administration Publique, Québec, Canada

S49  Psychosocial Safety Climate, Mental Health and Work Performance: A 4-Wave Population Study of Teleworkers, Hybrid and Onsite Workers
Caroline Biron¹,², Maria Karanika-Murray³, Hans Ivers¹
¹Université Laval, Québec, Canada. ²VITAM Center of Research for Sustainable Health, Québec, Canada. ³Nottingham Trent University, Nottingham, Canada

S50  Breaking the Path to Overcommitment: Management Practices that Promote Teleworkers Mental Health and Performance
Sandra Salvoni, Caroline Biron, Marie-Helene Gilbert
Université Laval, Québec, Canada

Oral session: Job Satisfaction and Wellbeing

14:30 - 15:45  Room 36  Chair Cigdem Vatansever

O30  I- Deals and Job-Crafting: How Organizations Differentially Deal With Them?
Inés Martínez-Corts, Santiago Renedo
University Of Seville, Seville, Spain

O31  The Impact of Beneficial Work Organization Factors on Stress in Nursing Assistants in the US
Naomi Swanson¹, Nathan Bowling², Jeannie Nigam¹
¹NIOSH, Cincinnati, OH, USA. ²Wright State University, Dayton, OH, USA

O32  How to Increase Job Satisfaction and Performance? Start With Thriving: The Serial Mediation Effect of Psychological Capital and Burnout
Norberth Okros, Delia Virgă
West University of Timisoara, Timisoara, Romania
O33  Nurse Managers’ Leader Identity and Work Engagement: Crossover to Nurses’ Job Satisfaction
Andrea Caputo, Paola Gatti, Marco Clari, Giacomo Garzaro, Valerio Dimonte, Enrico Pira, Claudio Giovanni Cortese
University of Turin, Turin, Italy

O34  Workspace Design and Employee Well-being: The Mediation Effect of Job Satisfaction and Work-Life Balance
Cigdem Vatansever
T. Namik Kemal Uni., Tekirdag, Turkey

Oral session: Equality, Diversity and Inclusion 1
14:30 - 15:45  Room 37  Chair Trude Furunes

O35  Older Workers’ Profiles on Job Demands, Job Resources, and Personal Resources and Their Associations With Late-Career Preferences
Marta Sousa-Ribeiro, Magnus Sverke, Claudia Bernhard-Oettel
Stockholm University, Stockholm, Sweden

O36  Ageism Towards Younger Workers: Prescriptive Stereotypes Among American and Portuguese Workers
Susana Schmitz1,2, David Patient3, Miriam Rosa1, Christin-Melanie Vauclair1, Carla Sofia Esteves3
1Instituto Universitário de Lisboa, Lisbon, Portugal. 2Católica Lisbon School of Business & Economics, Lisbon, Portugal. 3Vlerick Business School, Brussels, Belgium

O37  Engaging Age-Diverse Employees With Job Design: The Roles of Autonomy, Feedback, and Task Variety
Tatiana Marques1,2, Inês C. Sousa1, Sara Ramos3
1Instituto Universitário de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL), Lisbon, Portugal. 2Universidade Católica Portuguesa, Católica Lisbon School of Business and Economics, Católica Lisbon Research Unit in Business and Economics., Lisbon, Portugal. 3Instituto Universitário de Lisboa (ISCTE-IUL), DINÂMIA’CET, Lisbon, Portugal

O38  With a Little Help from My Workplace
Eric Damecour, Arla Day
Saint Mary's University, Halifax, Canada

O39  Age Discrimination and Employability in Healthcare Work
Karen Pak1, Trude Furunes2, Annet De Lange3
1Radboud University, Nijmegen, Netherlands. 2University of Stavanger, Stavanger, Norway. 3HAN University of Applied Sciences, Nijmegen, Netherlands
Invited Symposium: Global Perspectives and Developments in Occupational Health Psychology

15:45 - 17:00 Auditorium Sigalas Chair Stavroula Leka

F1 Association between MSDs and PSRs & Psychosocial risk management in European MSEs
Julia Flintorp, Ioannis Anyfantis, Xabier Irastorza, Malgorzata Milczarek
European Agency for Safety and Health at Work, Bilbao, Spain

F2 Occupational Health Psychology Research, Activities and Partnerships at the U.S. National Institute for Occupational Safety and Health
Naomi Swanson, Jeannie Nigam
NIOSH, Cincinnati, USA

F3 Supporting Knowledge Comparison to Promote Good Practice in Occupational Health Psychology: Australia
Maureen Dollard, Rachael Potter
University of South Australia, Adelaide, Australia

F4 The future of work and psychosocial risks: The ILO Perspective
Ana Catalina Ramirez
International Labour Organization, Geneva, Switzerland.

F5 Job quality and quality of working lives across European countries
Agnes Parent-Thirion
European Foundation for the Improvement of Living & Working Conditions, Dublin, Ireland

Symposium: Job insecurity 1 – Comparison of different operationalisations of insecurity

15:45 - 17:00 Auditorium Deniges Chair Hans De Witte

S51 What Matters Most: Job Insecurity or Financial Uncertainty?
Imke Dirkx¹, Bert Schreurs¹, I.M. Jawahar²
¹Vrije Universiteit Brussel, Brussel, Belgium. ²Illinois State University, Illinois, USA

S52 Disentangling the Detrimental Effects of Affective and Cognitive Qualitative Job Insecurity on Health and Flow at Work
Flavio Urbini¹, Antonio Chirumbolo², Antonino Callea³
¹European University of Rome, Rome, Italy. ²Sapienza University of Rome, Rome, Italy. ³Lumsa University, Rome, Italy

S53 Disentangling the Impact of Psychological and Organizational Job Insecurity on Mental Health and Job Satisfaction: A Multilevel Study
Valerio Ghezzi¹, Tahira Probst², Laura Petitta¹, Claudio Barbaranelli¹
¹Sapienza University of Rome, Rome, Italy. ²Washington State University, Vancouver, WA, USA

S54 A Social Cure for Uncertain Futures? On the Role of Social Identity for Graduates’ Career-Insecurity, Well-Being and Employability
Eva Selenko, Michala Havelkova
Loughborough University, Loughborough, United Kingdom
The Impact of Occupation Insecurity Across Different Age Groups: Evidence From Belgium, Germany and China

Lara C. Roll1,2, Hans De Witte1,2, Hai-Jiang Wang3
1KU Leuven, Leuven, Belgium. 2North-West University, Vanderbijlpark, South Africa. 3Huazhong University of Science and Technology, Wuhan, China

Symposium: Working in a changing world: relationships at work, at home, and after moving, and being comfortable with how you work.

15:45 - 17:00  Room 33  Chair Prudence Millear

S56 Evaluating RPGs in an Acute Hospital: Trust in Relationships and Clinical Practice Among Nurses
Prudence Millear1, Fiona Randall1, Chris Dawber2
1University of the Sunshine Coast, Sippy Downs, Australia. 2Sunshine Coast University Hospital, Birtinya, Australia

S57 Supportive and Satisfying Relationships in the Workplace
Prudence Millear, Fiona Reeve
University of the Sunshine Coast, Sippy Downs, Australia

S58 Love and Lockdowns: Relationships, Work, and Making Do in Pandemics
Prudence Millear, Casie Lamberton
University of the Sunshine Coast, Sippy Downs, Australia

S59 Lifestyle Migration: Reasons for Moving, Finding Work, and Settling Into a New Location
Prudence Millear, Lidia Di Nunzio
University of the Sunshine Coast, Sippy Downs, Australia

S60 Choosing How to Work: Evaluating the Impact of Work Volition on Workers’ Career Satisfaction, Stress Levels, and Work Engagement
Roxane Gervais1, Prudence Millear2
1Practical Psychology Consultancy Ltd, Hull, United Kingdom. 2University of the Sunshine Coast, Sippy Downs, Australia

Oral session: Employee Motivation and Performance 1

15:45 - 17:00  Room 34  Chair Hermann Burr

O40 Physical and Psychosocial Working Conditions as Predictors of 5-year Changes in Work Ability Among 2078 Employees in Germany
Hermann Burr1, Marion Freyer1, Maren Formazin1, Uwe Rose1, Martin Lindhardt Nielsen2, Paul Maurice Conway3
1Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany. 2Lægekonsulenten.Dk, AS3 Companies, Copenhagen, Denmark. 3University of Copenhagen, Copenhagen, Denmark

O41 Candidate Experience and Positive Word-of-Mouth as Pre-Employment Signals for Commitment to Organizations
Laurens Biesmans1, Rein De Coomar2, Diane Arijs1
1KU Leuven, Brussels, Belgium. 2KU Leuven, Antwerp, Belgium
O42  Do Daily Motivational Demands Promote or Inhibit One’s Performance and Well-Being? the Role of Appraisals and Empowering Leadership  
Peikai Li, Maria C. W. Peeters, Toon Taris  
Utrecht University, Utrecht, Netherlands

O43  Perspectives of Employees and Managers on Job Engagement and Wellbeing Within the Hospitality Industry in the United Kingdom  
Saurabh Jain, Angeli Santos  
University of Nottingham, Nottingham, United Kingdom

O44  Effects of a Weekly Planning Intervention on Work Engagement, Unfinished Tasks, Cognitive Flexibility, and Rumination  
Vera Baumgartner¹, Lars Uhlig¹,², Roman Prem², Katja Siestrup³, Christian Korunka¹, Bettina Kubicek²  
¹University of Vienna, Vienna, Austria. ²University of Graz, Graz, Austria. ³Fern Universität Hagen, Hagen, Germany

Oral session: Teleworking and OHP 1

15:45 - 17:00   Room 36   Chair Michael Ertel

O45  Understanding “Zoom Fatigue”: A Mixed-Method Approach  
Hadar Nesher Shoshan, Wilken Wehrt  
University of Mannheim, Mannheim, Germany

O46  Teleworking During the Covid-19 Pandemic: The Role of Age in the Relationship Between Technological Anxiety and Performance  
Inês C. Sousa, Sara Ramos, Catarina Godinho, Tatiana Marques  
University Institute of Lisbon, Lisbon, Portugal

O47  Work-Related ICT-Use Outside Work Hours and Relationship Quality in Dual-Earner Couples: Comparing Self- and Partner-Reports  
Silke Op de Beeck, Marijke Verbruggen  
KU Leuven, Leuven, Belgium

O48  Pressed to Overwork to Exhaustion? the Role of Psychological Detachment and Exhaustion in the Context of Teleworking  
Jurgita Lazauskaitė-Zabielskė¹, Ieva Urbanavičiūtė¹,², Arūnas Žiedelis¹  
¹Vilnius University, Vilnius, Lithuania. ²University of Lausanne, Lausanne, Switzerland

O49  Leading in the Remote Environment  
Isaiah Hipel¹, Kevin Kelloway¹, Jane Mullen², Stephanie Gilbert³, Jennifer Dimoff⁴  
¹Saint Mary's University, Halifax, Canada. ²Mount Allison University, Sackville, Canada. ³Cape Breton University, Sydney, Canada. ⁴University of Ottawa, Ottawa, Canada

Oral session: Workplace Health Promotion

15:45 - 17:00   Room 37   Chair Annika Krick

O50  Can Mindfulness Buffer Against Negative Effects of Job Demands for Military and Police Personnel?  
Annika Krick, Jörg Felfe  
Helmut-Schmidt-University, Hamburg, Germany
O51  What Makes Coaching Work? a Longitudinal Process Study Into the Active
Ingredients of Coaching
Lara Solms1,2, Annelies E.M. van Vianen1, Jessie Koen1, Anne P.J. de Pagter2,
Matthijs de Hoog2
1University of Amsterdam, Amsterdam, Netherlands. 2Erasmus Medical Center,
Rotterdam, Netherlands

O52  Challenge Versus Hindrance Job Demands and Leisure-Time Physical Activity: A
Daily Diary Study
Sascha Abdel Hadi1, Andreas Mojzisch2, Janina Janurek1, Jan Alexander Häusser1
1Justus-Liebig-University, Giessen, Germany. 2University of Hildesheim, Hildesheim,
Germany

O53  Impacts of a Social and Emotional Learning Intervention on Elementary-School
Teachers’ Personal and Professional Outcomes
Sofia Oliveira, Magda Sofia Roberto, Ana Margarida Veiga-Simão, Alexandra
Marques-Pinto
Universidade de Lisboa, Faculdade de Psicologia, CICPSI, Lisbon, Portugal

O54  Optimizing Post-Covid Work Arrangements: Which Individual, Team Level, and
Organizational Aspects Should Decision-Makers Consider?
Alexandra Halmos1,2, Katalin Krasz1, Miklós Antal2, Ágota Kun1
1Budapest University of Technology and Economics, Budapest, Hungary. 2MTA-ELTE
New Vision Research Group, Budapest, Hungary

Symposium: The Salient Role of Managers to Foster Organizational Health
17:15 - 18:15  Auditorium Sigalas Chair Julie Dextras-Gauthier, Marie-Hélène Gilbert

S61  Do Happy-Productive Workers Require Happy-Productive Managers: A Multi-Source
Study
Marie-Hélène Gilbert1, Julie Dextras-Gauthier1, Laetitia Larouche2, Justine Dima3
1Université Laval, Quebec, Canada. 2Université de Sherbrooke, Quebec, Canada.
3HEIG-VD, Canton de Vaud, Switzerland

S62  Organizational Culture and Transmission of Mental Health at Work From the Manager
to Their Subordinates: The Role of Emotional Intelligence
Bomoya Laetitia Christelle Adou1, Julie Dextras-Gauthier1, Marie-Eve Dufour2
1Université Laval, Québec, Canada. 2Université laval, Québec, Canada

S63  One Down, Fifty to Go: Managers’ Perception of Their Workload
Frédéric Boucher1, Marie-Hélène Gilbert1, Julie Dextras-Gauthier1, Justine Dima2
1Université Laval, Québec, Canada. 2HEIG-VD, Yverdon-les-Bains, Switzerland

S64  Being a Manager Who Is Fostering Employees’ Psychological Health at Work: What
Should I Do? and Why I Can’t Do It!
France St-Hilaire
Université de Sherbrooke, Sherbrooke, Canada
Symposium: Protecting and Promoting Wellbeing in The Healthcare Sector

17:15 - 18:15 Auditorium Deniges Chair Karina Nielsen

S65 Job Demands and Resources and Their Association with Employee Well-Being in the Healthcare Sector: A Systematic Review and Meta-Analysis of Prospective Studies
Ivan Marzocchi\textsuperscript{1,2}, Karina Nielsen\textsuperscript{3}, Cristina Di Tecco\textsuperscript{2}, Michela Vignoli\textsuperscript{4}, Monica Ghelli\textsuperscript{2}, Matteo Ronchetti\textsuperscript{2}, Sergio Iavicoli\textsuperscript{5}
\textsuperscript{1}Sapienza University of Rome, Department of Psychology, Rome, Italy. \textsuperscript{2}INAIL, Department of Occupational and Environmental Medicine, Epidemiology and Hygiene, Rome, Italy. \textsuperscript{3}Sheffield University Management School, Sheffield, United Kingdom. \textsuperscript{4}University of Trento, Department of Psychology and Cognitive Science, Trento, Italy. \textsuperscript{5}Italian Ministry of Health, Directorate-General for Communication and European and International Relations, Rome, Italy

S66 Managing Stress and Preventing Burnout in Healthcare Professionals During the Covid-19 Emergency
Cristina Di Tecco\textsuperscript{1}, Matteo Ronchetti\textsuperscript{1}, Monica Ghelli\textsuperscript{1}, Simone Russo\textsuperscript{1}, Ivan Marzocchi\textsuperscript{2}, Benedetta Persechino\textsuperscript{3}, Sergio Iavicoli\textsuperscript{4}
\textsuperscript{1}INAIL, Department of Occupational and Environmental Medicine, Epidemiology and Hygiene, Monte Porzio Catone (Roma), Italy. \textsuperscript{2}Sapienza, University of Rome, Department of Psychology, Rome, Italy. \textsuperscript{3}INAIL, Department of Occupational and Environmental Medicine, Epidemiology and Hygiene, Rome, Italy. \textsuperscript{4}Italian Ministry of Health, Directorate-General for Communication and European and International Relations, Rome, Italy

S67 Validation of the Intervention Preparedness Tool: A Short Measure to Assess Important Pre-Conditions for Successful Implementation of Organizational Interventions
Karina Nielsen\textsuperscript{1}, Ivan Marzocchi\textsuperscript{2}, Cristina Di Tecco\textsuperscript{3}, Michela Vignoli\textsuperscript{4}, Monica Ghelli\textsuperscript{3}, Matteo Ronchetti\textsuperscript{3}, Sergio Iavicoli\textsuperscript{3}
\textsuperscript{1}University of Sheffield, Sheffield, United Kingdom. \textsuperscript{2}University of Sapienza, Rome, Italy. \textsuperscript{3}INAIL, Rome, Italy. \textsuperscript{4}University of Trento, Trento, Italy

S68 Development and Results of the Meta-Process Organisational Intervention Evaluation Interview for Organizations
Michela Vignoli\textsuperscript{2}, Cristina Di Tecco\textsuperscript{2}, Karina Nielsen\textsuperscript{3}, Ivan Marzocchi\textsuperscript{2}, Sergio Iavicoli\textsuperscript{2}
\textsuperscript{1}University of Trento, Rovereto, Italy. \textsuperscript{2}Italian National Workers Compensation Authority, Rome, Italy. \textsuperscript{3}University of Sheffield, Sheffield, Italy

Symposium: Teleworking: Lessons learned during the pandemic of COVID-19

17:15 - 18:15 Room 33 Chair Jose M. Peiró, Jose Ramos

S69 Adjustment to Working From Home in Line Managers During Covid-19
Marc van Veldhoven, Marco van Gelder
Tilburg University, Tilburg, Netherlands

S70 Not Every Day Is Monday for Employees Who Telework Due to Strict COVID-19 Lockdown: Anticipatory Happiness Matters
Vicente Martínez-Tur\textsuperscript{1}, Yolanda Estreder\textsuperscript{1}, Francisco Moreno\textsuperscript{1}, Miguel Ángel Mañas\textsuperscript{2}, Pedro Díaz-Fuñez\textsuperscript{2}
\textsuperscript{1}University of Valencia, Valencia, Spain. \textsuperscript{2}University of Almería, Almería, Spain
S71 Take Your Time Off to Recover When Working From Home. The Mediation of Mastery Between Job Resources, Performance and Insomnia at Covid-19 Time
Monica Molino¹, Valentina Dolce², Claudio G. Cortese¹, Domenico Sanseverino¹, Chiara Ghisleri¹
¹University of Turin, Turin, Italy. ²University Lumière Lyon 2, Lyon, France

S72 Lessons Learned About Tele-Working During the Pandemic
Carolyn Axtell
University of Sheffield, Sheffield, United Kingdom

Symposium: Measuring Work Ability with the Mini-ICF-APP
17:15 - 18:15 Room 34 Chair Michael Linden, Beate Muschalla

S73 Observer-Rating of Work Ability on 13 Psychological Capacity Dimensions Over the Course of Vocational Training
Lilly Paulin Werk
TU Braunschweig, Braunschweig, Germany

S74 Self-Rating of Work-Relevant Capacity Profiles in General Population and in Persons With Mental Disorders: The Mini-ICF-APP-S
Beate Muschalla
Technische Universität Braunschweig, Braunschweig, Germany

S75 Capacity Problems and Work Ability in Employed People With Mental Disorders
Michael Linden¹, Beate Muschalla²
¹Charité University Medicine, Berlin, Germany. ²Technische Universität Braunschweig, Braunschweig, Germany

Oral session: Job Insecurity and Wellbeing
17:15 - 18:15 Room 36 Chair Janet A. Boekhorst

O55 The Interplay Between Economic and Health Threats at Work: The Employment-Health Dilemma
Franziska J. Kößler¹, Jenny S. Wesche², Annekatrin Hoppe¹
¹Humboldt-Universität zu Berlin, Berlin, Germany. ²Freie Universität Berlin, Berlin, Germany

O56 The Longitudinal Effects of Job Insecurity on Burnout and Turnover Intention: The Role of Organizational Citizenship Behaviour as Moderator
Idasuzana Idris, Mohd Awang Idris
Universiti Malaya, Kuala Lumpur, Malaysia

O57 Eating Stress Away? The Spillover and Crossover Effects of Job Insecurity on Employee & Spousal Stress and Unhealthy Eating
Kaitlin Busse¹,², Wiston A. Rodriguez¹,², Zhiqing E. Zhou²,¹
¹The Graduate Center, CUNY, New York, USA. ²Baruch College, CUNY, New York, USA

O58 The Distal Effects of Survivor Selection: A Strengths Crafting Perspective
Michael Halinski¹, Janet Boekhorst², Jessica Good³
¹Ryerson University, Toronto, Canada. ²University of Waterloo, Canada. ³York University, Toronto, Canada
**Oral session: Psychometrics in Occupational Health Psychology 1**

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<tr>
<th>Time</th>
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<tr>
<td>17:15</td>
<td>Room 37</td>
<td>Chair Teresa D’Oliveira</td>
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<td>O59</td>
<td>17:15</td>
<td>NIOSH Worker Well-Being Questionnaire (WellBQ)</td>
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<td><em>Chia Chang</em>¹, <em>Steve Sauter</em>², <em>Ramya Chari</em>³, <em>Elizabeth Petrun Sayers</em>³, <em>Wenjing Huang</em>³, <em>Gwenith Fisher</em>⁴,⁵</td>
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<td>¹CDC NIOSH, Washington DC, USA. ²Advanced Technologies and Laboratories International, Inc, Cincinnati, USA. ³RAND, Arlington, USA. ⁴Colorado State University, Fort Collins, USA. ⁵Colorado School of Public Health, Aurora, USA</td>
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<td>O60</td>
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<td>No Evidence for Reactivity to Measurement When Using Actigraphy to Monitor Physical Activity: A Field Experiment</td>
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<td><em>Jan Häusser</em>¹, <em>Janina Janurek</em>¹, <em>Andreas Mojzisch</em>²</td>
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<td>¹Justus-Liebig-University, Giessen, Germany. ²University of Hildesheim, Hildesheim, Germany</td>
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<td>O61</td>
<td>17:15</td>
<td>RESET Project: Validation of the Caen Chronotype Questionnaire (CCQ) in a British Population</td>
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<td><em>Teresa D’Oliveira</em>, <em>Robert Hickman</em></td>
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<td>King’s College London, London, United Kingdom</td>
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**Welcome Reception**

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<tr>
<td>19:00</td>
<td>Bordeaux City Hall (Hôtel De Ville)</td>
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Thursday, 7 July 2022

Symposium: From dusk till dawn till dusk: New insights from research on nonwork time and the boundaries between work and nonwork in relation to employee well-being

08:45 - 10:00  Auditorium Sigalas  Chair Laura Venz

S76 Did You Go to Bed on Time? Detrimental Effects of Going to Bed Later Than Intended for the Next Workday
  Jana Kühnel1, Johannes F. W. Arendt2, Ronald Bledow3
  1University of Vienna, Vienna, Austria. 2UMIT Tirol, Hall in Tirol, Austria. 3Singapore Management University, Singapore, Singapore

S77 Thinking Like a Perfectionist? an Experience Sampling Study on Interruptions, Perfectionistic Cognitions, and Stress-Recovery Processes
  Lisa Boenke1, Laura Venz2, Annika Nübold3, Anika Thurow2, Selina Kappus4
  1University of Neuchâtel, Neuchâtel, Switzerland. 2Leuphana University Lüneburg, Lüneburg, Germany. 3Maastricht University, Maastricht, Netherlands. 4Hochschule für Wirtschaft und Recht Berlin, Berlin, Germany

S78 Drawing Lines – a Daily Diary Study on the Recovery Consequences of Boundary Creation Behaviors at the End of Work
  Dana Unger1, Laura Venz2, Fabiola Gerpott3, Wladislaw Rivkin4
  1UiT The Arctic University of Norway, Tromsø, Norway. 2Leuphana University of Lüneburg, Lüneburg, Germany. 3WHU Otto Beisheim School of Management, Düsseldorf, Germany. 4Trinity College Dublin, Dublin, Ireland

S79 In Anticipation of Work – An Experience Sampling Study on Prospective Workday Appraisals and its Links to Sleep and Energy
  Oliver Weigelt1, Petra Gierer6, Katja Siestrup3, Roman Prem4, Kimberly French5
  1Leipzig University, Leipzig, Germany. 2University of Rostock, Rostock, Germany. 3University of Hagen, Hagen, Germany. 4University of Graz, Graz, Austria. 5Georgia Institute of Technology, Atlanta, USA

S80 Trajectories of Psychological Detachment Over the Weekend: Investigating Antecedents and Consequences
  Verena C. Haun1, Oliver Weigelt2, Katja Siestrup3, Jana Kühnel4
  1Julius-Maximilians-Universität Würzburg, Würzburg, Germany. 2Leipzig University, Leipzig, Germany. 3University of Hagen, Hagen, Germany. 4University of Vienna, Vienna, Austria

Symposium: Healthy leadership: New insights on well-being and situational influences in challenging times

08:45 - 10:00  Auditorium Deniges  Chair Katharina Klug, Laura Klebe

S81 “A Shut Mouth Catches No Flies?” Antecedents of Employees’ Mental Health Information Disclosure Intentions at Work
  Sarah Pischel, Jörg Felfe, Annika Krick
  Helmut-Schmidt-University/ University of the Federal Armed Forces, Hamburg, Germany
Does Flexibility in Schedules and Locations Influence the Effects of Health-Oriented Leadership? A Week-Level Study of Staff Care, Self Care and Well-Being
Katharina Klug1, Laura Klebe2, Jörg Felfe2
1University of Bremen, Bremen, Germany. 2Helmut Schmidt University, Hamburg, Germany

The Shadows of Digitization: On the Losses of Health-Oriented Leadership in the Face of ICT Hassles
Laura Klebe, Jörg Felfe
Helmut-Schmidt-University, Hamburg, Germany

Is Your Leader or You Putting Your Health at Risk? Profiles of Health-Oriented Leadership Within the Home Office Context, its Predictors, and Differences
Katharina Schübbe, Annika Krick, Jörg Felfe
Helmut-Schmidt-University, Hamburg, Germany

The Song Remains the Same. It’s a Sad Song, and It’s Getting More and More Absurd...
McDowall Almuth, Mark Stringer
Birkbeck University, London, United Kingdom

Symposium: When it may be here to stay! Engaging in well-rounded discussions about challenges and benefits of the remote e-working experience and individuals’

08:45 - 10:00  Room 33  Chair Maria Charalampous

The Role of Technostress on Remote Workers' Affective, Social, and Psychosomatic Wellbeing at Work
Evie Michailidis, Maria Charalampous
University of Cyprus, Nicosia, Cyprus

How Can Technostress Impact How Remote E-Workers Feel and Behave. An Exploratory Longitudinal Study
Maria Charalampous1, Andrea Ceschi2, Michela Vignoli3
1University of Cyprus, Nicosia, Cyprus. 2Verona University, Verona, Italy. 3University of Trento, Trento, Italy

It’s an E-Work Life! A Longitudinal Exploratory Study on Remote E-Work Well-Being
Michela Vignoli1, Enrico Perinelli2
1University of Trento, Trento, Italy. 2University of Trento, Trento, Italy

How Remote-Working Management and Diversity Climate Can Affect Perceived Discrimination at Work: A Longitudinal Study
Andrea Ceschi1, Vittoria Protti1, Francesco Tommasi1, Michela Vignoli2, Riccardo Sartori1
1Verona University, Verona, Italy. 2Trento University, Trento, Italy

Remote Work at Home and the Office: Separating the Effects of Where the Work Is Done on Employees' Work Perceptions
Toscano Ferdinando, Zappalà Salvatore
University of Bologna, Bologna, Italy
Oral session (in French): Work environment and wellbeing

08:45 - 10:00  Room 34  Chair Valérie Carayol

O62  What Do French Teleworkers Say About the Evolution of Their Work Activity? Comparing Interviews During Two Phases of the Covid-19 Pandemic?
Anne-Sophie Maillot¹, Thierry Meyer¹, Sophie Prunier-Poulmaire¹, Emilie Vayre²
¹Paris Nanterre University, Nanterre, France. ²Lyon 2 University, Lyon, France

Caroline Arnoux-Nicolas, Laura Cardon, Jean-François Foucault, Isabelle Olyt-Louis Laboratoire Parisien de Psychologie Sociale (LAPPS - EA4386), Université de Paris Nanterre, Nanterre, France

O64  Resigned Silence: Learned Helplessness in Contexts of Repeated Lack of Voice Impact in Organizations
Clement A. Andrieu, Dirk D. Steiner, Isabelle Milhabet
Université Côte d'Azur, Nice, France

O65  Psychometric Properties of the French Version of the Spanish Burnout Inventory (SBI-FR) in Teachers
Ester Grau-Alberola¹, Sandrine Schoenenberger², Pedro R. Gil-Monte³, Hugo Figueiredo-Ferraz⁴
¹Universidad Internacional de La Rioja (UNIR), Logroño (La Rioja), Spain. ²Université Catholique de Lille, Lille, France. ³Universidad de Valencia, Valencia, Spain. ⁴Universidad Internacional de Valencia, Valencia, Spain

O66  The Organizational Dimensions of Digital Incivility: The Case of the Pandemic Period
Delphine Dupré¹, Aurélie Laborde¹, Valérie Carayol¹, Marie-Line Félonneau², Christine Lagabrielle³
¹University of Bordeaux Montaigne, Bordeaux, France. ²University of Bordeaux, Bordeaux, France. ³University of Toulouse Jean Jaurès, Toulouse, France

Oral session: Employee Motivation and Performance 2

08:45 - 10:00  Room 36  Chair Jonas De Kerf

O67  Understanding Reciprocity Amongst Teleworkers: How Important Is It to Have Qualitative Social Exchange Relationships?
Jonas De Kerf¹,², Rein De Cooman¹, Sara De Gieter²
¹KU Leuven, Antwerpen, Belgium. ²Vrije Universiteit Brussel, Brussel, Belgium

O68  Positioning Employees to be Better Performers: How Longitudinal Effect of Individual Factors Notify Us?
Nurul Liyana Mohd Kamil, Mohd Awang Idris
Universiti Malaya, Kuala Lumpur, Malaysia

O69  “Take a Break!”: A Qualitative Study of Shift-Duty Police Officers’ On-The-Job Breaks
Shi Min Toh, Eunae Cho
Nanyang Technological University, Singapore, Singapore

O70  EC Locker Project: The Entwined Nature of Sleep and Emotions in the Workplace
Teresa D’Oliveira, Robert Hickman, Yunhan Xie
King’s College London, London, United Kingdom.
O71 Loneliness as an Ambivalent Experience: Developing a Holistic Understanding of Loneliness in Work
Fiona Frost, Simona Spedale, Aditya Jain
Nottingham University Business School, Nottingham, United Kingdom

Oral session: Antecedents of stress and well-being 2

08:45 - 10:00 Room 37 Chair Miguel Munoz

O72 An Exploration of the Psychological, Social, and Environmental Factors Affecting the Wellbeing of Hybrid Teams and Their Leaders
Cass Coulston, Sukhi Shergill, Ricardo Twumasi, Myanna Duncan
King's College London, London, United Kingdom

O73 Social Support as a Resource During Military Deployment
Annabell Reiner, Jörg Felfe
Helmut Schmidt University / University of the Federal Armed Forces, Hamburg, Germany

O74 Teachers' Psychological Detachment as a Mediator Between Their Subsequent Days' Job Stress and Negative Affect
Anna-Mari Aulén, Eija Pakarinen, Taru Feldt, Asko Tolvanen, Marja-Kristiina Lerkkanen
University of Jyväskylä, Jyväskylä, Finland

O75 Competitive Presenteeism: A Job Demands-Resources Approach
Chih-Ying Wu
Soochow University, Taipei City, Taiwan

O76 Psychosocial Risks in the Chilean Context and Their Impact in Health and Work-Related Absenteeism Indicators
Miguel Munoz, Aditya Jain, Luis Torres
Nottingham University Business School, Nottingham, United Kingdom

Symposium: Theory-Based Interventions in Health Care: Using Applied Psychology to Improve the Experience of Patients and Staff

10:30 - 11:45 Auditorium Sigalas Chair Hadar Nesher Shoshan

Franziska Tschan¹, Norbert K. Semmer², Sandra Keller³, Timm-Holzer Eliane², Martin Hübner⁴, Simon Wrann⁵, Daniel Candinas⁶, Nicolas Demartines⁴, Markus Weber⁸, Guido Beldi⁶
¹University of Neuchâtel, Neuchâtel, Switzerland. ²University of Bern, Bern, Switzerland. ³University Hospital of Bern, Inselspital, Bern, Switzerland. ⁴Centre hospitalier universitaire vaudois, Lausanne, Switzerland. ⁵Stadtpital Triemli, Zurich, Switzerland. ⁶Stadtpital Triemli, Zurich, Zurich, Switzerland.
S92 Professionalism in Emotional Labor: An Emotional Labor Climate Intervention in an Elderly Care Service Organization  
Andrea Fischbach  
German Police University, Muenster, Germany

S93 Using a Patient-Centered Information System to Promote Patients’ Understanding About Their Personal ED Medical Care Journey  
Monika Westphal¹,², Anat Rafaeli², Galit B. Yom-Tov², Avi Parush²  
¹Ben Gurion University, Be’er Sheva, Israel. ²Technion, Haifa, Israel

S94 Aggression Towards Emergency Medical Service Staff: Viewing Situations Through Lenses of Individual Collectivism and Perceived Justice  
Dorit Efrat-Treister¹, Raveh Harush², Alon Lisak¹, Arie Eisenman³, Chen Shapira⁴, Anat Rafaeli⁵  
¹Ben-Gurion University of the Negev, Beer Sheva, Israel. ²Bar-Ilan University, Ramat-Gan, Israel. ³Galilee Medical Center, Nahariya, Israel. ⁴Carmel Medical Center, Haifa, Israel. ⁵Technion-Israel Institute of Technology, Haifa, Israel

S95 Procedural Justice in Patient Allocation: Improving Medical and Hospital Efficiency  
Anat Rafaeli, Galit Yom Tov, Mathias Kohn  
Technion Israel Institute of Technology, Haifa, Israel

Symposium: Best Practices Implementing IGLO Health Interventions In Organizations: The EU H-Work Framework

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<th>10:30 - 11:45</th>
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S96 | A Systematic Review of Multi-Level Interventions Regarding Mental Health Outcomes in Organizations  
Vince Pelzer, Machtedt van den Heuvel, Roy Sijbom, Edwin van Hooft  
University of Amsterdam, Amsterdam, Netherlands |
S97 | Design and Implementation of Multilevel Positive Psychological Interventions on Three Spanish SMEs  
Josefina Peláez Zuberbühler¹, Mabel San Román-Niaves², Isabel Martínez Martínez², Marisa Salanova²  
¹Universitat Jaume I, Castellón de la Plana, Spain. ²Universitat Jaume I, Castellón de la Plana, Spain |
S98 | Implementing Multi-Level Interventions to Support Mental Health in a Czech Retail Company  
Anna Zubková¹,², Dorota Lofajová¹,², Ivana Šipová¹,², Martin Tuš³,², Martin Máčel¹,², Rudolf Kubík², Radvan Bahbouh²  
¹Charles University, Prague, Czech Republic. ²QED GROUP A.S., Prague, Czech Republic. ³University of Zurich, Zurich, Switzerland |
S99 | Implementing Positive Psychological Interventions in an Italian Healthcare Organization  
Edoardo Pische¹, Alessandra Albani¹, Greta Mazzetti¹, Josefina Peláez², Mabel San Román-Niaves², Davide Giusino³, Ilaria Faiulo⁴, Marisa Salanova², Dina Guglielmi¹, Luca Pietrantoni¹  
¹University of Bologna, Bologna, Italy. ²Universitat Jaume I, Castelló de la Plana, Spain. ³University of Bologna, Bologna, Italy. ⁴Azienda Unità Sanitaria Locale of Bologna, Bologna, Italy |
The Senior Managers’ Perception of Their Role in Implementing H-Work Interventions for Mental Health and Well-Being
Marit Christensen¹, Karoline Grødal¹, Anne Iversen¹, Siw Tone Innstrand¹, Davide Giusino², Ivana Šípová³, Lilly Werk⁴, Josefina Peláez Zuberbühler⁵, Marisa Salanova⁵
¹Norwegian University of Science and Technology, Trondheim, Norway. ²University of Bologna, Bologna, Italy. ³QED Group AS, Prague, Czech Republic. ⁴Technische Universität Braunschweig, Braunschweig, Germany. ⁵Universitat Jaume I, Castellon, Spain

Symposium: Dealing with Trauma in Organisations: creating real world evidence-based practice

10:30 - 11:45 Room 33 Chair Noreen Tehrani

S101 The Nature of Organisational Trauma and the Need to Maintain a Healthy Workforce
Ian Hesketh
College of Policing, London, United Kingdom

S102 Assessing the Effectiveness of Psychological Assessments and Trauma Therapy Programmes in Emergency Services
Noreen Tehrani
Noreen Tehrani Associates, London, United Kingdom

S103 The Evidence of the Benefits for Preparing an Organisation for a Programme of Psychological Surveillance and Support
Maneka Kandola, Sally Hooper
Hertfordshire County Council, Hertfordshire, United Kingdom

S104 Post-Incident Psychosocial Interventions after a Traumatic Event in the Workplace - A Review of the Evidence and Guidelines for Best Practice
Jo Billings¹, Talya Greene²⁻¹, Michael Bloomfield¹, Idit Albert³, Nick Grey⁴, Sharif El-leithy⁵, Dominic Murphy⁶, Jon Wheatley⁷, Noreen Tehrani⁸, Peter Burton⁹, Maya Zosmer¹⁰, Nicholas Wong¹, Helen Nicholls¹
¹UCL, London, United Kingdom. ²University of Haifa, Haifa, Israel. ³King’s College London, London, United Kingdom. ⁴Sussex NHS Foundation Trust, Sussex, United Kingdom. ⁵South West London and St George’s NHS Trust, London, United Kingdom. ⁶Combat Stress, London, United Kingdom. ⁷Homerton University Hospital NHS Foundation Trust, London, United Kingdom. ⁸Noreen Tehrani Associates, London, United Kingdom. ⁹n/a, Berkshire, United Kingdom. ¹⁰NHS, London, United Kingdom

S105 Creating Real-World Evidence-Based Practice: Interactive Round Table Discussion
Noreen Tehrani¹, Jo Billings²
¹Noreen Tehrani Associates, London, United Kingdom. ²University College, London, United Kingdom

Oral session: Burnout 1

10:30 - 11:45 Room 34 Chair Irene Houtman

O77 Determinants of Burnout Complaints: A Longitudinal Study in the Netherlands
Irene Houtman, Iris Eekhout
TNO, Leiden, Netherlands
Adopting the Job Demand/Resources Model to Investigate Teachers’ Emotional Exhaustion During the Covid-19 Pandemic: Results From a Cross-Cultural Study in Italy and Spain
Rocco Giuliano¹, Amelia Manuti¹, Francisco D. Bretones², Giuliano Gemmato¹, Alejandra Trillo²
¹Università degli Studi di Bari “Aldo Moro”, Bari, Italy. ²UGR Granada, Granada, Spain

Is Burnout Really the Latent Construct We Consider It to Be? A Symptom Network Approach to Burnout
Valentina Sagmeister, Sara de Gieter, Jesse Vullings, Safâa Achnak, Tim Vantilborgh
Vrije Universiteit Brussel, 1040, Belgium

The Influence of Digital Stress on Burnout Symptoms in Online Learning
Radina Stoyanova¹, Kaloyan Mitev², Nadezhda Zhechkova¹, Petya Pandurova¹, Sonya Karabelova¹
¹Sofia University “St. Kliment Ohridski”, Sofia, Bulgaria. ²University of Bath, Bath, United Kingdom

Burnout and Work-life Outcomes among Health-Care Workers Pre- and During the Covid-19 Pandemic.
Yannick Provencher, Arla Day, Haya Bakour, Karen Turner, Chris Mahar, Megan Donohoe, Hana Hicks
Saint Mary’s University, Halifax, Canada

Oral session: Psychometrics in Occupational Health Psychology 2

10:30 - 11:45  Room 36  Chair Cláudia Fernandes

Psychosocial Risk Assessment in Work Environments: Methodological and Practical Implications for Knowledge Creation, Scalability, and Comparability
Cláudia Fernandes¹, Anabela Pereira², Teresa Cotrim³,⁴
¹CATIM, Technological Center, Porto, Portugal. ²CIDTFF, Department of Education and Psychology, University of Aveiro, Aveiro, Portugal. ³Ergonomics Laboratory, Faculdade de Motricidade Humana, Universidade de Lisboa, Lisbon, Portugal. ⁴CIAUD, Faculdade de Arquitetura, Universidade de Lisboa, Lisbon, Portugal

Validation of a Scale Measuring Subjective Experience of Being Stuck in One’s Career
Otto Pankkonen, Marjaana Pöyry, Jukka Vuori
Finnish Institute of Occupational Health, Helsinki, Finland

Survey Design Effects in Psychosocial Risk Assessment
Roman Pauli, Jessica Lang
Uniklinik RWTH Aachen, Aachen, Germany

Development and Validation of Moral Distress Instrument (MDI)
Maija Mänttäri-van der Kuip¹, Denise Michelle Brend², Mari Huhtala¹
¹University of Jyväskylä, Jyväskylä, Finland. ²Laval University/ Université Laval, Québec, Canada

Does Looking Forward Set You Back? Three Types of Work Prospection and Their Effects on Employee Well-Being
Rosine Rutten, Ute Hülsheger, Fred Zijlstra
Maastricht University, Maastricht, Netherlands
Oral session: Work-life balance and work-family conflict 2

10:30 - 11:45  Room 37  Chair George Michaelides

O87  It Comes Down to What We Do Daily: The Role of Work from Home Routine for Well-Being and Performance
Justina C. Armasu1, Anita C. Keller1, Barbara Wisse1, Caroline Knight2, Sharon Parker2
1University of Groningen, Groningen, Netherlands. 2Curtin University, Perth, Australia

O88  Job Crafting Interventions: What Works, for Whom, Why, and in Which Contexts? A Realist Synthesis with Coincidence Analysis
Marta Roczniewska1,2, Anna Rogala3, Magdalena Marszalek2, Henna Hasson1, Arnold Bakker4,5, Ulrica von Thiele Schwarz6,1
1Karolinska Institutet, Stockholm, Sweden. 2SWPS University, Sopot, Poland. 3SWPS University, Warsaw, Poland. 4Erasmus University, Rotterdam, Netherlands. 5University of Johannesburg, Johannesburg, South Africa. 6Mälardalen University, Västerås, Sweden

O89  Does Working From Home Impair Your Well-Being? The Role of Family Permeability, Overwork Climate, and Psychological Detachment
Jurgita Lazauskaite-Zabielske1, Arūnas Ziedelis1, Ieva Urbanavičiūtė1,2
1Institute of Psychology, Vilnius University, Vilnius, Lithuania. 2Swiss National Centre of Competence in Research LIVES, University of Lausanne, Lausanne, Switzerland

O90  Work-Home Boundary Management During the Lockdown: What Works Best and for Whom?
Ieva Urbanaviciute1,2, Jurgita Lazauskaite-Zabielske2, Arunas Ziedelis2
1University of Lausanne, Lausanne, Switzerland. 2Vilnius University, Vilnius, Lithuania

George Michaelides1, Stephen Wood2, Karen Niven3, Ilke Inceoglu4
1University of East Anglia, Norwich, United Kingdom. 2University of Leicester, Leicester, United Kingdom. 3University of Manchester, Manchester, United Kingdom. 4University of Exeter, Exeter, United Kingdom

Keynote: Job Insecurity ‘After’ the Pandemic – Looking Back and Forward
11:45 - 12:30  Auditorium Deniges (and Auditorium Sigalas - livestream only)

K2  Keynote: Job Insecurity ‘After’ the Pandemic – Looking Back and Forward
Hans De Witte
KU Leuven, Leuven, Belgium

Meet the Editors
13:00 - 14:00  Auditorium Deniges  Chair Birgit Greiner

In this Meet the Editors session, editors from the major journals in OHP will be represented:
· Work & Stress: Consulting Editor, Annet de Lange, Open University Heerlen, the Netherlands, EAOHP Research Forum Chair.
Practice Forum

13:00 - 14:00  Room 33  Chair Rachel Lewis, Jo Yarker

The EAOHP Practice Forum aims to share and support research-led practice in Occupational health psychology. This interactive session is aimed at both academics and practitioners interested in/or working in research-led occupational health psychology. In the session we will share examples of research-led practice before convening a discussion around the challenges of conducting research-led practice in practice. The session will conclude by gathering of ideas about how the EAOHP could support, advance and share research-led practice, with the aim of developing a series of actions and recommendations to develop and strengthen this area within EAOHP.

Poster session: Antecedents of stress and well-being 2

13:00 - 14:00  Atrium

P42 Systems or Leadership: What Influences Safety Behaviours?  
Diana Serban, Kevin Kelloway, Jane Mullen, Stephanie Gilbert, Jennifer Dimoff  
1Saint Mary's University, Halifax, Canada.  
2Mount Allison University, Sackville, Canada.  
3Cape Breton University, Cape Breton, Canada.  
4University of Ottawa, Ottawa, Canada

P43 You Do Not Have to Be the Boss to Be a Leader: Building Psychological Safety Bottom-up  
Karolien Hendrikx, Joris Van Ruysseveldt  
Open University, Heerlen, Netherlands

Paulien D'Huyvetter, Marijke Verbruggen  
KU Leuven, Leuven, Belgium

P45 German Federal Administration in the Digital Transition: Employees’ Stressors and Resources  
Simone Brandstäder, Mareike Pfaff, Betty Busam, Nadine Seiferling, Karlheinz Sonntag  
1Heidelberg University, Heidelberg, Germany.  
2khs worklab, Heidelberg, Germany

P46 Do Daily Unfinished Tasks Interfere With Recovery? a Diary Study of the Relationship Between Daily Unfinished Tasks, Morning Recovery, and Detachment  
Sebastian Seibel, Judith Volmer, Christine Syrek  
1University of Wuerzburg, Würzburg, Germany.  
2Otto-Friedrich University of Bamberg, Bamberg, Germany.  
3Bonn-Rhein-Sieg University of applied science, Rheinbach, Germany
Technology-Enhanced Learning and Well-Being in Italian University Students: A Contribution to the Validation of a Measure of Academic Technostress

Vincenza Capone, Giovanni Schettino, Leda Marino
University of Naples, Federico II, Naples, Italy

The Cognitive Activation of Stress Through Rumination: A Weekly Diary Study

Jose M. Leon-Perez, Angela Fernandez-Canseco
Universidad de Sevilla, Sevilla, Spain

Social Network Analysis Outcomes of Team Conflict Processes

Keaton Fletcher, Cooper Drose
Georgia Institute of Technology, Atlanta, USA

Dream or Dreamless Job? the Relationship Between Harmonious and Obsessive Passion for Work, Private Life and Insomnia in Academics During the Covid-19 Pandemic

Monica Molino¹, Paola Spagnoli², Margherita Zito³, Domenico Sanseverino¹, Lara Colombo¹, Chiara Ghisleri¹
¹University of Turin, Turin, Italy. ²University of Campania "Luigi Vanvitelli", Caserta, Italy. ³Università IULM, Milan, Italy

Beyond Demands: The Importance of Meaning for Stress at Work

Norbert K. Semmer¹, Dieter Zapf²
¹University of Bern, Bern, Switzerland. ²Goethe University, Frankfurt / M., Germany

Variation of the Effect of Surface Acting on General Health and Need for Recovery Based on the Frequency of Interactions at Work: A Multi-Group Analysis.

Giulia Sciotto, Francesco Pace
University of Palermo, Palermo, Italy

Impacts and Consequences of Networked and Flexible Deliveries on the Assessment of Working Conditions in Logistics Supply Chains

Britta Schmitt-Howe
Federal Institute for Occupational Safety and Health, Berlin, Germany

The Influences of Sex and Age on Stress Coping in Aviation and Medicine-Related Professionals

Chian-Fang Cherng
National Yang Ming Chiao Tung University, Hsinchu, Taiwan


Juliet Hassard¹, Weiwei Wang¹, Lana Delic², Vanessa Hewitt³, Louise Thomson¹
¹University of Nottingham, Nottingham, United Kingdom. ²Work Psychology Group, Derby, United Kingdom. ³Nottingham Trent University, Nottingham, United Kingdom

Poster session: Gender and Diversity

13:00 - 14:00  Atrium

Impacts and Consequences of Networked and Flexible Deliveries on the Assessment of Working Conditions in Logistics Supply Chains

Britta Schmitt-Howe
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The Influences of Sex and Age on Stress Coping in Aviation and Medicine-Related Professionals

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Juliet Hassard¹, Weiwei Wang¹, Lana Delic², Vanessa Hewitt³, Louise Thomson¹
¹University of Nottingham, Nottingham, United Kingdom. ²Work Psychology Group, Derby, United Kingdom. ³Nottingham Trent University, Nottingham, United Kingdom
P56 Voice and STEM Women Faculty
Alan Witt¹, Sophie Romay², Nikola Fedorowicz³, Dustin Maneethai⁴, Kori Callison⁵
¹Hobby School for Public Affairs, Houston, USA. ²Dept. of the Air Force, San Antonio, USA. ³Ivy Planning Group, New York, USA. ⁴University of Houston, Houston, USA. ⁵University of Alaska, Anchorage, USA

P57 The Serial Mediation of Psychological Capital, Positive Emotions, and Transformational Leadership on Engagement of Women and Men Leaders
Laritza Machín-Rincón¹, Eva Cifre¹, Pilar Domínguez-Castillo²
¹Universitat Jaume I, Castellón, Spain. ²Universitat de València, Valencia, Spain

P58 Shedding Light on Prognostic Factors of Prolonged Work-Related Stress
Johan Høy Jensen¹, Reiner Rugulies², Esben Meulengracht Flachs¹, Kajsa Ugelvig Petersen¹, Lone Ross Nylandsted¹, Nanna Eiler¹
¹Bispebjerg and Frederiksberg Hospital, Copenhagen, Denmark. ²National Research Centre for the Working Environment, Copenhagen, Denmark

P59 Best Practices in the Development of HEROs (HEalthy & Resilient Organizations): A Gender Perspective
Kevin Martínez, Susana Llorens, Juan José Reyes, Valeria Cruz, Marisa Salanova
Universitat Jaume I, Castellón, Spain

P60 Representation Matters: Fostering Diversity and Its Impact on Emotional Exhaustion
Dustin Maneethai¹, Nikola Fedorowicz², Kori Callison³, Sophie Romay⁴, Lawrence Witt⁵
¹University of Houston, Houston, USA. ²Ivy Planning Group, New York City, USA. ³University of Alaska, Anchorage, USA. ⁴Dept. of the Air Force, San Antonio, USA. ⁵Hobby School of Public Affairs, Houston, USA

P61 An Approach Towards Improving the Recruitment of Women Into the Fire Service
Svenja Leimbach¹, Jennifer Eck²
¹Johannes Gutenberg University, Mainz, Germany. ²University of Mannheim, Mannheim, Germany

P62 Developing and Validating a Measure of Inclusive Leadership
Arla Day¹, Catherine Loughlin¹, Kara Arnold²
¹Saint Mary’s University, Halifax, Canada. ²Memorial University of Newfoundland, St. John’s, Canada

Poster session: Mental Health and the Workplace 2
13:00 - 14:00 Atrium

P63 Impact of Workplace Violence on Occupational Health in Undergraduate and Postgraduate Physicians
Juana Patlan-Perez¹, Abraham Rocha-Pino², Adrian Romero-Martinez²
¹UNAM-Mexico, Mexico City, Mexico. ²Servicios de Salud Publica de la Ciudad de Mexico, Mexico City, Mexico

P64 Psychological Capital and Mental Health in Ecuadorian Workers
Karina Ocampo Vásquez¹, David Ortega Jiménez¹, Tatiana Mansanillas¹, Marina R. Ramírez¹, Francisco D. Bretones²
¹Universidad Técnica Particular de Loja, Loja, Ecuador. ²Universidad de Granada, Granada, Spain
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<td>Hannah Austin¹, Janet Barnes-Farrell¹, Alicia Dugan², Vicki Magley¹, Martin Cherniack²</td>
<td>University of Connecticut, Storrs, USA, UConn Health, Farmington, USA</td>
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<td>Andrea Czibor, Péter Restás, Gyöngyvér Csapó, Zsolt Péter Szabó</td>
<td>University of Pécs, Pécs, Hungary</td>
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<td>Bernadette Daher</td>
<td>Laval University, Quebec, Canada</td>
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<td>The Long Road Towards a European Directive on Psychosocial Risks at Work Paved With Unequal Workers’ Protection</td>
<td>Aude Cefaliello</td>
<td>ETUI, Brussels, Belgium</td>
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<td>Julian Decius</td>
<td>University of Bremen, Bremen, Germany</td>
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<td>Rebecka Cowen Forsell, Hanne Berthelsen</td>
<td>Malmö University, Malmö, Sweden</td>
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<td>Sofie Jaspers¹, Dorte Raaby Andersen², Iben Louise Karlsen¹, Lars Peter Sønderbo Andersen², Paul Maurice Conway², Johnny Dyreborg¹, Birgit Aust¹</td>
<td>National Research Centre for the Working Environment, Copenhagen, Denmark, Regional Hospital West Jutland, Herning, Denmark, University of Copenhagen, Copenhagen, Denmark</td>
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<td>Employee Well-Being and Mental Health: A Person-Centred Perspective on Finnish Employees</td>
<td>Jie Li, Janne Kaltiainen, Jari Hakanen</td>
<td>The Finnish Institute of Occupational Health, Helsinki, Finland</td>
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<td>Exploring the Mental Health and Well-Being of Researchers who Work in UK Academic Institutions</td>
<td>Helen Nicholls, Jo Billings, Danielle Lamb</td>
<td>University College London, London, United Kingdom</td>
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<td>Well-Being of High Skilled Workers: Disentangling Person and Task Effects</td>
<td>Louise Bergman¹, Claudia Bernhard-Oettel¹, Aleksandra Bujacz²</td>
<td>Stockholm University, Stockholm, Sweden, Karolinska Institutet, Sweden</td>
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Jessika Cleary, Camille Roberge, Meunier Sophie  
UQAM, Montréal, Canada  |
| **P77** Remote Working and Job Crafting in Administrative Staff: An Explorative Study in the Argentine Context  
Emanuela Inguscio¹, Maria Velia Artigas², Michelle Sol Massella³, Lucia Vicente³, Luciana Soledad Santille⁴, Fulvio Signore¹  
¹University of Salento, Lecce, Italy. ²University in Mar de la Plata, Mar de la Plata, Argentina. ³University in Mar del Plata, Mar de la Plata, Argentina. ⁴University of Mar de la Plata, Mar de la Plata, Argentina  |
| **P78** Developing PsyCap and Self-Compassion in PhD Students: The Effects of Two Training Interventions on Well-Being and Performance  
Luísa Solms, Machteld van den Heuvel, Astrid C. Homan  
University of Amsterdam, Amsterdam, Netherlands  |
| **P79** PRO-MENTA: Impact of Major Organizational Changes on Employee Mental Health and Workplace Productivity  
Lea Nørgaard Sørensen¹, Johan Høy Jensen²,³, Vita Ligaya Ponce Dalgaard⁴, Morten Vejs Willert¹  
¹Aarhus University Hospital, Aarhus, Denmark. ²Bispebjergg University Hospital, Copenhagen, Denmark. ³Copenhagen Stress Research Center, Copenhagen, Denmark. ⁴Aarhus University, Aarhus, Denmark  |
| **P80** Mindset Matters: The Role of Implicit Theories of Emotion in Building Emotional Intelligence  
Zonke Zungu  
University of Cape Town, Cape Town, South Africa  |
| **P81** Description and Evaluation of a Mindfulness-Based Intervention to Reduce Stress and Promote Self-Care Among Healthcare Practitioners  
Patricia Jiménez¹, Julia Gallardo², Ana Pizarro Carmona³, Sofia Baena², Rocio Echávarri¹, Lucia Jiménez²  
¹Andalusian Health System, Seville, Spain. ²University of Seville, Seville, Spain  |
| **P82** Effects of a Ten-Day Mindfulness Intervention on Procrastination Behavior in Daily Life  
Johannes F. W. Arendt¹, Jana Kühne²  
¹LMU München, Munich, Germany. ²Universität Wien, Vienna, Austria  |
| **P83** "Things Are for People": Results of the Project "E-PROFESSIONS - Development of Technological Solutions Using VR Allowing Employees With Disabilities to Improve Professional Competences in Virtual Space  
Magdalena Ślazyk-Sobol¹,², Małgorzata Dobrowolska²  
¹Institute of Psychology University of Wroclaw, Wroclaw, Poland. ²University of Technology, Gliwice, Poland  |
Symposium: Managing differently: effects of empowering managerial practices on well-being and health at work

14:00 - 15:15  Auditorium Sigalas  Chair Lucie Pierre, Adalgisa Battistelli

S106  Have a Good Night's Sleep! Juggling Between Work and Home Demands During Emergency Remote Working in Italy and in France
Valentina Dolce¹, Chiara Ghislieri², Monica Molino², Emilie Vayre¹
¹Université Lumière Lyon 2, Lyon, France. ²Université de Turin, Turin, Italy

S107  Empowering Leadership, Perceived Stress and Activation of the Biological Stress Response
Baptiste Cougot¹,², Nicolas Gillet²,³, Kalyane Bach-Ngohou⁴, Johan Lesof⁵, Jules Gauvin¹, Florian Ollierou¹, Evelyne Fouquereau², Dominique Tripodi¹,⁴, Leïla Moret¹,⁴
¹Centre Hospitalier Universitaire de Nantes, Nantes, France. ²Université de Tours, Tours, France. ³Institut Universitaire de France, Paris, France. ⁴Université de Nantes, Nantes, France. ⁵Service de santé au travail de la région nantaise, Nantes, France

S108  Managerial Practices of Managers During the Covid-19 Pandemic and Effects on their Well-Being at Work
Lucie Pierre, Adalgisa Battistelli, Nicole Rasclé
Université de Bordeaux, Bordeaux, France

S109  Promoting the Psychological Well-Being of French Workers: Creating a Positive Spiral of Gains Through Virtuous Organizational Practice
Julia Aubouin-Bonnaventure¹, Evelyne Fouquereau¹, Hélène Coillot¹, Fadi Joseph Lahiani², Sérénine Chevalier¹
¹University of Tours, Tours, France. ²2AD CONSEIL, Malakoff, France

S110  Managerial Innovation in the Aeronautical Industry: Modeling The Effects of Different Dimensions of Empowering Leadership on the Well-Being and Behavioral Empowerment of Employees
Alison Caillé¹, Jean-Michel Galharret², Christine Jeoffrion¹
¹Université Grenoble Alpes, Grenoble, France. ²Université de Nantes, Nantes, France

Symposium: The influence of digital technologies on employees’ jobs, states, and outcomes

14:00 - 15:15  Auditorium Deniges  Chair Pascale Le Blanc, Vicente González-Romá

S111  The Influence of Work From Home on Job Performance via Motivational and Health-Impairment Processes: A Diary Study
Ferdinando Toscano¹, Vicente González-Romá², Salvatore Zappalà¹,³
¹University of Bologna, Cesena, Italy. ²University of Valencia, Valencia, Spain. ³Financial University Under the Government of the Russian Federation, Moscow, Russian Federation

S112  Remote Work During the Covid-19 Pandemic: Effects of Daily ICT Use on Technology Overload
Anna-Sophie Ulfert-Blank¹, Sonja Scherer², Daniel Probst²
¹Eindhoven University of Technology, Eindhoven, Netherlands. ²Goethe University Frankfurt, Frankfurt, Germany
Technological Innovations in Warehouses: What Does it Mean for Employees and Their Jobs?
Ziagul Hosseini, Pascale Le Blanc, Evangelia Demerouti
Eindhoven University of Technology, Eindhoven, Netherlands

Job Digitalization and Employee Health: A Parallel Mediation Model
Vicente González-Romá, Marija Davcheva, inés Tomás, Ana Hernández, José M. Peiró
University of Valencia, Valencia, Spain

Mediating Mechanisms to Study the Influence of Online Emotional Management Intervention on Interaction Quality in Virtual Teams
Baltasar González-Anta¹, Vicente Peñarroja², Virginia Orengo¹, Ana Zornoza³, Nuria Gamero⁴
¹University of Valencia, Valencia, Spain. ²Open University of Cataluña, Barcelona, Spain. ³IDOCAL University of Valencia, Valencia, Spain. ⁴University of Sevilla, Sevilla, Spain

Symposium: MENTUPP – Multi-level workplace mental health and wellbeing intervention in construction, health care and ICT SMEs

14:00 - 15:15 Room 33 Chair Birgit Greiner

An Overview of the MENTUPP Programme Design, Implementation and Evaluation
Ella Arensman
University College Cork, Cork, Ireland. National Suicide Research Foundation, Cork, Ireland. Australian Institute for Research, Griffith University, Mount Gravatt, Australia

Learnings From Three Systematic Reviews on the Effectiveness of Organisational-Level Workplace Mental Health Interventions
Caleb Leduc¹,², Birgit Aust³, Clodhna O’Connor⁴, Johanna Cresswell-Smith⁴, Reiner Rugulies³,⁵, Kristian Wahlbeck⁴, Ella Arensman¹,²,⁶,⁷
¹University College Cork, Cork, Ireland. ²National Suicide Research Foundation, Cork, Ireland. ³National Research Centre for the Working Environment, Copenhagen, Denmark. ⁴Finnish Institute for Health and Welfare, Helsinki, Finland. ⁵University of Copenhagen, Copenhagen, Denmark. ⁶Australian Institute for Suicide Research and Prevention, Queensland, Australia. ⁷International Association for Suicide Prevention, Washington, USA

MENTUPP Pilot Study in Nine Countries – First Results
Clodhna O’Connor¹, Evelien Coppens², Caleb Leduc³,¹, Eve Griffin²,¹, Grace Cully³,¹, Doireann Ní Dhálaigh¹, Chantal Van Audenhove²,⁴, Fotini Tsantila², Victoria Ross⁶, Paul Corcoran³,¹, Ella Arensman¹,²,⁵,⁶
¹National Suicide Research Foundation, Cork, Ireland. ²LUCAS, Centre for Care Research and Consultancy, KU Leuven, Leuven, Belgium. ³University College Cork, Cork, Ireland. ⁴Academic Centre for General Practice, KU Leuven, Cork, Belgium. ⁵Australian Institute for Suicide Research and Prevention, Griffith University, Queensland, Australia. ⁶International Association for Suicide Prevention, Washington DC, USA

Factors Influencing Successful Implementation of a Workplace Mental Health Intervention: Interim Results of a Scoping and Systematic Review
Charlotte Paterson¹, Caleb Leduc², Birgit Greiner², Birgit Aust³, Ella Arensman²,⁴,⁵,⁶, Margaret Maxwell⁷
¹National Suicide Research Foundation, Cork, Ireland. ²LUCAS, Centre for Care Research and Consultancy, KU Leuven, Leuven, Belgium. ³University College Cork, Cork, Ireland. ⁴Academic Centre for General Practice, KU Leuven, Cork, Belgium. ⁵Australian Institute for Suicide Research and Prevention, Griffith University, Queensland, Australia. ⁶International Association for Suicide Prevention, Washington DC, USA.
Developing a Theory of Change for the Evaluation of Global Complex Mental Health Interventions: The Example of MENTUPP, an Intervention in the Workplace

Fotini Tsantila1, Evelien Coppens1, Hans De Witte2, Chantal Van Audenhove1

1LUCAS Center for Care Research and Consultancy, Leuven, Belgium. 2Unit of Work, Organisational and Personnel Psychology KU Leuven, Leuven, Belgium

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**Oral session: Employee Retention and Sickness Absence**

**Chair Evie Michailidis**

**14:00 - 15:15** Room 34

**O92** Keeping the UK Building Safely (KUBS): Leadership, Employee Wellbeing, Health and Safety

Sheena Johnson1, Angelique Hartwig1, Sharon Clarke1, Martie Van Tongeren1, Claire Mann1, Neil Bourne1, Helen Beers2, Ed Corbett6

1University of Manchester, Manchester, United Kingdom. 2Health and Safety Executive, Buxton, United Kingdom

**O93** Employees on Long-Term Sick Leave: Perceived Barriers and Facilitators to a Successful Workplace Reintegration

Sandrine Schoenenberger1,2, Michel Larivièrè3, Jessica Arrigo3

1Université Catholique de Lille, Lille, France. 2Université de Lorraine, Metz, France. 3Laurentian University, Sudbury, ON, Canada

**O94** I Feel Like Crashing: The Link Between a Demanding Workday and Post-Work Unsafe Commuting

Tanya Mitropoulos, Charles Calderwood

Virginia Tech, Blacksburg, USA

**O95** Can Improvements in the Psychosocial Working Environment Reduce Sickness Absence Rates? Results From Simulated Hypothetical Improvements Based on Data From 24 990 Hospital Employees

Jimmi Mathisen1, Tri-Long Nguyen1, Jensen Johan Høy2, Amar J Mehta1, Reiner Rugulies5, Rod Naja Hulvej1

1University of Copenhagen, Copenhagen, Denmark. 2Bispebjerg and Frederiksberg Hospital, Copenhagen, Denmark. 3The National Research Centre for the Working Environment, Copenhagen, Denmark

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**Oral session: Workplace Violence, Bullying and Harassment 2**

**Chair Guy Notelaers**

**14:00 - 15:15** Room 36

**O96** Psychosocial Safety Climate as Moderator in the Role Stressor- Bullying Relationship: A Multilevel Approach

Guy Notelaers, Kristina Hamre, Ståle V Einarsen

University of Bergen, Bergen, Norway

**O97** The Greater the Power the More Dangerous the Abuse: Workplace Bullying as an Instrumental Strategy in Political and Competitive Work Environments

Ana Verdasca1, Elfi Baillien2

1University of Lisbon, Lisbon, Portugal. 2KU Leuven, Brussels, Belgium
O98  How Tyrannical Leadership Relates to Workplace Bullying and Turnover Intention Over Time: The Role of Coworker Support
Sarah-Geneviève Trépanier, Clayton Peterson, Claude Fernet, Stéphanie Austin
Université du Québec à Trois-Rivières, Trois-Rivières, Canada

O99  Taking a Latent Class Analysis Perspective for a Better Understanding of Employees’ Experiences of Bullying and Negative Behaviors: A Systematic Review
Rémi Labelle-Deraspe, Sarah-Geneviève Trépanier, Camille Gagnon-Béland
Université du Québec à Trois-Rivières, Trois-Rivières, Canada

Oral session: Safety Climate and Safety Culture
14:00 - 15:15  Room 37  Chair May Young Loh

O100  Prioritising Stress Prevention in Small Enterprises – Analysing Psychosocial Safety Climate Among Users of a Targeted Web-Based Intervention
Judith Engels¹, Miriam Engels¹, Leif Boß², Rebekka Kuhlmann¹, Ines C. Wulf¹, Nico Dragano¹, Stefan Süß¹
¹Heinrich-Heine-University Duesseldorf, Duesseldorf, Germany. ²Leuphana University Lueneburg, Lueneburg, Germany

O101  Sharing Lessons Learned About Safety Practices and Interventions
Brianna Cregan, Ryan Cook, Mark Fleming, Greg Anderson, Dylan Smibert
Saint Mary’s University, Halifax, Canada

O102  Examining the Impact of Respiratory Protection Knowledge, Experiences, and Practices on Safety Climate Perceptions in Healthcare Settings
Emily Haas¹, Katherine Yoon¹, Rohan Fernando¹, Caitlin McClain¹, Margaret Sietsema¹², Adam Hornbeck¹, Stella Hines³, Paul Thurman³, Meghan Napoli⁴
¹National Institute for Occupational Safety and Health, Pittsburgh, USA. ²University of Illinois Chicago, Chicago, USA. ³University of Maryland, Baltimore, USA. ⁴Allegheny Health Network, Pittsburgh, USA

O103  Management Commitment to Safety: National Data from the United States on Associations with Employment Arrangements, Quality of Work Life, Injuries, and Health
James Grosch, Gretchen Petery
NIOSH/CDC, Cincinnati, OH, USA

O104  Social Support as a Mediator Between Safety Climate and Safety Behaviour: A Social Capital Perspective
Sharifah Noor Nazim Syed-Yahya¹, Mohd Awang Idris¹, Michelle Chin Chin Lee², Andrew J. Noblet³
¹Universiti Malaya, Kuala Lumpur, Malaysia. ²Massey University, Auckland, New Zealand. ³Deakin University, Melbourne, Australia
Symposium: Next steps in job crafting intervention research: Expanding our understanding of the job crafting conceptualizations, success factors, and delivery methods in job

15:15 - 16:15 Auditorium Sigalas Chair Machteld van den Heuvel, Lorenz Verelst

S121 Align Your Job With Yourself: The Relationship Between a Job Crafting Intervention and Work Engagement, and the Role of Workload
Evy Kuijpers¹, Jennifer Pickett¹, Bart Wille², Joeri Hofmans¹
¹Vrije Universiteit Brussel, Brussel, Belgium. ²Ghent University, Gent, Belgium

S122 Entrepreneurs and Their Crafting Behavior: An Intervention Study
Renée Boesten, Keri Pekaar, Pascale Le Blanc, Evangelia Demerouti
Eindhoven University of Technology, Eindhoven, Netherlands

S123 Relational Job Crafting in the Public Sector: Insights from an Electronic Job Crafting Intervention
Filomena Buonocore¹, Davide de Gennaro², Alessandra Lazazzara², Domenico Salvatore³
¹University Parthenope of Naples, Naples, Italy. ²University of Salerno, Fisciano, Italy. ³University of Milan, Milan, Italy.

S124 The Development and Validation of an Electronic Job Crafting Intervention
Lorenz Verelst¹, Rein De Cooman¹, Marijke Verbrugge², Colette Van Laar², Loes Meeussen²,³
¹KU Leuven, Antwerp, Belgium. ²KU Leuven, Leuven, Belgium. ³Research Foundation Flanders, Leuven, Belgium

Practitioners Forum Special Session - Participatory European Project from an Organizational Perspective: Management’s Attitudes, Perceptions and Process Evaluation of a Project Aimed at Promoting Mental Health in Public Organizations and SMEs

15:15 - 16:15 Auditorium Deniges Chair Marco De Angelis

This panel discussion aims to take the opportunity to bring together representatives from steering groups at four of the intervention sites involved in the H-WORK project. The panel comprises two representatives from Public Institutions in the healthcare and higher-educational sectors and two representatives from SMEs in the financial and marketing industries. It will also be in the panel's interest to bring out the cultural differences between the working contexts, with a particular focus on highlighting the processes and organisational mechanisms involved. The panel session will offer an opportunity to reflect on both the lessons for research and practice (and the balance between these) when implementing participatory multi-level interventions. The panel will share their experiences of the facilitators and barriers of such projects, focusing on the characteristics of the specific context and mechanisms implemented to facilitate and foster the implementation of interventions in public and small and medium-sized enterprises.
## Symposium: Challenges in workplace bullying research

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<td>Hear Evil Yet See No Evil: Is Telework a Mental Shield Between Exposure to and Perception of Workplace Bullying?</td>
<td>Elfi Baillien¹, Guy Notelaers², Chahida Azzarouali¹, Hans De Witte³</td>
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<td>¹KU Leuven, Brussels, Belgium. ²University of Bergen, Bergen, Norway. ³KU Leuven, Leuven, Belgium</td>
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<td>The Development of a Workplace Bullying Bystander Measure: The Bystander Typology Scale (BTS)</td>
<td>Kara Ng, Karen Niven</td>
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<td>¹Alliance Manchester Business School, Manchester, United Kingdom</td>
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<td>S127</td>
<td>Structural Validity and Classification Performance of the Italian Short Negative Acts Questionnaire: A Structural Equation Modeling Approach for Building ROC Curves</td>
<td>Enrico Perinelli¹, Cristian Balducci², Franco Fraccaroli¹</td>
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<td>¹University of Trento, Rovereto, Italy. ²University of Bologna, Bologna, Italy</td>
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<td>S128</td>
<td>Exploring Differential Trajectories of Workplace Bullying and Strain: The Role of Time-Lag</td>
<td>Alfredo Rodríguez-Muñoz, Mirko Antino, Paula Ruiz-Zorrilla</td>
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<td>¹Universidad Complutense de Madrid, Madrid, Spain</td>
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## Symposium: The impact of long COVID on work – insights to inform research and practice.

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<td>S129</td>
<td>Navigating Long-COVID at Work: Qualitative Findings from the Patient Led Research Collaborative’s International Long-COVID Survey</td>
<td>Elisabeth Stelson¹,², Wei Hannah², Yochai Re'em³,², Gina Assaf², Patient Led Research Collaborative Contributors²</td>
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<td>¹Harvard T.H. Chan School of Public Health, Boston, USA. ²Patient Led Research Collaborative (PLRC), New York City, USA. ³New York Presbyterian Hospital/ Weil Cornell Medicine, New York City, USA</td>
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<tr>
<td>S130</td>
<td>“It’s a Rollercoaster”: The Recovery and Return to Work Experiences of Workers With Long COVID</td>
<td>Karina Nielsen¹, Jo Yarker²</td>
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<td>¹University of Sheffield, Sheffield, United Kingdom. ²Birkbeck College, London, United Kingdom</td>
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<tr>
<td>S131</td>
<td>“There Is No Expert in the Room”: The Experiences of Human Resource and Allied Health Professionals Supporting Workers With Long COVID</td>
<td>Jo Yarker¹, Karina Nielsen²</td>
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<td>¹Birkbeck, University of London, London, United Kingdom. ²University of Sheffield, Sheffield, United Kingdom</td>
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**Oral session: OHP and COVID 1**

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| 15:15 - 16:15 | 36    | Cathrine Reineholm | Bringing Risk Back In: Managers’ Prioritization of the Work Environment During the Pandemic  
*Cathrine Reineholm, Christian Ståhl, Daniel Lundqvist*  
Linkoping University, Linkoping, Sweden |
|          |       |                   | Framework Conditions of Health-Oriented Leadership in Virtual Teams Before and During Covid-19 Pandemic: A Qualitative Study With Virtual Leaders  
*Ilona Efimov, Volker Harth, Stefanie Mache*  
University Medical Center Hamburg-Eppendorf (UKE), Hamburg, Germany |
*Maha Yomn Sbaa¹, Salvatore Zappalà¹, Gabriele Puzzo², Luca Pietrantoni²*  
¹University of Bologna, Cesena, Italy. ²University of Bologna, Bologna, Italy |
|          |       |                   | Telework Quality During COVID-19 Pandemic and Associated Work Engagement, Work-Family Balance and Quality of Change Management  
*Andrea Gragnano, Massimo Miglioretti, Giuseppina DELL'Aversana, Simona Margheritti, Eleonora Picco, Silvia Simbula*  
University of Milano-Bicocca, Milan, Italy |

**Oral session: Intervention Evaluation 1**

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| 15:15 - 16:15 | 37    | Gregor Jenny      | Digital Job Crafting for Teams and Individuals – Apps, Roadmaps and Field Experiences  
*Gregor James Jenny, Philipp Kerksieck, Georg Bauer*  
University of Zürich, Zürich, Switzerland |
|          |       |                   | A Novel Approach for Including Effect Modifiers in Policy Evaluation – a Case of Gender Equality in Higher Education  
*Kasper Edwards¹, Suzanne Nobrega², Mazen El Ghaziri³, Lauren Giacobbe⁴, Serena Rice⁴, Laura Punnett⁴*  
¹Technical University of Denmark, Lyngby, Denmark. ²Center for Promotion of Health in the New England Workplace, Lowell, USA. ³Solomont School of Nursing, Lowell, USA. ⁴University of Massachusetts Lowell, Lowell, USA |
|          |       |                   | Study of the Efficacy of a Mindfulness-Based Program. Towards Stress Reduction and Self-Care in Professionals Working in a Healthcare Context  
*Ana Pizarro Carmona¹, Lucía Jiménez², Juan Antonio Moriana³, Sofía Baena¹, Patricia Jiménez⁴*  
¹University of Seville, Seville, Spain. ²University of Seville, Spain, Seville, Spain. ³University of Córdoba, Córdoba, Spain. ⁴Andalusian Health System, Jerez, Spain |
|          |       |                   | Effectiveness of Workplace Health Promotion in Hospitals and Care Homes: A Systematic Review  
*Julia Schreyer¹, Isabella Schmitt², Matthias Weig³⁴¹*  
¹Institute and Clinic for Occupational, Social and Environmental Health, University Hospital, Ludwig-Maximilians-Universität München, Munich, Germany. ²Verband der Ersatzkassen e.V. (vdek), Berlin, Germany. ³Institute for Patient Safety, Bonn University Hospital, Bonn, Germany |
Symposium: Job insecurity 2 – longitudinal analyses and examination of moderators and mediators

16:30 - 17:45  Auditorium Sigalas  Chair Hans De Witte

S132  The Chicken or the Egg: The Reciprocal Relationship Between Job Insecurity and Mental Health Complaints
Yannick Griep\textsuperscript{1,2}, Alexandra Lukic\textsuperscript{3}, Johannes Kraak\textsuperscript{4}, Sergio Andrés López Bohle\textsuperscript{5}, Lixin Jiang\textsuperscript{6}, Tinne Vander Elst\textsuperscript{7,8}, Hans De Witte\textsuperscript{9}
\textsuperscript{1}Radboud University, Nijmegen, Netherlands. \textsuperscript{2}Stockholms University, Stockholm, Sweden. \textsuperscript{3}University of Calgary, Calgary, Canada. \textsuperscript{4}Kedge Business School, Bordeaux, France. \textsuperscript{5}Universidad de Santiago de Chile, Santiago, Chile. \textsuperscript{6}University of Auckland, Auckland, New Zealand. \textsuperscript{7}IDEWE, Leuven, Belgium. \textsuperscript{8}KU Leuven, Leuven, Belgium

S133  The Detrimental Well-being Impact of Job Insecurity in Mediterranean and Northern Europe: What is the Role of Job Preservation Motivation?
Beatrice Piccoli\textsuperscript{1}, Hans De Witte\textsuperscript{2}
\textsuperscript{1}Essex Business School, University of Essex, Colchester, United Kingdom. \textsuperscript{2}University of Leuven (KU Leuven), Leuven, Belgium

S134  Linking Uncertainty Against Industry 4.0 and Job Insecurity: Consequences for Satisfaction, Commitment and OCB
Kathleen Otto\textsuperscript{1}, Patricia Garrido Vásquez\textsuperscript{2}, Elisa Scholz\textsuperscript{1}, Mauricio Garrido Vásquez\textsuperscript{2}
\textsuperscript{1}Philipps University of Marburg, Marburg, Germany. \textsuperscript{2}University of Concepción, Concepción, Chile

S135  The Relationship Between Fixed-Term Employment, Job Insecurity and Job Satisfaction
Lena Hünefeld, Birgit Thomson
Federal Institute for Occupational Safety and Health, Dortmund, Germany

S136  Intra-Individual Variation in Felt Job Insecurity: Exploration of the Reciprocal Relationship Between Quantitative and Qualitative Dimension of Job Insecurity
Sonia Nawrocka\textsuperscript{1,2}, Hans De Witte\textsuperscript{1,3}, Margherita Brondino\textsuperscript{2}, Margherita Pasini\textsuperscript{2}
\textsuperscript{1}KU Leuven, Leuven, Belgium. \textsuperscript{2}University of Verona, Verona, Italy. \textsuperscript{3}North-West University, Vanderbijlpark, South Africa

Symposium: Exploring the Role of Managers and Leaders in Promoting and Protecting Mental Health at Work: Lessons from Research and Practice

16:30 - 17:45  Auditorium Deniges  Chair Juliet Hassard

S137  Managing Employee Mental Health Difficulties in Small and Microbusinesses: A Difficult Balancing Act
Jane Suter\textsuperscript{1}, Annie Irvine\textsuperscript{2}
\textsuperscript{1}University of York, York, United Kingdom. \textsuperscript{2}Kings College London, London, United Kingdom
Managing Minds at Work: Preliminary Findings from a Pilot Cluster Randomized Control Feasibility Trial for Online Interactive Training for Managers
Juliet Hassard¹, Louise Thomson¹, Holly Blake¹, Craig Bartle²
¹University of Nottingham, Nottingham, United Kingdom. ²Institute of Mental Health, Nottingham, United Kingdom

The Good, the Bad and the Ugly: The Role Supervisors Play in Sustainable Return to Work Among Workers with Common Mental Disorders
Karina Nielsen¹, Jo Yarker²
¹University of Sheffield, Sheffield, United Kingdom. ²Birkbeck University of London, London, United Kingdom

Learnings From the COVID-19 Pandemic - Management Approaches to Supporting Employee Health and Wellbeing
Rachel Lewis¹,², Jo Yarker¹,², Kate Godfree², Clare Bowerman², Claire Agate²
¹Birkbeck, University of London, London, United Kingdom. ²Affinity Health at Work, London, United Kingdom.

Symposium (in French): Le télétravail durant la pandémie de Covid-19 et ses effets sur la santé, la qualité de vie au travail et les pratiques professionnelles: quel bilan et quelles perspectives a?

16:30 - 17:45 Room 33 Chair Lucie Pierre, Nicole Rascle

(Télé)travail en Temps De Crise : Des Exigences Aux Ressources Pour Préserver La Santé Psychologique Et Les Équilibres De Vie
Thibault Gachet-Mauroz¹, Ludivine Jamain¹, Florence Cros², Anne-Sophie Maillot², Emilie Vayre³
¹Université Lumière Lyon 2, Lyon, France. ²Université Paris Nanterre, Nanterre, France. ³Université Lumière Lyon 2, Unité INSERM U1296, Institut de Psychologie, Lyon, France

Relation Entre L’isolement Social en Télétravail Et Le Stress Au Travail via L’efficacité Perçue Au Travail : Rôle Modérateur Du Leadership Habilitant Et Du Comportement Proactif
Lucie Pierre, Adalgisa Battistelli, Nicole Rascle
Université de Bordeaux, Bordeaux, France

Pratique Instrumentale, Incertitude Et Qualité De Vie en Confinement Des Musiciens D’orchestre Professionnels
Anne Mauque, Dirk Steiner
Université Côte d’Azur, Nice, France

Perception De Dégradation Des Conditions De Travail Pendant La Crise Sanitaire en Lien Avec Le Travail À Distance Et Impact Sur La Santé Psychologique De Personnels Travaillant Dans Une Université Française
Nicole Rascle, Clemence Labrunie, Murielle Reffet
Université de Bordeaux, Bordeaux, France
Oral session: Equality, Diversity and Inclusion 2

16:30 - 17:45 Room 34 Chair Anita Keller

O113 The Psychosocial Work Environment in Saudi Higher Education Institutions and the Wellbeing of Female Faculty
Bayan N. Alqurashi, Stavroula Leka, Elaine O'Brien, Matthias Beck
University College Cork, Cork, Ireland

O114 When Everything Changes, Can Morning Work Routines Support Employee Wellbeing and Performance? A Gender Role Perspective
Anita Keller¹, Yukun Liu², Sharon Parker³
¹University of Groningen, Groningen, Netherlands. ²Zhejiang University, Hangzhou, China. ³Curtin University, Perth, Australia

O115 Are Dominant Behaviours Viewed as Uncivil? Exploring the Moderating Roles of Leader Gender and Organizational Uncertainty
Megan Manels-Murphy¹, Camilla Holmvall¹, Dianne Ford²
¹Saint Mary's University, Halifax, Canada. ²Memorial University of Newfoundland, St. John's, Canada

O116 Examining Relationships between U.S. Unemployment Rates and Perceptions of Workplace Discrimination, 2002 to 2018
Gretchen A. Petery, R. Michael Barker, James W. Grosch
National Institute for Occupational Safety and Health, Cincinnati, OH, USA

O117 Employability and Health as Relational Constructs in Low Educated Migrants’ Pursuit Towards Labour Market Integration in Sweden
Hanna Li Kusterer, Maja Lilja, Sven Trygged
University of Gävle, Gävle, Sweden

Oral session: Psychosocial interventions 2

16:30 - 17:45 Room 36 Chair Irene Niks

O118 How Does Your Work Serve a Greater Good? Short, Online Meaning interventions Can Boost Momentary Work Engagement Through Changes in Work Meaningfulness
Katarzyna Cantarero¹, Wijnand van Tilburg², Ewelina Smoktunowicz³
¹SWPS University, Wroclaw, Poland. ²University of Essex, Colchester, United Kingdom. ³SWPS University, Warsaw, Poland

O119 Daily Work Stress and Unhealthy Snacking: The Moderating Role of Trait Mindfulness
Dārta Vasiļjeva, Annika Nübold, Ute Hülsheger, Chantal Nederkoorn
Maastricht University, Maastricht, Netherlands

O120 Skin Cancer Prevention Through the Promotion of Sun Protection Behaviors at Work: A Systematic Review of Randomized Control Trials
Jose M. Leon-Rubio, Francisco J. Cantero-Sanchez, Jose M. Leon-Perez
Universidad de Sevilla, Sevilla, Spain
O121 Just-in-Time Adaptive Interventions for Dealing With Work Stress and With the Challenges of Shift Work
Marianne van Zwieten, Irene Niks, Gerben Hulsegge, Hardy van de Ven
TNO, Leiden, Netherlands

O122 Learning in the Workplace for Health and Well-Being: Building Bridges and Insights From a Secondary Meta-Analysis
Carolin Grassmann¹, Julian Decius², Laura E. Creon³
¹VICTORIA International University of Applied Sciences, Berlin, Germany. ²University of Bremen, Bremen, Germany. ³SRH Berlin University of Applied Sciences, Berlin, Germany

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<td>Christine Ipsen¹, Kasper Edwards¹, Anne Pedersen², Mejse Nielsen¹</td>
<td>¹Technical University of Denmark, Kgs.Lyngby, Denmark. ²Technical University of Denmark, Kgs. Lyngby, Denmark</td>
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<td>O124 Remote Work at Home During and After the Covid-19 Pandemic in Germany – A Qualitative Examination of Employees’ and Managers' Demands, Resources, Wishes and Needs</td>
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<td>Elisabeth Rohwer, Volker Harth, Stefanie Mache</td>
<td>University Medical Center Hamburg-Eppendorf (UKE), Hamburg, Germany</td>
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<td>O125 Virtual Leadership Influence on Mental Health, Job Satisfaction and Isolation Perceptions of Employees: A Scoping Review</td>
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<td>Ilona Efimov, Elisabeth Rohwer, Volker Harth, Stefanie Mache</td>
<td>University Medical Center Hamburg-Eppendorf (UKE), Hamburg, Germany</td>
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<td>O126 Effectiveness of Transformational Leadership on Employees’ Health in a Remote Context</td>
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<td>Dorothee Tautz, Annika Krick, Jörg Felfe</td>
<td>Helmut-Schmidt-University, Hamburg, Germany</td>
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<td>O127 “Watch Your Relationship With Your Boss While Teleworking!” - the Relationship Between LMX, Family-Work Conflict and Satisfaction With Remote Work, and the Moderation of the Ability to Cope</td>
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<td>Ferdinando Toscano¹, Teresa Galanti², Teresa Di Fiore², Stefania Fantinelli², Michela Cortini², Salvatore Zappalà¹,³</td>
<td>¹Department of Psychology, University of Bologna, Cesena, Italy. ²Department of Psychological, Health and Territorial Sciences, University of Chieti-Pescara, Chieti, Italy. ³Department of Psychology and Human Capital Development, Financial University under the Government of the Russian Federation, Moscow, Russian Federation</td>
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Conference dinner (buses leave at 6:15pm from Quinconces station)
19:00 - 21:00  Château Smith Haut Lafitte
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| S146    | The Cost-Effectiveness of H-WORK Multilevel Interventions to Promote Mental Health in SMEs and Public Workplaces | Emmanuel Aboagye\(^1\), Karina Nielsen\(^2\), Marco De Angelis\(^3\)  
\(^1\)Karolinska Institutet, Stockholm, Sweden. \(^2\)Sheffield University Management School, Sheffield, United Kingdom. \(^3\)University of Bologna, Bologna, Italy |
| S147    | Quantitative Process Measures in Interventions to Improve Employees' Mental Health: A Systematic Literature Review and the IPEF Framework | Karina Nielsen\(^1\), Marco De Angelis\(^2\), Siw Tone Innstrand\(^3\), Greta Mazzetti\(^2\)  
\(^1\)University of Sheffield, Sheffield, United Kingdom. \(^2\)University of Bologna, Bologna, Italy. \(^3\)NTNU, Trondheim, Norway |
| S148    | Validation of a Measure for Evaluating Multilevel Interventions Directed to Improve Employee Mental Health and Well-Being: The Intervention Multilevel and Multiphase Process Assessment Questionnaire (IMMPAQ). | Cristian Vasquez\(^1\), Karina Nielsen\(^1\), Rita Chiesa\(^2\), Beate Muschalla\(^3\), Anne Etzelmüller\(^4\), Josefina Peláez\(^5\), Marisa Salanova\(^5\), Roy Sjöblom\(^6\)  
\(^1\)Sheffield University Management School, Sheffield, United Kingdom. \(^2\)University of Bologna, Bologna, Italy. \(^3\)Technische Universität Braunschweig, Braunschweig, Germany. \(^4\)HelloBetter, Berlin, Germany. \(^5\)Universitat Jaume I, Castellón de la Plana, Spain. \(^6\)University of Amsterdam, Amsterdam, Netherlands |
| S149    | Process Evaluation of a Digital-Based Intervention to Foster Communication in an Italian Public Healthcare Institution and a Czech Retail Company | Davide Giusino\(^1\), Ivana Šípová Fabianová\(^2\), Marco De Angelis\(^1\), Ilaria Rita Faiulo\(^4\), Rudolf Kubík\(^5\), Martin Tušil\(^5\), Anna Zubková\(^2\), Radovan Bahbouh\(^5\), Luca Pietrantoni\(^1\)  
\(^1\)University of Bologna, Bologna, Italy. \(^2\)Charles University, Prague, Czech Republic. \(^3\)QED Group A.S., Prague, Czech Republic. \(^4\)Azienda Unità Sanitaria Locale di Bologna, Bologna, Italy. \(^5\)University of Zurich, Zurich, Switzerland |
| S150    | A Cross-Country Process Evaluation of a Leader Level Intervention Implemented in Two Spanish SMEs and an Italian Public Healthcare Institution | Marisa Salanova\(^1\), Josefina Peláez Zuberbühler\(^1\), Marco De Angelis\(^2\), Greta Mazzetti\(^2\), Rita Chiesa\(^2\), Cristián Vázquez\(^3\), Karina Nielsen\(^3\)  
\(^1\)Universitat Jaume I, Castellón de la Plana, Spain. \(^2\)Alma Mater Studiorum – University of Bologna, Bologna, Italy. \(^3\)Sheffield University Management School, Sheffield, United Kingdom |

**Symposium: The performing arts as 'work' – an insight into the careers, caring duties and worklife balance of performing artists**

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| S151    | Health Promotion in Musicians’ Training. Findings From Interdisciplinary Workshops With Experts. | Raluca Matei\(^1\), Keith Phillips\(^2\)  
\(^1\)Birkbeck College, University of London, London, United Kingdom. \(^2\)Royal Northern College of Music, Manchester, United Kingdom |
S152 Professional Contemporary Dancers Becoming Parents: Navigating Disrupted *habitus*, Embodied Identity(ies) and Work-Family Conflicts
*Angela Pickard*
Canterbury Christ Church University, Canterbury, United Kingdom

S153 Here We Go Again: A National Survey of Examining Precarious Work and Caring Responsibilities on Musician Wellbeing
*David Gamblin, Almuth McDowall, Kevin Teoh*
Birkbeck, University of London, London, United Kingdom

S154 The Subjective Body: The Dance Between the Idyllic and Objective Bodies
*Paula Fitzgerald*
Birkbeck, University of London, London, United Kingdom

S155 Can You Really Dance It All? When Classical Dancers Become Parents
*Almuth McDowall*, *Anna Ehnold-Danailov*
1 Birkbeck, University of London, London, United Kingdom. 2Parents in the Performing Arts, London, United Kingdom

**Oral session: Antecedents of stress and well-being 3**

**08:45 - 10:00**

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| O129 | When Close Relationships Matter: A Longitudinal Study of Psychological Capital Development | *Ludmila Dudasova, Jakub Prochazka, Martin Vaculik*
Masaryk University, Brno, Czech Republic |
| O130 | Fortunes and Misfortunes of Health Monitoring of Retirees Who Have Been Exposed to Cancer Risks | *Olivier Crasset, Jorge Muñoz*
Université de Bretagne Occidentale, Brest, France |
| O131 | A Daily Diary Study on Technology-Assisted Supplemental Work, Unfinished Tasks and Sleep: The Moderating Role of Problem-Solving Pondering | *Clara Eichberger*1, *Daantje Derks*2, *Hannes Zacher*1 |
| 1Leipzig University, Leipzig, Germany. 2Erasmus University Rotterdam, Rotterdam, Netherlands |
| O132 | Psychosocial Safety Climate Threshold Levels for Employee Well-being Action Potential | *May Young Loh, Maureen Dollard, Meng-Long Huo*
University of South Australia, Adelaide, Australia |
Oral session: Interpersonal relationships

08:45 - 10:00   Room 34
Chair Leslie Hammer

O133 Crossover Effects of Supervisor Resilience to Employees' Resilience and Well-being: A Time Lagged Investigation
Leslie Hammer1,2, Jacquelyn Brady3, Mina Westman4
1Oregon Health & Science University, Portland, USA. 2Portland State University, Portland, USA. 3San Jose State University, San Jose, USA. 4Tel Aviv University, Tel Aviv, Israel

O134 Managers' and Employees' Experiences of the Impact of Managers' Well-Being on their Leadership Behaviours in Swedish Small Businesses
Elena Ahmadi1, Daniel Lundqvist2, Gloria Macassa1, Gunnar Bergström1
1University of Gävle, Gävle, Sweden. 2Linköping University, Linköping, Sweden

O135 Happy Teacher, Healthy Class? Linking Teachers' Subjective Well-Being to Students' Physical and Mental Health in a Three-Level Longitudinal Study
Laurentiu Paul Maricutoiu, Bianca Popescu, Eusebiu Stefancu, Zselyke Pap
West University of Timisoara, Timisoara, Romania

O136 Nurses Facing Daily Workplace Incivility: The Cross-Level Moderation Effect of Emotional Intelligence
Isabel Carmona-Cobo1, Bernardo Moreno-Jiménez2, Esther Lopez-Zafra1
1University of Jaén, Jaén, Spain. 2Autonomous University of Madrid, Madrid, Spain

O137 Antecedents and Consequences of Shared Leadership in Interorganizational Networks
Simone Donati1, Salvatore Zappalà1,2, Vicente González-Romá3
1University of Bologna, Cesena, Italy. 2Financial University under the Government of Russian Federation, Moscow, Russian Federation. 3Universitat de València, València, Spain

Oral session: Work-life balance and work-family conflict 3

08:45 - 10:00   Room 36
Chair Despoina Xanthopoulou

O138 "The Right to Disconnect": An Intervention Study to Examine the Effect of Constant Connectivity Through Work-Emails on Work-Life Balance, Recovery, Burnout and Performance
Lina Siegl, Sharon Clarke, Cary Cooper
The University of Manchester, Manchester, United Kingdom

O139 Identifying the Active Ingredients in Recovery Activities: Development and Validation of the Multidimensional Activity Characteristics Questionnaire (MACQ)
Khalid M. Alameer1,2, Sjir Uitdewilligen1, Ute R. Hülsheger1
1Maastricht University, Maastricht, Netherlands. 2Imam Mohammad Ibn Saud Islamic University, Riyadh, Saudi Arabia

O140 Having Children Under 12, Work Engagement, Mental Well-Being, and Psychological Distress Among Japanese Workers During COVID-19 Pandemic
Fuad Hamsyah1,2, Daisuke Miyanaka1, Keiko Sakakibara3, Michiko Kawada1, Yuheng Lin1, Yukino Sato1, Masahito Tokita1, Akihito Shimazu1
1Keio University, Tokyo, Japan. 2Universitas Gadjah Mada, Yogyakarta, Indonesia. 3Toyo University, Tokyo, Japan
O141 Family & Work Matters: The Impact of Family and Work Factors on Employment Status and Well-Being for Parents of Children With Neurodevelopmental Disabilities
Karen McEwan 1,2, Arla Day 1, Patrick McGrath 3,2
1Saint Mary's University, Halifax, Canada. 2IWK Health Centre, Halifax, Canada. 3Dalhousie University, Halifax, Canada

O142 Unfinished Tasks, Work-Related Rumination and Recovery During the Lunch Break: Do Beliefs about Work and Leisure Matter?
Despoina Xanthopoulou, Nicoletta Dimopoulou
Aristotle University of Thessaloniki, Thessaloniki, Greece

Oral session: Workplace Violence, Bullying and Harassment 3

08:45 - 10:00 Room 37 Chair Kara Ng

O143 What Influences the Relationship Between Workplace Bullying and Employee Health and Well-Being? A Systematic Review of Moderators
Samuel Farley 1, Daniella Mokhtar 2, Kara Ng 3, Karen Niven 3
1University of Leeds, Leeds, United Kingdom. 2The National University of Malaysia, Kuala Lumpur, Malaysia. 3University of Manchester, Manchester, United Kingdom

O144 Longitudinal Effects of Cyberbullying at Work on Well-Being and Strain: A Five-Wave Follow-Up Study
Magdalena Celuch, Reetta Oksa, Nina Savela, Atte Oksanen
Tampere University, Tampere, Finland

O145 Escalation and De-Escalation of Conflicts and Bullying at Work: A Latent Class Analysis
Miriam Scheppa-Lahyani 1, Guy Notelaers 2, Elfi Baillien 3, Dieter Zapf 4
1Goethe University, Frankfurt, Germany. 2University of Bergen, Bergen, Norway. 3KU Leuven, Leuven, Belgium

O146 The Relationship Between Conflicts and Workplace Bullying in Portuguese Higher Education
Ana Verdasca
University of Lisbon, Lisbon, Portugal

O147 Hear Nothing, See Nothing, Do Nothing? an Integrative Framework and Research Agenda for Studying Co-Workers’ Reactions to Interpersonal Mistreatment.
Caroline Bastiaensen, Elfi Baillien, Lieven Brebels
KU Leuven, Brussels, Belgium

Symposium: Job Insecurity in Higher Education: Research Evidence From 11 Countries

10:30 - 11:45 Auditorium Sigalas Chair Lara Christina Roll, Hans De Witte

S156 Job Insecurity in Higher Education: Findings From a 10-Country Project
Lara Christina Roll 1,2, Hans De Witte 1,2, Sebastiaan Rothmann 2
1KU Leuven, Leuven, Belgium. 2North-West University, Vanderbijlpark, South Africa
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<td>S157</td>
<td>The Interplay between Job Insecurity, Overall Justice, Performance, and Well-being: An Empirical Analysis in Academia</td>
<td><strong>Jurgita Lazauskaitė-Zabielskė</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Ieva Urbanavičiūtė</strong>&lt;sup&gt;2&lt;/sup&gt;</td>
<td><strong>1</strong>Vilnius University, Vilnius, Lithuania. <strong>2</strong>University of Lausanne, Lausanne, Switzerland</td>
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<td>S158</td>
<td>Proactive Participation for Countering the Deleterious Effects of Job Insecurity in Academia: The Case of Belgium and Switzerland</td>
<td><strong>Ieva Urbanaviciute</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Lara C. Roll</strong>&lt;sup&gt;2,3&lt;/sup&gt;, <strong>Jasmina Tomas</strong>&lt;sup&gt;4&lt;/sup&gt;, <strong>Hans De Witte</strong>&lt;sup&gt;2,3&lt;/sup&gt;</td>
<td><strong>1</strong>University of Lausanne, Lausanne, Switzerland. <strong>2</strong>KU Leuven, Leuven, Belgium. <strong>3</strong>North-West University, Vanderbijlpark Campus, Gauteng, South Africa. <strong>4</strong>University of Zagreb, Zagreb, Croatia</td>
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<td>S159</td>
<td>Benefiting the Organization While Helping Yourself: A Three-Wave Study of Reciprocal Effects Between Job Crafting and Innovative Work Behaviour</td>
<td><strong>Jasmina Tomas</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Erica L. Bettac</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Hyun Jung Lee</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Melissa R. Jenkins</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Hans De Witte</strong>&lt;sup&gt;3,4&lt;/sup&gt;, <strong>Tahira M. Probst</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Darja Masić Seršić</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td><strong>1</strong>University of Zagreb, Zagreb, Croatia. <strong>2</strong>Washington State University, Vancouver, USA. <strong>3</strong>KU Leuven, Leuven, Belgium. <strong>4</strong>North-West University, Vanderbijlpark, South Africa</td>
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<td>S160</td>
<td>Contract Type, Psychosocial Work Environment Factors and Burnout in Academia: A Pre-Pandemic Investigation of Academic Employees in Sweden</td>
<td><strong>Anna Tanimoto</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Anne Richter</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Petra Lindfors</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td><strong>1</strong>Stockholm University, Stockholm, Sweden. <strong>2</strong>Karolinska Institutet, Stockholm, Sweden</td>
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**Symposium: Healthy Workplaces: The Past, the Present and the Future of Universities as Organizations. Symposium 2: Research and Application on Healthy Universities: Actions and Good Practices for the Well-Being at Work.**

**10:30 - 11:45  Auditorium Deniges**

**Chair Angela Carter, Francesco Pace, Emanuela Ingusci**

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<td>S161</td>
<td>Examining Job Crafting: Is Job Crafting Possible During the COVID-19 Pandemic?</td>
<td><strong>Silvia Pignata</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Kurt Lushington</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Maureen Dollard</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Arnold Bakker</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Amy Zadow</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td><strong>1</strong>University of South Australia, Adelaide, Australia. <strong>2</strong>Erasmus University, Rotterdam, Netherlands</td>
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<td>S162</td>
<td>Success Factors for Implementation of Organizational Health Interventions in Universities through a Participatory Approach - The ARK-Programme</td>
<td><strong>Marit Christensen</strong>, <strong>Siw Tone Innstrand</strong></td>
<td><strong>Norwegian University of Science and Technology, Trondheim, Norway</strong></td>
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<td>S163</td>
<td>From Theory to Organizational Practice: Barriers and Facilitators of the Assessment of Work-Related Stress Risks in the Italian Academia</td>
<td><strong>Giuseppina Dell'Aversana</strong>&lt;sup&gt;1&lt;/sup&gt;, <strong>Silvia Gilardi</strong>&lt;sup&gt;2&lt;/sup&gt;, <strong>Agnes Zambelli</strong>&lt;sup&gt;3&lt;/sup&gt;, <strong>Margherita Zito</strong>&lt;sup&gt;4&lt;/sup&gt;, <strong>Vincenza Capone</strong>&lt;sup&gt;3&lt;/sup&gt;, <strong>Michela Cortin</strong>&lt;sup&gt;5&lt;/sup&gt;, <strong>Daniela Converso</strong>&lt;sup&gt;7&lt;/sup&gt;, <strong>Emanuela Ingusci</strong>&lt;sup&gt;8&lt;/sup&gt;, <strong>Francesco Pace</strong>&lt;sup&gt;9&lt;/sup&gt;, <strong>Andreina Bruno</strong>&lt;sup&gt;10&lt;/sup&gt;</td>
<td><strong>1</strong>University of Milan Bicocca, Milan, Italy. <strong>2</strong>University of Milan Statale, Milan, Italy. <strong>3</strong>University of Bologna, Bologna, Italy. <strong>4</strong>University Iulm, Milan, Italy. <strong>5</strong>University of Naples, Naples, Italy. <strong>6</strong>University G. d'Annunzio, Chieti, Pescara, Italy. <strong>7</strong>University of Turin, Turin, Italy. <strong>8</strong>University of Salento, Lecce, Italy. <strong>9</strong>University of Palermo, Palermo, Italy. <strong>10</strong>University of Genoa, Genoa, Italy</td>
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## Early Career Showcase

**10:30 - 11:45**  
**Room 33**  
**Chair Birgit Greiner**

| EC1 | Developing Psychological Capital in The Family Firm To Engender Sustainability  
Catherine Duggan, Linda Murphy, Elaine O’Brien, Stavroula Leka  
University College Cork, Cork, Ireland |
| EC2 | Mapping, Understanding and Improving a Telephone Triage System  
Jill Poots, Jim Morgan, Matteo Curcuruto  
Leeds Beckett University, Leeds, United Kingdom |
| EC3 | Workplace Stress in Real-Time: Towards the Psychophysiological Assessment of Stressors and Strain Under Ecological Conditions  
Luca Menghini  
University of Bologna, Bologna, Italy |
| EC4 | Exploring Smartphone Use in Social Situations at Work and Its Links to the Psychosocial Work Environment  
Per Martinsson  
Gothenburg University, Gothenburg, Sweden |
| EC5 | Emotional Intelligence and Its Relationship with Work Engagement in UK Practising Veterinary Surgeons  
Sharon Cooksey, Stephen. A. Woods  
University of Liverpool Management School, Liverpool, United Kingdom |
| EC6 | Exploring Challenges at Work – the Importance of Tailored Solutions to Enhance Well-Being at Work  
Blanka Balogh, Agota Kun  
Budapest University of Technology and Economics, Budapest, Hungary |
| EC7 | The Clash of Climates: A Plan to Explore the Relationship Between Customer Service Climate & Health Climate in the Craft Beer Industry  
Samantha Lacey, Janet Barnes-Farrell  
University of Connecticut, Storrs, USA |
Oral session: Occupational Health Psychology: Policy and Practice

10:30 - 11:45  Room 34  Chair Evelyn Kortum

O148  Towards Empirically Derived Cutoff Values for Psychosocial Risk Assessment
Jessica Lang, Roman Pauli, Thomas Kraus
RWTH Aachen University, Aachen, Germany

O149  A Qualitative Study of the Psychological Outcomes of Medication Errors
Sabir Giga, Ian Fletcher
Lancaster University, Lancaster, United Kingdom

O150  An Environmental Risk Assessment and Management Framework for Workplaces
Evelyn Kortum¹, Aditya Jain², Maged Younes³
¹Visiting Scholar, University of Nottingham, Nottingham, United Kingdom. ²University of Nottingham, Nottingham, United Kingdom. ³Visiting Professor Robert Gordon University, Aberdeen, United Kingdom

O151  Trajectories of Job Resources and the Retirement Transition: Exploring the Role of Pension Policies
Elissa El Khawli, Mark Visser, Mustafa Fırat
Radboud University, Nijmegen, Netherlands

O152  Expected impact on psychosocial risks and occupational health caused by policies and laws introduced in Spain (2020-2022)
Daniel Mari Ripa¹, Diego Álvarez Alonso²
¹PhD. MP in the General Junta of the Principality of Asturias (Parliament of Asturias) and President of its Health Commission., OVIEDO, Spain. ²PhD. Professor of Labour Law and Social Security, Faculty of Law, University of Oviedo., OVIEDO, Spain

Oral session: Organisational Citizenship, Justice and Culture

10:30 - 11:45  Room 36  Chair Laurentiu-Paul Maricutoiu

O153  Fostering Well-Being Through Individual and Team Resilience: Differential Effects of Transformational and Servant Leadership
Miriam Arnold¹, Lina Mülder², Thomas Rigotti²,¹
¹Leibniz Institute for Resilience Research, Mainz, Germany. ²Johannes Gutenberg-University, Mainz, Germany

O154  Role Understanding of Key Workplace Players in Managing Psychosocial Risks. Cooperation and Conflict Patterns Comparing Different Organisational Cultures in EU Countries
Michael Ertel
Federal Institute for Occupational Safety and Health, Berlin, Germany

Laurentiu-Paul Maricutoiu, Eusebiu Stefancu, Velibor Mladenovici, Daniela Valache, Bianca Popescu, Marian Ilie, Delia Virga
Universitatea de Vest din Timisoara, Timisoara, Romania
O156 Social Norms Mediate the Effects of Organizational Climate on Adherence to COVID-19 Guidelines  
Malte Roswag¹, Sascha Abdel Hadi², Philipp Hubert², Jan A. Häusser², Andreas Mojsisch¹  
¹University of Hildesheim, Hildesheim, Germany. ²Justus-Liebig-University Giessen, Giessen, Germany

O157 Creating Strong Workplace Culture to Manage Conflicts  
Liv Starheim¹, Peter Hasle¹, Rikke Seim²  
¹University of Southern Denmark, Odense, Denmark. ²HSE COOR, Copenhagen, Denmark

**Oral session: Teleworking and OHP 3**

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<thead>
<tr>
<th>Time</th>
<th>Room</th>
<th>Presenter(s)</th>
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| 10:30  | Room 37  | Who Wants to Telework? A Job Demands-Resources Approach in the Context of the Covid-19 Pandemic  
Maximiliano Escaffi¹-², Hector Madrid¹, Rodrigo Alday¹  
¹Universidad Adolfo Ibañez, Santiago, Chile. ²The University of Manchester, Manchester, United Kingdom

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<tr>
<th>Time</th>
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<th>Presenter(s)</th>
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| 10:50  | Room 37  | Moderating Effect of Social Norms for Remote Worker Proficiency, Well-Being and Satisfaction with Work  
Stephanie Neidlinger, Annika Krick, Jörg Felfe  
Helmut Schmidt University Hamburg/ University of the Federal Armed Forces, Hamburg, Germany

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<th>Time</th>
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<th>Presenter(s)</th>
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| 11:10  | Room 37  | Online Work and Study During the COVID-19 Pandemic and Its Effects on Subjective Well-Being  
Kaloyan Mitev¹, Radina Stoyanova², Sonya Karabeliova²  
¹University of Bath, Bath, United Kingdom. ²University of Sofia, Sofia, Bulgaria

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| 11:30  | Room 37  | Triple Down Effects of Interruptions in ICT-Enabled Work: How Interruptions Endanger Psychological Detachment After Work  
Edo Meyer, Jana Kühnel, Christian Korunka  
University of Vienna, Vienna, Austria

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<th>Time</th>
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| 11:50  | Room 37  | Restricting the use of technology: towards a conceptualization and a measurement scale for employee digital disconnection  
Alice Verlinden¹, Elfi Baillien¹, Marijke Verbruggen²  
¹KU Leuven, Brussels, Belgium. ²KU Leuven, Leuven, Belgium

**Keynote: Employee Workaholism, Affective Commitment, and Well-Being: The Role of Work Context, Individual Dispositions, and Need Satisfaction**

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| 11:45  | Auditorium Deniges (and Auditorium Sigalas - livestream only)  
K3 | Keynote: Employee Workaholism, Affective Commitment, and Well-Being: The Role of Work Context, Individual Dispositions, and Need Satisfaction  
Christian Vandenberghe  
HEC Montreal, Montreal, Canada |
Education Forum

13:00 - 14:00  Room 33  Chair Despoina Xanthopoulou, Birgit Greiner

The EAOHP Education Forum aims to promote occupational health psychology education and training by advising on the development of education and training programmes, fostering partnerships for the development of such programmes, and working together with similar bodies in other OHP organisations to do so. This interactive session is open to anyone interested in OHP education focusing on ‘the connected curriculum’ - Occupational Health Psychology education valuable for a range of professions. Four panellists will share their experiences teaching the OHP curriculum, which will be followed by a discussion about best practice in education and training. The panel experts are:

- Despoina Xanthopoulou, Aristotle University of Thessaloniki, Greece
- Birgit Greiner, Cork University, Ireland
- Almuth McDowall, Birkbeck, University of London, UK
- Laurenz Meier, University of Neuchâtel, Switzerland

Poster session: Engagement, job satisfaction and wellbeing

13:00 - 14:00  Atrium

P84  Job Satisfaction, Organizational Commitment and Time Perspective: A Study Among Blue-Collar Workers
Adela Reig-Botella¹,², Miguel Clemente¹, Jaime López-Golpe¹
¹Universidade da Coruña, A Coruña, Spain. ²HAN University of Applied Sciences, Nijmegen, Netherlands

P85  Leaders’ Well-being – Antecedent or Consequence of Authentic Leadership?
Xenia Bolschakow¹, Kathleen Otto²
¹Johannes Gutenberg - University, Mainz, Germany. ²Philipps - University, Marburg, Germany

P86  Just Another Day at Work? The Impact of a Day in the Office on Telecommuters’ Next Day’s Motivation and Well-Being
Astrid Lacroix, Anja Van den Broeck, Elfi Baillien
KU Leuven, Brussel, Belgium

P87  Work Passion and Work Engagement: Same Wine in Different Bottles?
Alejandro Orgambidez-Ramos¹, Jose M. Leon-Perez², Miriam Benitez-Gonzalez², Yolanda Borrego³
¹Universidad de Malaga, Malaga, Spain. ²Universidad de Sevilla, Sevilla, Spain. ³Universidad de Huelva, Huelva, Spain

P88  The Motivational and Well-Being Implications of Digital Communication with Colleagues During a Work-at-Home Day
Elke Van de Wiele, Elfi Baillien, Anja Van den Broeck
KU Leuven, Brussels, Belgium

P89  Association Between Absence of Leadership Behaviours and Health-Related Early Exit From Employment: Prospective Study of 55,271 Employees in Denmark
Kathrine Sørensen¹, Jeppe Karl Sørensen¹, Lars L. Andersen¹, Julie Eskildsen Bruun¹, Paul Maurice Conway², Elisabeth Framke¹,³, Ida E. H. Madsen¹, Helena Breth Nielsen¹, Mads Nordentoft¹, Karina G.V. Seeberg¹, Reiner Rugulies¹,²
¹The National Research Centre for the Working Environment, Copenhagen, Denmark. ²University of Copenhagen, Copenhagen, Denmark. ³The Danish Multiple Sclerosis Registry, Copenhagen University Hospital, Copenhagen, Denmark
Idle Time and Its Consequences for Workers – a Longitudinal Study

Martin Zeschke, Hannes Zacher
Leipzig University, Leipzig, Germany

Emotional Resources, Coping Strategies, and Job Satisfaction During the Pandemic

Diep Nguyen¹, Michelle Tuckey², Stephen Teo¹
¹Northumbria University, Newcastle, United Kingdom. ²University of South Australia, Adelaide, Australia

Impact of COVID-19 Pandemic on Perceptions of Organizational Effectiveness and Job Satisfaction of Frontline Practitioners Working With Migrant People

Gabriele Puzzo, Maha Yomn Sbaa, Luca Pietrantoni, Salvatore Zappalà
University of Bologna, Bologna, Italy

Remote-Workers and Their Furry Co-Workers: A Multi-Method Exploration of New Avenues for Work-Related Exhaustion and Job Satisfaction

Salome Scholtz, Leon de Beer, Sebastiaan Rothmann
North-West University, Potchefstroom, South Africa

Motivation to Lead as Predictor of Remaining and Entering a Leadership Position

Laura Toropainen, Elina Auvinen, Johanna Rantanen, Taru Feldt
University of Jyväskylä, Jyväskylä, Finland

A Study of Organizational Commitment, Job Satisfaction and Environmental Risk in Shipyard Blue-Collar Workers

Adela Reig-Botella¹,², Miguel Clemente¹, Sarah Detaille²,¹, Annet de Lange²,¹, Jaime López-Golpe¹
¹Universidade da Coruña, A Coruña, Spain. ²HAN University of Applied Sciences, Nijmegen, Netherlands

Coping Strategies in Mild-to-Severe OSA Patients: The Role of Job Crafting in Work-Related Behaviors

Emanuela Ingusci¹, Luigi Macchitella¹,², Fulvio Signore¹, Domenico Maurizio Toraldo³, Michele Arigliani⁴, Michele De Benedetto⁴, Claudio Giovanni Cortese⁵, Paola Angelelli¹
¹University of Salento, Lecce, Italy. ²University of Bari, Bari, Italy. ³Pia Fondazione Cardinale G. Panico, Tricase, Italy. ⁴V. Fazzi’ Hospital, ENT, ASL, Lecce, Italy. ⁵University of Turin, Turin, Italy

The Psychosocial and Organisational Correlates of Mobbing in Times of Pandemic

Gyöngyvér Csapó, Andrea Czibor
University of Pécs, Pécs, Hungary

Send in the Psychologists? A Latent Class Analysis of Support Seeking Behavior Among Healthcare Workers During the Covid-19 Pandemic

Sophia Appelbom, Aleksandra Bujacz, Anna Finnes, Rikard Wicksell
Karolinska Institutet, Stockholm, Sweden
Being Exposed to Negative Interactions at Work: A Systematic Review and Meta-Analysis on Diary Studies

Jose M. Leon-Perez\textsuperscript{1}, Miriam Benitez-Gonzalez\textsuperscript{1}, Alejandro Orgambidez-Ramos\textsuperscript{2}, Jose M. Leon-Rubio\textsuperscript{1}

\textsuperscript{1}Universidad de Sevilla, Sevilla, Spain. \textsuperscript{2}Universidad de Malaga, Malaga, Spain

Critical Leadership Incidents and Relationships with Employee Well-Being

Ilke Inceoglu\textsuperscript{1}, Kim Peters\textsuperscript{1}, Nik Steffens\textsuperscript{2}, Stacey Parker\textsuperscript{2}, Aaron Page\textsuperscript{1}, Alex Haslam\textsuperscript{2}

\textsuperscript{1}University of Exeter, Exeter, United Kingdom. \textsuperscript{2}University of Queensland, Brisbane, Australia

Teleworking and Psychosocial Health in the Public Sector Personnel in the Post-Covid-19 Word: An Intersectional Analysis From Gender

Eva Cifre\textsuperscript{1}, Pilar Domínguez-Castillo\textsuperscript{2}, Laritza Machín-Rincón\textsuperscript{1}

\textsuperscript{1}Universitat Jaume I, Castellón, Spain. \textsuperscript{2}Universitat de València, Valencia, Spain

“Office Sweet Office”: New Flexible Offices as a Challenge for Psychological Ownership at the Workplace

Maria Gaudiño\textsuperscript{1}, Anja Van den Broeck\textsuperscript{1,2}, Marijke Verbruggen\textsuperscript{3}

\textsuperscript{1}KU Leuven, Brussels, Belgium. \textsuperscript{2}Optentia, North West University, South Africa. \textsuperscript{3}KU Leuven, Leuven, Belgium

Healthcare Leadership Interventions to Reduce Workplace Burnout

Michael Foote, Debra Gilin, Megan Manels-Murphy
Saint Mary’s University, Halifax, Canada

Research in Progress: Smartphone Use in Break Rooms at Work – a Qualitative Study

Per Martinsson, Sara Thomée
University of Gothenburg, Gothenburg, Sweden

Ongoing Research Project: Phubbing at Work – a Study on Mobile Phone Behavior in Social Contexts at the Workplace and Associations With the Psychosocial Work Environment

Sara Thomée\textsuperscript{1}, Karin Allard\textsuperscript{1}, Mattias Gunnarsson\textsuperscript{1}, Pernilla Larsman\textsuperscript{1}, Per Martinsson\textsuperscript{1}, Maria Spante\textsuperscript{2}

\textsuperscript{1}University of Gothenburg, Gothenburg, Sweden. \textsuperscript{2}University West, Trollhättan, Sweden

Creating Work-Life Boundaries in a Global Pandemic and Post-Covid World: Case Study of Senior Managers in a Global Fast Food Corporation

Alice Aldridge, Tina Kowalski
University of York, York, United Kingdom

Who Let the Dog Out? Day-Level Physical Activity, Loneliness, Work Focus and Positive Affect in Dog Owners and Non-Dog Owners During Pandemic Telework in Two Seasons

Joni Delanoeije\textsuperscript{1}, Emma Willemen\textsuperscript{1}, Christel P. H. Moons\textsuperscript{2}, Marijke Verbruggen\textsuperscript{1}

\textsuperscript{1}KU Leuven, Leuven, Belgium. \textsuperscript{2}Ghent University, Merelbeke, Belgium
P108 Investigating Nursing Incivility and Harassment Experiences by Characterizing Day-Level Experiences
Theresa Parker¹, Janet Barnes-Farrell¹, Martin Cherniack², Mazen El Ghaziri³, Declan Gilmer¹, Ethan Gossett¹, Hossein Hamidi Shishivan¹, Yuan Zhang³
¹University of Connecticut, Storrs, CT, USA. ²UConn Health, Farmington, CT, USA. ³University of Massachusetts Lowell, Lowell, MA, USA

P109 Psychological Determinants of Participation in Worksite Health Promotion Programs by Blue Collar Workers Within the Transport and Logistics Sector
Marc Damen¹, Sarah Detaille¹, Josephine Engels¹, Annet de Lange¹, ²,³
¹Han University of Applied Sciences, Nijmegen, Netherlands. ²Open University, Heerlen, Netherlands. ³Norwegian University of Science and Technology, Trondheim, Norway

Poster session: Occupational Health Psychology: Policy, Practice and Psychometrics
13:00 - 14:00 Atrium

P110 Is It Blind Faith? Two Different Types of Attitudes Toward Autonomous Vehicle Technologies
Leah Klos, Miki Azuma, Sam Schultz, Frank Giordano, Stacy Stoffregen, Moana Sargent
Kansas State University, Manhattan, USA

P111 Developing and Evaluating Safety Culture Indicators: Lessons Learned From a Collaborative Research Project
Mark Fleming
Saint Mary’s University, Halifax, Canada

P112 Strategies to Support Return to and Retention at Work: An International Comparative Policy Review of 12 National Contexts
Juliet Hassard¹, Aditya Jain¹, Louise Thomson¹, Stavroula Leka²
¹University of Nottingham, Nottingham, United Kingdom. ²University College Cork, Cork, Ireland

P113 Developing a Situational Judgement Test (SJT) for Effective Safety Leadership in High-Hazard Industries
Ryan Cook, Greg Anderson, Mark Fleming, Brianna Cregan
Saint Mary’s University, Halifax, Canada

P114 Psychological, Organizational, and Technological Factors Influencing Optimal Use of Electronic Health Records for End-Users in Hospitals
Inge Marcelissen¹, Annet de Lange²,³,⁴,⁵, Malita Spronken¹, Joris van Ruysseveldt¹, Jol Stoffers¹,⁶, Rogier van de Wetering¹
¹Open University, Heerlen, Netherlands. ²HAN University of Applied Sciences, Arnhem and Nijmegen, Netherlands. ³Norwegian University of Science and Technology (NTNU), Trondheim, Norway. ⁴ University of Stavenger, Stavenger, Norway. ⁵Universidade da Coruna, A Coruña, Spain. ⁶Zuyd University of Applied Sciences, Heerlen, Netherlands

P115 Adaptation and Validation of the Romanian Version of the Playful Work Design Scale
Elena-Consuela Tabirita, Delia Virga
West University of Timisoara, Timisoara, Romania
Developing a Pre-Screening Tool for Clinical Assessment of Work-Related Stress (PRO-Stress)

Morten Vejs Willert, Anne Schinkel Stamp, Lea Nørgaard Sørensen, Trine Eilenberg, Gitte Laue Petersen
Aarhus University Hospital, Aarhus, Denmark

Sickness Absence and Associated Costs Due to Mental and Physical Occupational Diseases in the Netherlands from 2014 to 2020

Ernest de Vroome, Irene Houtman
TNO, Leiden, Netherlands

Organisational Recognition and Workplace Psychological Health Among Emergency Dispatchers

Clémence Emeriau-Farges¹, Andrée-Ann Deschênes¹, Isabel Bastillé², Christine Desjardins¹, Shana Ouellet², Charles-Antoine Rioux², Mylène Trépanier²
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²Université du Québec à Rimouski, Rimouski, Canada

Psychosocial Risk Assessment at Work – an International Validation Study of the Questionnaire for Psychosocial Risk Assessment (QPRA)

Jan Dettmers¹, Marina Buraková², Juan Antonio Moriano³, Christiane Stempel¹
¹University of Hagen, Hagen, Germany. ²Aix-Marseille Université, Aix-en-Provence, France. ³UNED, Madrid, Spain

Poster session: Workplace violence, burnout and absenteeism

13:00 - 14:00  Atrium

Burnt-Out Risk Amongst New Zealand Managers: A Four-Wave Quasi-Experiment Before, During, and After the Covid-19 Pandemic

Jarrod Haar
Auckland University of Technology, Auckland, New Zealand

Empowering Leadership, Professional Isolation, and Emotional Exhaustion: A Daily Diary Investigation

Wilfred van den Brand¹, Irina Nikolova², Marjolein C.J. Caniëls¹
¹Open Universiteit, Heerlen, Netherlands. ²Maastricht University, Maastricht, Netherlands

Psychological Health at Work Among Lawyers: Burnout, Demands, and Engagement

Marion Nickum¹,², Pascale Desrumaux¹,²
¹University of Lille, Lille, France. ²PSITEC Laboratory, Lille, France

Psychosocial Hazards and Mental Ill-Health Amongst Rail Employees

Laurence Carnall¹, Michelle O'Sullivan², Bob Patton¹, Oliver Mason¹, Joana Faustino²
¹University of Surrey, Guildford, United Kingdom. ²RSSB, London, United Kingdom

Training Health Insurance Practitioners in Motivational Counselling to Promote Return to Work of Sick-Listed Employees: Development and Evaluation of a Training Program

Isha Rymenans¹, Emelien Lauwerier², Charlotte Vanovenbergh¹,², Marc Du Bois¹, Anja Van den Broeck¹
¹KU Leuven, Leuven, Belgium. ²Ghent University, Ghent, Belgium
Effects of Incivility on Voice Behaviour

Nikola Fedorowicz1, Dustin Maneethai2, Sophie Romay3, Alan Witt4, Kori Callison5
1Ivy Planning Group, New York, USA. 2University of Houston, Houston, USA. 3Department of the Air Force, San Antonio, USA. 4Hobby School for Public Affairs, Houston, USA. 5University of Alaska, Anchorage, USA

Mental Health and Help-Seeking Among Medical Students: Before vs During the Pandemic

Asta Medisauskaite, Milou Silkens, Antonia Rich
UCL, London, United Kingdom

Relationship Between Job Demands-Resources and Turnover Intention in Chronic Disease - The Example of Multiple Sclerosis

Anja Lehmann1, Stephanie Rodgers1, Pasquale Calabrese2, Christian P. Kamm3,4, Viktor Von Wyl1, Georg Bauer1
1University of Zurich, Zurich, Switzerland. 2University of Basel, Basel, Switzerland. 3University of Bern, Bern, Switzerland. 4Luzerner Kantonsspital, Luzern, Switzerland

Job Burnout and Intercultural Skills of Frontline Practitioners Working With Migrants

Maha Yomn Sbaa1, Gabriele Puzzo2, Salvatore Zappalà1, Luca Pietrantoni2
1University of Bologna, Cesena, Italy. 2University of Bologna, Bologna, Italy

Career Coaching and Cognitive Behavioral Therapy (CBT) for Individuals in the Risk Zone of Sickness Absence: A Pre-Post Study of a Preventive Occupational Health Intervention

Claudia Bernhard-Oettel1, Klas Gustafsson2, Gunnar Aronsson1
1Stockholm University, Stockholm, Sweden. 2Karolinska Institutet, Stockholm, Sweden

ICG-OHP Meeting

13:00 - 14:00 Room 41

Symposium: Dealing with new levels of boundary blurring: Conditions and interventions for a healthy use of information and communication technologies, active boundary

14:00 - 15:00 Auditorium Sigalas Chair Katharina Schneider, Kathrin Reinke

Technology-Assisted Supplemental Work as a Challenge Demand – the Curvilinear Effect on Employee Energy

Lenka Duranova1, Sandra Ohly2, Oliver Weigelt3, Katja Siestrup4
1University of Applied Sciences Schmalkalden, Schmalkalden, Germany. 2University of Kassel, Kassel, Germany. 3University of Leipzig, Leipzig, Germany. 4University of Hagen, Hagen, Germany

Effects of Task Interruptions Caused by Notifications From Communication Applications on Well-Being and Perceived Performance

Sandra Ohly, Luca Bastin
University of Kassel, Kassel, Germany
Successful Boundary Management and Recovery in the Age of Constant Availability: Developing and Validating a Web-Based Training
Kathrin Reinke1,2, Sandra Ohly2
1Technical University Darmstadt, Institute of Psychology, Darmstadt, Germany.
2University of Kassel, Kassel, Germany

Bringing Boundary Management to the “Real World”: Lessons Learned from Implementing Boundary Management Interventions
Miriam Rexroth1, Vera Müller1, Sascha Haun2
1Berufsgenossenschaft Rohstoffe und chemische Industrie, Heidelberg, Germany.
2Dr. Sascha Haun - Organisationsberatung und Coaching, Wiesbaden, Germany

Symposium: Work precariousness, employment status, and racial and ethnic disparities in teleworking: current and future challenges for worker well-being.

14:00 - 15:00 Auditorium Deniges Chair Tim Bushnell, Regina Pana-Cryan
Brian Quay, Sharon Silver, Jia Li
US Centers for Disease Control and Prevention (NIOSH), Cincinnati, USA

S171 Studying Racial and Ethnic Disparities in Teleworking Due to the COVID-19 Pandemic: A Mediation Analysis
Abay Asfaw
Centers for Disease Control and Prevention- National Institute for Occupational Safety and Health, Washington, DC, USA

S172 Work Precariousness, Job Stress, and Health-Related Quality of Life
Anasua Bhattacharya, Ray Tapas, Regina Pana-Cryan
NIOSH, Cincinnati, USA

Symposium: Field interventions on recovery from job stress: The beauty and the beast

14:00 - 15:00 Room 33 Chair Christine Syrek, Jessica de Bloom
S173 How Workplace Telepressure Affects Exhaustion on a Daily Level: The Mediating Role of Detachment during Lunch Breaks
Ana Törschner1, Christine Syrek2
1University of Trier, Trier, Germany. 2University of Applied Sciences Bonn-Rhein-Sieg, Rheinbach, Germany

S174 Will the Real Winners Please Stand Up? the Effectiveness of a Hybrid Off-Job Crafting Intervention
Merly Kosenkranius1,2, Floor Rink2, Oliver Weigelt3, Jessica de Bloom1,2
1Tampere University, Tampere, Finland. 2University of Groningen, Groningen, Netherlands. 3Leipzig University, Leipzig, Germany

S175 Start Your Day Right: Fostering Daily Work-Related Well-Being Through an Intervention Aiming at Psychological Detachment and Psychological Reattachment
Ricarda Schleupner, Jana Kühnel
University of Vienna, Vienna, Austria
Symposium: Boredom at work: Work characteristics as causes, consequences and coping outcomes

14:00 - 15:00 Room 34 Chair Madelon van Hooff, Edwin van Hooff

S176 Unlimited Paid Time Off Policies: Unlocking the Best and Unleashing the Beast
Jessica de Bloom¹, Christine Syrek², Jana Kühnek³, Tim Vahle-Hinz⁴, Silvie Pothof⁵
¹Tampere University, Tampere, Finland. ²University of Applied Sciences Bonn-Rhein-Sieg, Sankt Augustin, Germany. ³University of Vienna, Vienna, Austria.
⁴Psychologische Hochschule Berlin, Berlin, Germany. ⁵University of Twente, Enschede, Netherlands

S177 Bored or Burning Out? Examining Reciprocal Effects Between Job Stressors, Boredom and Burnout
Lotta Harju¹, Anahí Van Hootegem², Hans De Witte²
¹EMLYON Business School, Ecully, France. ²KU Leuven, Leuven, Belgium

S178 Five Days at Work: A Daily Diary Study of Work-Related Boredom
Koorosh Massoudi¹,¹, Ieva Urbanaviciute¹, Fabian Gander²
¹University of Lausanne, Lausanne, Switzerland. ²University of Basel, Basel, Switzerland

S179 Coping With Work-Related Boredom: A Short-Term Longitudinal Study on the Role of Proactive Personality and (Effective) Job Crafting Attempts
Madelon van Hooff
Radboud University, Nijmegen, Netherlands

Symposium: Doing good and feeling well at work: The role of prosocial motivation and positive impact for work outcomes

14:00 - 15:00 Room 36 Chair Jacques Forest, Konstantinos Papachristopoulos

S180 Using Positive Technology to Promote Employees’ Psychological Well-Being Through Prosocial Behaviors
Marc-Antoine Gradito Dubord¹, Forest Jacques¹, Konstantinos Papachristopoulos²
¹Université du Québec à Montréal, Montréal, Canada. ²Athens School of Fine Arts, Athens, Greece

S181 Rewards and Prosocial Motivation: An Integrative SDT-Based Investigation of the Relation Between Incentives, Autonomous Motivation, and Creativity
Konstantinos Papachristopoulos, Jacques Forest
University of Montreal, Montreal, Canada

S182 Benevolence in the Workplace
Jacques Forest¹, Konstantinos Papachristopoulos², Marc-Antoine Gradito Dubord², Florence Jauvin³, Dominique Lavoie³
¹ESG UQAM, Montréal, Canada. ²Athens School of Fine Arts, Athens, Greece. ³UQAM, Montréal, Canada
## Oral session: Employee Motivation and Performance 3

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<td>O163</td>
<td>Hybrid Activity-Based Work Spaces (HAWKS) and Employee Outcomes</td>
<td>David Holman¹, Angelique Hartwig¹, Masakatsu Ono¹, Davis Matt²</td>
<td>Alliance Manchester Business School, Manchester, United Kingdom. Leeds University Business School, Leeds, United Kingdom</td>
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<td>O164</td>
<td>What Keeps You Going Through the Day? the Role of Stimulating Tasks and Three Types of Resources in Momentary Work Engagement</td>
<td>Ieva Urbanaviciute¹, Koorosh Massoudi², Fabian Gander²</td>
<td>University of Lausanne, Lausanne, Switzerland. University of Basel, Basel, Switzerland</td>
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<tr>
<td>O166</td>
<td>Missing Link in the Performance Equation: The Motivational Effects of the Physical Environment</td>
<td>Cristina Banks¹, Alan Witt², Sally Augustin¹</td>
<td>University of California, Berkeley, USA. Hobby School for Public Affairs, Houston, USA</td>
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<tr>
<td>S183</td>
<td>Crafting Work and Leisure: Understanding the Individual and Contextual Factors of Employees’ Needs-Based Crafting Efforts</td>
<td>Merly Kosenkranius¹,², Floor Rink², Jessica de Bloom¹,²</td>
<td>Tampere University, Tampere, Finland. University of Groningen, Groningen, Netherlands</td>
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<tr>
<td>S184</td>
<td>Patterns of Combined Job and Off-Job Crafting: Predictors in Work and Private Life and Their Relationship with Work Engagement and Mental Well-Being</td>
<td>Kang Leng Ho¹, Anja Morstatt¹, Anne Mäkikangas², Philipp Kerksieck¹, Jessica de Bloom³,², Georg Bauer¹</td>
<td>University of Zurich, Zurich, Switzerland. Tampere University, Tampere, Finland. University of Groningen, Groningen, Netherlands</td>
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<td>S185</td>
<td>Investigating Crafting Patterns of Job and Off-Job Crafting: Do Different Profiles Experience Stressors Differently?</td>
<td>Anja Isabel Morstatt¹, Kang Leng Ho¹, Anne Mäkikangas², Philipp Kerksieck¹, Jessica de Bloom³,², Georg Bauer¹</td>
<td>University of Zürich, Zürich, Switzerland. Tampere University, Tampere, Finland. University of Groningen, Groningen, Netherlands</td>
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**Symposium: New Perspectives on Events and their Consequences for Employee Well-being and Motivation**

15:00 - 16:15  
Auditorium Deniges  
Chair Antje Schmitt, Susanne Scheibe

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<td>S188</td>
<td>Development of a Cross-Cultural Taxonomy on the Frequency and Impact of Affective Work Events</td>
<td>Antje Schmitt¹, Susanne Scheibe¹, Dannii Y. Yeung²</td>
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<td>¹University of Groningen, Groningen, Netherlands. ²City University of Hong Kong, Hong Kong</td>
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<td>University of Groningen, Groningen, Netherlands</td>
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<td>S190</td>
<td>Should I Stay or Should I Go? How a Desire-Goal Conflict Between Health and Work Shapes Daily Presenteeism and Associated Work Effectiveness</td>
<td>Wladislaw Rivkin¹, Stefan Dieste², Fabiola Gerpott³, Dana Unger⁴</td>
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<td>¹Trinity College Dublin, Dublin, Ireland. ²Bergische Universität Wuppertal, Wuppertal, Germany. ³WHU – Otto Beisheim School of Management, Düsseldorf, Germany. ⁴UiT The Arctic University of Norway, Tromsø, Norway</td>
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<td>S191</td>
<td>A Career Shock Perspective on Job Insecurity Trajectories During the Pandemic: The Role of Coping Strategies</td>
<td>Elissa El Khawli¹,², Anita Keller¹, Pontus Leander¹,², Susanne Scheibe¹</td>
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<td>¹University of Groningen, Groningen, Netherlands. ²Radboud University, Nijmegen, Netherlands. ³Wayne State University, Detroit, USA</td>
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<td>S192</td>
<td>Trajectories of Job Engagement During the Covid-19 Pandemic: The Role of Event Strength Characteristics</td>
<td>Melina Posch¹, Richard Janzen¹, Oliver Weigelt¹, Cort W. Rudolph², Hannes Zacher¹</td>
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<td>¹Leipzig University, Leipzig, Germany. ²Saint Louis University, Saint Louis, USA</td>
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**Symposium: New themes in the 3rd version of the Copenhagen Psychosocial Questionnaire (COPSOQ III)**

15:00 - 16:15  
Room 33  
Chair Hermann Burr

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<td>Insecurity Over Working Conditions - Prevalence Due Employment Status and Associations to Job Insecurity and Mental Health</td>
<td>Sergio Salas-Nicás¹, Albert Navarro², Clara Llorens-Serrano², Juan Perez-Franco³</td>
</tr>
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<td></td>
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<td>¹POWAH-UAB, Barcelona, Spain. ²ISTAS-CCOO, Barcelona, Spain. ³Superintendencia de Seguridad Social, Santiago, Chile</td>
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Vulnerability, Mental Health, and Psychosocial Risk in the Workplace
Juan Pérez-Franco
Superintendencia de Seguridad Social, Santiago, Chile. Universidad de Chile, Santiago, Chile

Cyberbullying – Does It Differ From Face-to-Face Bullying as Measured by COPSOQ III?
Hanne Berthelsen, Rebecka Cowen Forsell
Malmö University, Malmö, Sweden

Work Engagement in COPSOQ III: Expectations and Empirical Results in Germany
Hans-Joachim Lincke, Inga Nolle, Alexandra Lindner, Nicola Häberle, Martin Vomstein, Matthias Nübling
Freiburger Forschungsstelle für Arbeitswissenschaften, Freiburg, Germany

Using COPSOQ III to Characterize Psychosocial Conditions in Canadian Workplaces
John Oudyk¹, Hanne Berthelsen², Hermann Burr³, Matthias Nübling⁴, Leonor Cedillo¹, Daryl Stephenson¹
¹Occupational Health Clinics for Ontario Workers, Hamilton, Canada. ²Malmö University, Malmö, Sweden. ³Federal Institute of Occupational Safety and Health (BAuA), Berlin, Germany. ⁴Freiburg research centre for occupational and social medicine (FFAW), Freiburg, Germany

Oral session: Mental Health and the Workplace
15:00 - 16:15  Room 34  Chair Ashley Nixon

O167 Why Do Workers Take Breaks? An Episodic Examination
Maximiliano Escaffi-Schwarz¹,², David Holman², David Hughes²
¹Universidad Adolfo Ibañez, Santiago, Chile. ²The University of Manchester, Manchester, United Kingdom

O168 An Emotion-Centered Model of Emotional Labor: Cross-National Examination
Ashley Nixon¹, Carnot Nelson², Savas Ceylan³
¹Willamette University, Salem, USA. ²University of South Florida, Tampa, USA. ³Hacettepe University, Ankara, Turkey

O169 Integral Well-Being Improvement Project From an Age Perspective in a Multinational Industrial Company: A Mix Method Evaluation.
Marisa Salanova¹, Valeria Cruz¹, Mabel San Román-Niaves¹, Josefina Peláez Zuberbühler²
¹Universitat Jaume I, Castellón, Spain. ²Universitat Jaume I, Castellón, Spain

O170 The Psychosocial Risks of University Teachers in the South of Spain
José María González-González, Emilio Sánchez Santa-Bárbara, Antonio Delgado-Padial
University of Granada, Granada, Spain
Oral session: OHP and COVID 2

15:00 - 16:15 Room 36 Chair Jasmeet Singh

O171 Mental Health During and After the Covid-19 Pandemic Among Healthcare Workers. Psychological Preliminary Findings by an Italian Occupational Health Service Reparata Rosa Di Prinzio1, Federica De Falco2, Maria Rosaria Vinci2, Vincenzo Camisa2, Annapaola Santoro3, Guendalina Dalmasso4, Massimiliano Raponi1, Gabriele Giorgi6, Nicola Magnavita6, Salvatore Zaffina3, Giorgia Bondanini2

1Post-Graduate School of Occupational Health, Università Cattolica del Sacro Cuore, Rome, Italy. 2Health Directorate, Occupational Medicine Unit, Bambino Gesù Children’s Hospital IRCCS, Rome, Italy. 3Occupational Medicine Unit, Bambino Gesù Children’s Hospital IRCCS, Rome, Italy. 4Health Directorate, Bambino Gesù Children’s Hospital, Rome, Italy. 5Department of Psychology, European University of Rome, Rome, Italy. 6Department of Woman, Child & Public Health, A. Gemelli Policlinic Foundation IRCCS, Rome, Italy

O172 A Phenomenological Study of Mental Health Professionals’ Occupational Experiences during the COVID-19 Pandemic

Jasmeet Singh, Maria Karanika-Murray, Thom Baguley, John Hudson
Nottingham Trent University, Nottingham, United Kingdom

O173 Covid-19 Information Exposure as a Mortality Cue: Implications for Employee Well-Being and Behaviors

Chu-Hsiang Chang1, Ruodan Shao2, Long He2, Mo Wang3, Nathan Baker1, Russell Johnson1, Lance Ferris1

1Michigan State University, East Lansing, USA. 2York University, Toronto, Canada. 3University of Florida, Gainsville, USA

O174 Moral Distress and Compassion Satisfaction During COVID-19 With Critical Care Staff

Ian Fletcher1, Sabir Giga1, Tom Roswaha1, Julie Highfield2

1Lancaster University, Lancaster, United Kingdom. 2Intensive Care Society, London, United Kingdom

O175 Resilience and Well-Being During COVID-19: Do Those Who Get Challenged on the Job Better Adapt to Adversity?

Miriam Schilbach1, Anja Baethge2, Thomas Rigotti1,3

1Leibniz Institute for Resilience Research, Mainz, Germany. 2Medical School Hamburg, Hamburg, Germany. 3Johannes Gutenberg University, Mainz, Germany

Oral session: Psychosocial interventions 3

15:00 - 16:15 Room 37 Chair Maartje Bakhuys Roozeboom

O176 Reducing Mental Health Stigma in the Workplace: A Systematic Review of Recent Interventions and Qualitative Synthesis

Tristan Casey1,2, Xiaowen Hu3, Clarissa Carden2, Qian Yi Lee3

1Middlesex University, London, United Kingdom. 2Griffith University, Brisbane, Australia. 3Queensland University of Technology, Brisbane, Australia

O177 Effects of a Web-Based Recovery Intervention with Interpersonal Capitalization on Recovery-Related Self-Efficacy and Psychological Well-Being

Laura Berkemeyer1, Meltem Dogan1, Corinna Brauner2, Carmen Binnewies1

1University of Muenster, Muenster, Germany. 2Landesinstitut für Arbeitsgestaltung des Landes Nordrhein-Westfalen, Bochum, Germany
Design of a Participatory Organizational Level Work Stress Prevention Approach in Primary Education
Maartje Bakhuys Roozeboom\textsuperscript{1,2}, Irene Niks\textsuperscript{1}, Roosmarijn Schelvis\textsuperscript{2}, Noortje Wiezer\textsuperscript{1}, Céécile Boot\textsuperscript{2}
\textsuperscript{1}TNO, Leiden, Netherlands. \textsuperscript{2}Amsterdam UMC, Amsterdam, Netherlands

PsyHealth worXs!: Evaluation of a European Wide MOOC for Implementing a Psychosocial Risk Assessment in Organisations
Lisa Auweiler\textsuperscript{1}, Vera Lemmens\textsuperscript{2}, Ute Hülsheger\textsuperscript{2}, Roman Pauli\textsuperscript{1}, Jessica Lang\textsuperscript{1}
\textsuperscript{1}RWTH Uniklinik Aachen, Aachen, Germany. \textsuperscript{2}Maastricht University, Maastricht, Netherlands

Introduction of the Concept Job Crafting Preparation and Temporal Relations to Health and Well-Being
Lina Marie Mülder\textsuperscript{1}, Miriam Arnold\textsuperscript{2}, Thomas Rigotti\textsuperscript{1,2}
\textsuperscript{1}Johannes Gutenberg University Mainz, Mainz, Germany. \textsuperscript{2}Leibniz Institute for Resilience Research, Mainz, Germany

Symposium: From Assessment to Dissemination: Targeted Intervention and Evaluation to Build a Sustainable Child Welfare Workforce
16:30 - 17:30 Auditorium Sigalas Chair Robin Leake, Sharon Kollar

S198 Building Safety Climates that Protect Against Burnout and Support Retention of the Child Welfare Workforce
\textit{Robin Leake, Shauna Rienks, Amy He}
\textit{University of Denver, Denver, USA}

S199 Leading for Results: Effectiveness of a Leadership Academy for Child Welfare Professionals
\textit{Shauna Rienks\textsuperscript{1}, Anthony Mack\textsuperscript{2}}
\textsuperscript{1}University of Denver, Denver, USA. \textsuperscript{2}University of Albany, Albany, USA

\textit{Amy He, Robin Leake}
\textit{University of Denver, Denver, USA}

S201 Bridging the Science-to-Service Gap: Strengthening the Child Welfare Workforce Through Knowledge Engagement
\textit{Sharon Kollar\textsuperscript{1}, Amy He\textsuperscript{2}}
\textsuperscript{1}University of Albany, Albany, USA. \textsuperscript{2}University of Denver, Denver, USA

Symposium: Labour market uncertainty and job insecurity – what can be done and for whom?
16:30 - 17:30 Auditorium Deniges Chair Claudia Bernhard-Oettel

S202 Exploring Employability Constructions of Migrants in Sweden: What Are Potential Consequences for Labour Market Entrance and Health?
\textit{Hanna Kusterer\textsuperscript{1}, Claudia Bernhard-Oettel\textsuperscript{2}}
\textsuperscript{1}University of Gävle, Gävle, Sweden. \textsuperscript{2}Stockholm University, Stockholm, Sweden
S203 Job Retention Schemes as Signals of Insecurity: The Long-Term Effects of Short-Time Work on Perceived Job Insecurity and Employee Well-Being
Katharina Klug¹, Claudia Bernhard-Oettel², Magnus Sverke²
¹University of Bremen, Bremen, Germany. ²Stockholm University, Stockholm, Sweden

S204 The COVID-19 Pandemic and Entrepreneurs in Sweden: The Role of Entrepreneurial Stressors on Eudaimonic Well-Being and Entrepreneurial Success in a Crisis
Constanze Eib¹, Claudia Bernhard-Oettel²
¹Uppsala University, Uppsala, Sweden. ²Stockholm University, Stockholm, Sweden

S205 Profiling Job Insecurity Among Full-Time Working Women and Men in Sweden
Petra Lindfors, Anna Sofia Tanimoto, Lena Låstad
Stockholm University, Stockholm, Sweden

Symposium: Safety Climate and Service Access in the wake of a pandemic: investigating the perspectives of working professionals and service users in healthcare

16:30 - 17:30 Room 33 Chair Anna Paolillo, Ally Memon

S206 Perceptions of Safety Climate Amongst Employees and Users in Healthcare in Midst of a Pandemic: A Systematic Literature Review
Ally Memon¹, Anna Paolillo²
¹Northumbria University, Newcastle Upon Tyne, United Kingdom. ²Kingston University, Kingston Upon Thames, United Kingdom

S207 Users-Perceived Safety Climate and Safety Behaviors in the Healthcare Sector and Its Implications for Healthcare Professionals and Organisations: A Preliminary Study During Covid-19
Anna Paolillo¹, Ally Memon², Vittorio Scuderi³
¹Kingston University, London, United Kingdom. ²Northumbria University, Newcastle upon Tyne, United Kingdom. ³Kingston University, London, United Kingdom

S208 The Impact of the Psychosocial Climate of Safety on Health Workers During the First Wave of the Covid-19 Pandemic
Silvia Platania¹, Martina Morando¹, Vittorio Scuderi²
¹University of Catania, Catania, Italy. ²Kingston University, London, United Kingdom

S209 Developing the Concept of Nominal Value When Working With People Centred Services: An Exploratory Case Study Examining the Perspectives of Social Care Professionals and Managers
Brendan O'Donovan
Kingston University, London, United Kingdom

Symposium: Exploring the Burnout Assessment Tool Cross-Culturally

16:30 - 17:30 Room 34 Chair Jarrod Haar

S210 The Validity and Reliability of Czech Adaptation of Burnout Assessment Tool
Jakub Prochazka, Ales Kajzar, Tomas Kratochvil, Martin Vaculik
Masaryk University, Brno, Czech Republic
### Oral session: Burnout 2

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| 16:30 - 17:30 | 36   | O181    | The Impact of Psychological Demands' Variability Over Time: Do Personal and Social Resources Protect Workers from Burnout? | Annick Parent-Lamarche¹, Alain Marchand², Sabine Saade³  
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²Université de Montréal, Montréal, Canada. ³American University of Beirut, Beirut, Lebanon |
| O182       |      | Job Demands, Organisational Justice, and Emotional Exhaustion in Prison Officers | Andrew Clements¹, Gail Kinman²  
¹Aston University, Birmingham, United Kingdom. ²Birkbeck College, University of London, London, United Kingdom |
| O183       |      | Troubles on Troubled Minds: An Intensive Longitudinal Diary Study on the Role of Burnout in Resilience in face of Acute Stressors | Bram Fleuren, Annika Nübold, Sjir Uitdewilligen, Philippe Verduyn, Ute Hülsheger  
Maastricht University, Maastricht, Netherlands |
| O184       |      | When Psychological Job Demands Hurt: Exhaustion Moderates the Effect of Physical Job Demands on Musculoskeletal Pain | Ethan Gossett¹, Janet Barnes-Farrell¹, Martin Cherniack²  
¹University of Connecticut, Storrs, USA. ²University of Connecticut Health Center, Farmington, USA |

### Oral session: Intervention Evaluation 2

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| 16:30 - 17:30 | 37   | O185    | A Co-Created Intervention to Improve the Psychosocial Work Environment and Decrease Stress Within the Construction Industry: An Effectiveness Evaluation | Emma Cedstrand¹, Hanna Augustsson¹, Anna Nyberg², Theo Bodin¹, Gun Johansson¹  
¹Karolinska Institutet, Stockholm, Sweden. ²Uppsala University, Uppsala, Sweden |
O186 Effectiveness of Strengths Use Interventions in Organizations: A Pre-Registered Meta-Analysis of Randomized Controlled Trials
Delia Virga¹, Andrei Rusu¹, Zselyke Pap¹, Laurentiu Maricutoiu¹, Luca Tisu²
¹West University of Timisoara, Timisoara, Romania. ²West University of Timisoara, Timisoara, Romania

O187 Improving Employees’ Stress Mindset With a Short Online Intervention: An Initial Evaluation
Anne Casper¹, Leon Többen¹, Alexander Pundt²
¹University of Mannheim, Mannheim, Germany. ²Medical School Berlin, Berlin, Germany

O188 Effectiveness of Workplace Interventions Aimed at Improving Sustainable Employability of Aged Care Staff: A Systematic Review
Ceciel Heijkants¹, Astrid de Wind², Madelon van Hooff¹, Sabine Geurts¹, Cécile Boot¹,³
¹Radboud University, Nijmegen, Netherlands. ²University of Amsterdam, Amsterdam, Netherlands. ³VU University, Amsterdam, Netherlands

Closing Ceremony
17:30 - 18:00 Auditoriums Deniges
KEYNOTE PRESENTATIONS
K1 Keynote Address: Leading for Safety: Understanding the Importance of Being a Leader
Sharon Clarke
University of Manchester, Manchester, United Kingdom

Professor Sharon Clarke is a full Professor in Organisational Psychology. She gained a First Class Honours degree in Psychology (1990) and a PhD (1993) from the University of Manchester. She has published widely in the area of health and safety management, including articles published in some of the top international journals for organisational psychology (including Journal of Occupational and Organizational Psychology, Journal of Organizational Behavior and the Journal of Occupational Health Psychology) as well as internationally recognised specialist safety and risk publications (such as Risk Analysis and Safety Science).

Abstract
Leadership plays a critical role in ensuring a safe workplace. Research has established that leadership emerges as a major factor in studies of safety climate and safety culture in an organisational context. We know from leadership / culture research more widely that leadership is important for ‘setting the tone’ from the top, but also that over time, culture will influence how one leads, although culture tends to evolve at a slower pace than changing leader behaviours.

We know that as leaders we have a profound effect that ripples throughout an organisation, with leader behaviours influencing the health, wellbeing and safety of employees, peers, customers / clients, and a wider group of stakeholders. Clarke (2010) showed the relative strength of safety leadership effects on employees’ health & wellbeing, job attitudes, and safety behaviours. Given their influence, leadership behaviours have been studied extensively, with most focus on the positive effects of constructive styles, especially transformational. However, particularly in safety-critical organisations, both transformational, and transactional styles, are associated with stronger safety climate, and employees’ compliance and participation (Clarke, 2013). In high-risk contexts, where the severity of consequences is well-understood, there is greater need and acceptance of a directive style that provides clarity for employees.

Furthermore, an ability to adapt one’s leadership style to the context is also associated with higher levels of safety (Willis, Clarke & O’Connor, 2017). Taking a within-person approach to leadership allows us to move away from ‘style’ and acknowledge that a flexible behavioural repertoire might be especially relevant for managing safety across situations with differing risk. Willis, Clarke and O’Connor (2021) identified profiles of leaders’ safety behaviours, using latent profile analysis, where moderate use of both transformational and transactional, alongside low levels of passive, leader behaviours, was most strongly associated with safety.

Research on safety leadership has favoured a micro-level approach, with most work focused at direct supervisory level, where the supervisor acts as a frame-of-reference for employees’ safety perceptions, which consequently feed into organisational safety culture. Such leader behaviours act to strengthen safety climate, feeding into wider safety culture. Recent work in UK construction sector has highlighted strong safety culture in the context of the pandemic, which emphasizes behavioural safety, as a backdrop to integrate pandemic-related rules and encourage compliance (Johnson, Hartwig, Clarke, et al., 2022). The latest phase of this work shows the critical nature of leader presence (as a dimension of safety culture): as higher-level managers worked from home, this affected the extent to which senior leaders were visible on-site, where leading by example was identified as crucial. In high-hazard highly-regulated industries, little work has considered the macro-level, where the relationship between the organisation and the regulator acts as a critical element of safety culture. Recent work, from a macro perspective, highlights how the regulator is viewed in different ways; not only as an enforcer, but also often taking a leadership-type role by setting an example to be followed (Clarke et al, 2022, under review).
K2 Keynote Address: Job Insecurity ‘After’ the Pandemic – Looking Back and Forward

Hans De Witte
KU Leuven, Leuven, Belgium

Professor Hans De Witte is a Professor in Work Psychology at the Faculty of Psychology and Educational Sciences in KU Leuven, Belgium. He is a member of the Research Group Work, Organizational and Personnel Psychology (WOPP), which is part of the Research Unit Occupational & Organisational Psychology and Professional Learning (O2L). He is also Extraordinary Professor at the Optentia Research Focus Area, Vaal Triangle Campus in North-West University, South Africa.

During the academic year 1999-2000 he worked at the Research Group Personnel, Work and Organizational Psychology of the University of Ghent. Since 2000 he works at the Faculty of Psychology and Educational Sciences of the KU Leuven, where in was 2007 was appointed as Full Professor.

Abstract

Job insecurity refers to subjective concerns about the continued existence of the actual job and its characteristics, alternatively defined as the perceived threat of job loss and the worries related to that threat. The pandemic that affected Europe during the last two years also impacted on the quantity and quality of our employment, resulting in an increase of job insecurity perceptions among European workers. Prospects thus far (hopefully accurately) suggest the pandemic ‘to be over’. Consequently, this seems like a good moment to have a look at our knowledge on job insecurity thus far, and to discuss some ‘pending issues’ that need further study.

The keynote will cover three broad topics.

First of all, I would like to give an overview of the consequences of job insecurity for individuals (health and well-being) and organisations (attitudes and behaviours). This part will critically assess the frequently vented assumption that job insecurity ‘can be good’ and can motivate workers. I will do so by structuring the findings of reviews and meta-analyses in terms of the ‘Challenge versus Hindrance’ framework: is job insecurity a challenge stressor or a hindrance stressor when looking at health, well-being and performance?

Next, I would like to review and discuss some ignored issues in job insecurity research. In the literature in this field, surprisingly little attention has been given to consequences that transcend the rather individual point of view of occupational health psychology (dominant focus on health, well-being, attitudes and behaviours of individuals). The second part of this keynote will therefore be focussed on the possible societal consequences of job insecurity. Relevant aspects encompass attitudes and trust towards the government, political attitudes and voting behaviour, but also attitudes towards the pandemic (like conspiracy views), which also have important consequences for health and well-being of citizens.

Finally, some findings will be reviewed regarding cross-national differences. In an international conference like this one, the question arises whether countries differ in their levels of job insecurity, and whether the consequences of job insecurity are similar (or even identical) in all countries. When differences are found, one could wonder whether they can be explained by looking at macro levels variables such as legislation, social security systems, labour market policy and cultural values (to name a few). In doing so, I outline the importance to extend our level of analysis from the micro level (individual) to the meso level (organisations) and the macro level (structural and cultural aspects of countries).
K3 Keynote Address: Employee Workaholism, Affective Commitment, and Well-Being: The Role of Work Context, Individual Dispositions, and Need Satisfaction
Christian Vandenberghe
HEC Montreal, Montreal, Canada


Abstract
The proportion of employees working long hours is on the rise, due to economic or psychological reasons. This results in employees developing various forms of attachment or commitment to work-related targets and even addictive behavior (e.g., workaholism). Given the importance of work involvement for individuals’ life, it is not surprising that employee commitment to the workplace and obsessive attachment to work have consequences for employee well-being. However, the mechanisms and boundary conditions that are associated with employee commitment and work involvement and how they relate to well-being remain poorly understood. In this keynote address, I provide examples from my own research pointing to the importance of contextual factors, individual difference variables, and psychological mechanisms to explain the association between employee commitment and work involvement with their antecedents and well-being.

First, while much research has previously considered workaholism, a psychological syndrome that combines working long hours and obsessive thoughts about work, to be driven by personality traits such as negative affectivity, perfectionism, or type A personality, a study by my research team demonstrates that contextual factors play a significant role in the development of workaholism. Specifically, high-quality relationships with supervisors, which generally do not push employees toward adopting workaholic habits, may do so when these relationships develop in the context of an overwork culture in the organization, thereby indirectly leading to increased employee strain. This research illustrates the importance of contextual factors as triggers of workaholism and strain.

Second, research has rarely examined how employee commitment to the organization relates to work stressors from a dynamic perspective. One perspective would be to expect organizational commitment to increase employees’ exposure to work stressors while the reverse perspective would predict that work stressors reduce organizational commitment over time. Our data provide support to the first perspective. Specifically looking at the longitudinal relation between affective commitment and role overload (i.e., a hindrance stressor reflecting work situations where the employee has too many tasks to accomplish given the resources available), we found that affectively committed employees experienced an increased workload over time due to satisfying their need for autonomy. Moreover, this process was amplified among individuals with a strong individual self-identity, as they are guided by self-interest and personal achievement. All this happens because affectively committed employees tend to define their job responsibilities more broadly than others.
Third, in a separate study, we asked the question “is affective commitment always good?” While the benefits of affective commitment have been widely supported in studies among newcomers and low-tenured employees, the evidence from long-tenured employees is less clear. We explored this question and demonstrated that there were diminishing returns associated with affective commitment when employees have worked for an organization for a long period of time. This resulted in affective commitment relating to weaker increases in employees’ satisfaction of their needs for autonomy and relatedness, indirectly contributing to maintain emotional exhaustion at higher levels.

In conclusion, contextual variables, employee dispositions, and need satisfaction are important factors to consider when examining the drivers of workaholism and how employee commitment to the organization relates to role stress and well-being.
EAOHP FORUMS
**Research Forum**
13:30 - 14:30 Wednesday, 6th July, 2022
Room 33
Chair Annet de Lange

The EAOHP Research Forum aims to promote research and innovation in OHP. The Forum seeks to promote not only the development of research, but also its translation into practice. In the current Research forum we will discuss the relevance as well as potential pitfalls of different types of reviews and meta-analyses for the OHP research as well as the practical field. This interactive session is open to anyone interested in OHP research.

**EAOHP General Assembly (Open session)**
13:30 - 14:30 Wednesday, 6th July, 2022
Room 41

Open to all members to discuss matters of the Academy.

**Invited Symposium: Global Perspectives and Developments in Occupational Health Psychology**
15:45 - 17:00 Wednesday, 6th July, 2022
Auditorium Sigalas
Chairs: Stavroula Leka and Kevin Teoh

This invited symposium invites representatives from different national and regional bodies to share on the local developments in the workplaces that pertain to research, policies, and practice. Here, Julia Flintorp from the European Agency for Safety and Health at Work presents on two projects relating to firstly, the relationship between musculoskeletal disorders and psychological risks, and secondly, on how European micro and small enterprises manage psychosocial risks. Next, Naomi Swanson and Jeannie Nigam will cover OHP programmes from the U.S. National Institute for Occupational Safety and Health. These include the National Occupational Research Agenda Healthy Work Design and Well-Being Cross-Sector Program, the Total Worker Health® programme, and the new NIOSH Quality of Worklife survey. This is followed by Maureen Dollard and Rachael Potter who will highlight new major new developments in Australian regulations for psychosocial factors, and the establishment of the PSC Observatory which aims to collect, collate, analyse, synthesise, and publish psychosocial safety climate data and informatics at the global, national, and corporate level. This is followed by Ana Catalina Ramírez, who will summarise the ILO perspective on psychosocial risks. In the final presentation Agnes Parent-Thirion will present on the 2021 Eurofound survey and interviews of 36 European countries. Finally, session will end with some discussion and reflection on common challenges and shared learnings from the different regions.

**F1**
**Association between MSDs and PSRs & Psychosocial risk management in European MSEs**
Julia Flintorp, Ioannis Anyfantis, Xabier Iraistorza, Malgorzata Milczarek
European Agency for Safety and Health at Work, Bilbao, Spain

The contribution to the Symposium will focus on two projects recently carried out by EU-OSHA. On the one hand the relationship between musculoskeletal disorders (MSDs) and psychosocial risks (PSRs) will be looked at, based on the results of a literature review published by EU-OSHA in 2021. The second part of the presentation will focus on a qualitative interview study carried out in 6 Member States to investigate how European micro and small enterprises (MSEs) manage psychosocial risks.
MSDs & PSRs:
For several years, MSDs and PSRs at work have been associated with influencing each other. While it is clear that a two way interaction defines the relationship between MSDs and PSR factors, details of these associations are not clear. Latest EU-OSHA research has brought further clarity into the matter by showing systematic associations between specific psychosocial risk factors such as low social support, low job control, poor job satisfaction with MSDs in specific body regions. The research could also show the associations of decision latitude having a negative correlation with upper limb problems and as such possibly showing a protective effect. The presentation will give a short summary comparing different PSRs and the results that could be shown for these in terms of MSD outcomes.

Qualitative research on the management of psychosocial risks in European SMEs:
The study consists of more than 250 interviews carried out in Croatia, Denmark, Germany, The Netherlands, Poland and Spain in around 20 MSEs in each Member State. Interviews were carried out as a follow up based on ESENER data. In most companies there have been two interviews, one reflecting the management position and one reflecting the workers position. On the one hand the results confirm data already obtained from the ESENER interviews, showing that high workload, time pressure and demanding clients are the PSR factors of highest concern throughout most countries. In countries with a weaker economic status, other factors, such as fear of losing one’s job had a higher importance. The results also suggest that the legal framework and implemented standards on PSRs, especially for micro establishments, in the respective countries play an important role in how the risks are dealt with. The legal obligation to appoint an OSH representative seems to have a significant supportive role in enabling successful management of PSRs.

Finally the study also reveals the importance of the understanding of PSRs of the respective manager as well as the company culture. The latter one significantly influences how stigma, shame and trust are perceived. The role of the manager’s personality and their type of leadership is crucial in shaping the general communication on PSRs. Further it could be shown that often companies take a more informal approach to managing PSRs, which at the same time can represent challenges in involving workers in an effective way. More formalised approaches with formalised worker representation can help overcoming these boundaries. Last but not least the results also look into the first effects of the COVID-19 pandemic such as increased workload and job insecurity.

F2
Occupational Health Psychology Research, Activities and Partnerships at the U.S. National Institute for Occupational Safety and Health
Naomi Swanson, Jeannie Nigam
NIOSH, Cincinnati, USA

This presentation will cover Occupational Health Psychology (OHP) related research, activities and partnerships at the U.S. National Institute for Occupational Safety and Health (NIOSH). Several NIOSH programs are engaging in activities of interest to the OHP community. For example, the National Occupational Research Agenda (NORA) Healthy Work Design and Well-Being (HWD) Cross-Sector Program is currently working with its Council to implement its Research Agenda. Both the HWD and the Total Worker Health® (TWH) programs are partnering with internal Divisions and the NIOSH leadership in overseeing a Mental Health Initiative for Health Workers to improve the mental health and well-being of U.S. health workers. The TWH program has released a new survey instrument for measuring worker well-being, the NIOSH WellBQ, and the number of NIOSH-funded academic Centers of Excellence for TWH has expanded to ten, with one focusing specifically on worker mental health. The NIOSH Quality of Worklife (QWL) survey, which contains a broad array of questions on work organization variables and health and well-being outcomes, will be administered as a part of the General Social Survey this year. A new Future of Work Initiative within NIOSH has released a research agenda that covers many areas of interest to OHP researchers. The presentation will also cover OHP-related research and activities of the Economics Research and Support Office (ERSO), and the work organization research group within NIOSH.
Occupational health psychology (OHP) has a role to play in research and practice to prevent work related stress. Comparison of evidence-based knowledge can provide a solid foundation for good practice in OHP and can be a stimulus for organisational and national policy change. Knowledge comparison can be between countries, industries, sectors, organisations, and people. The Australian Workplace Barometer is a population-based tool that has been used for this purpose. Other approaches to facilitate knowledge comparison include concepts, survey measures, benchmarking tools, and feedback systems where knowledge is compared against itself. PSC benchmarks have proven to be influential in helping organisations understand their situation and identify what needs to be done for improvement. An innovation in the field is the establishment of the PSC Observatory with the goal to collect, collate, analyse, synthesise and publish PSC data and informatics at the global, national, and corporate level, with the potential to change workplace policy-making world-wide; (1) novel global national level data will be gathered on PSC in collaboration with the Asia Pacific Academy for Psychosocial Factors at Work, Global PSC project; (2) national legal/policy data for worker psychological health data is being collected internationally. Progress on these objectives will be discussed in the session along with major new developments in Australian WHS regulations for psychosocial factors.

The Covid-19 pandemic has accelerated trends in the world of work that are associated with both opportunities and challenges for health, safety and well-being. This presentation will set the scene of this special session by discussing these while placing special focus on psychosocial risks. Psychosocial risks at work are expected to increase in light of developments concerning the changing nature of work, the use of new technologies and the increased prevalence of atypical work arrangements. The presentation will summarise the ILO perspective.

In 2021, Eurofound carried out a telephone probability survey in 36 countries including the EU Member States, the United Kingdom, Norway, Switzerland, Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, and Serbia. All together over 70,000 interviews were collected in 54 languages. Interviews lasted for about 22 minutes. The questionnaire covers job quality, quality of working lives and personal and job characteristics. Job quality questions can be used individually, organised by dimensions and summed up into a summative index which follows the methodology developed by the OECD to measure Job strain, a key indicator of the employment strategy. The first results of the survey will be presented.
Meet the Editors
13:00 - 14:00 Thursday, 7th July, 2022
Auditorium Deniges
Chair Birgit Greiner

In this Meet the Editors session, editors from the major journals in OHP will be represented:
- Work & Stress: Consulting Editor, Annet de Lange, Open University Heerlen, the Netherlands, EAOHP Research Forum Chair.
- Scandinavian Journal of Work, Environment and Health, Editor in Chief: Reiner Rugulies, National Research Centre for the Working Environment and University of Copenhagen, Denmark.
- Safety Science: Associate Editor, Stavroula Leka, University College Cork, Ireland, EAOHP President.

This session provides the opportunity to meet the Editors of three influential European-based scientific Journals in EAOHP: Work & Stress, Scandinavian Journal of Work Environment and Health and Safety Science. The aim of the forum is to give detailed insights into the specific profile of each journal, hereby providing guidance to researchers on how to choose the most suitable journal for publishing their research output. The forum will also open the space for questions, especially for early-career researchers, relating to successful manuscript preparation and how to avoid common mistakes.

The Editors will summarise the vision and profile of the journal, journal metrics, the scope of topics and types of featured articles, and any special issues planned together with tips for manuscript preparation.

This symposium will also present an opportunity for the audience to suggest specific topics and formats for publication to the editors and to discuss further collaboration and links with EAOHP and additional opportunities, such as becoming a reviewer or editor for the journal. The session may serve as a basis for researchers and practitioners to forge connections and start collaborative work on a manuscript or a special issue of the journal.

Practice Forum
13:00 - 14:00 Thursday, 7th July, 2022
Room 33
Chair Rachel Lewis, Jo Yarker

The EAOHP Practice Forum aims to share and support research-led practice in Occupational health psychology. This interactive session is aimed at both academics and practitioners interested in/or working in research-led occupational health psychology. In the session we will share examples of research-led practice before convening a discussion around the challenges of conducting research-led practice in practice. The session will conclude by gathering of ideas about how the EAOHP could support, advance and share research-led practice, with the aim of developing a series of actions and recommendations to develop and strengthen this area within EAOHP.
In the field of occupational health psychology, the chance to develop multi-level participatory interventions in organisations to promote mental health and wellbeing is a significant opportunity for all involved. Multi-level interventions focus not only on the individual level (such as stress management training), but offers a more comprehensive approach by including interventions at group, leader and organisational level to address the source of stressors. Involving employees in the process of identifying needs and developing action plans for multi-level interventions to improve mental health and wellbeing increases the degree of overall responsibility, facilitates the process of change, optimises the degree of fit of the interventions to the culture and context of the organisation and creates a crucial time for collaboration between employees and managers (Nielsen et al., 2013). This panel discussion aims to offer a space for sharing lessons learned about the obstacles, barriers, opportunities and successful strategies adopted to promote participatory interventions for mental health promotion within public sector and small to medium sized organisations during the pandemic. It is important to focus on these types of organisations because tools and strategies to achieve mental health promotion are not always available in these contexts (De Angelis et al., 2020). Given the challenges of the pandemic, this session will also reflect on and explore some of the opportunities and barriers related to implementing such interventions during periods of crisis.

A fundamental step that can facilitate the implementation of a participatory project is instituting a Steering Group, a small group in which different stakeholders in the organisation take responsibility for establishing a series of crucial points regarding the project, tracking every step, practical, communicative, and financial. Within this small group of actors, some key responsibilities are of strategic importance for the success of the project, e.g., the critical role played by managers in promoting change, involving, and communicating to workers about the reasons for and stages of the project.

This panel discussion aims to take the opportunity to bring together representatives from steering groups at four of the intervention sites involved in the H-WORK project. The panel comprises two representatives from Public Institutions in the healthcare and higher-educational sectors and two representatives from SMEs in the financial and marketing industries. It will also be in the panel's interest to bring out the cultural differences between the working contexts, with a particular focus on highlighting the processes and organisational mechanisms involved. The panel session will offer an opportunity to reflect on both the lessons for research and practice (and the balance between these) when implementing participatory multi-level interventions. The panel will share their experiences of the facilitators and barriers of such projects, focusing on the characteristics of the specific context and mechanisms implemented to facilitate and foster the implementation of interventions in public and small and medium-sized enterprises.

The session is expected to have wide appeal and attract a relatively large audience. It will attract researchers and practitioners interested in mental health and wellbeing within organisations, as well as those interested in the implementation of interventions within organisations. It will also likely attract those interested in conducting research or practice within the specific organisational contexts (public sector organisations or small to medium sized organisations).
The EAOHP Education Forum aims to promote occupational health psychology education and training by advising on the development of education and training programmes, fostering partnerships for the development of such programmes, and working together with similar bodies in other OHP organisations to do so. This interactive session is open to anyone interested in OHP education focusing on ‘the connected curriculum - Occupational Health Psychology education valuable for a range of professions. Four panellists will share their experiences teaching the OHP curriculum, which will be followed by a discussion about best practice in education and training. The panel experts are:

- Despoina Xanthopoulou, Aristotle University of Thessaloniki, Greece
- Birgit Greiner, Cork University, Ireland
- Almuth McDowall, Birkbeck, University of London, UK
- Laurenz Meier, University of Neuchâtel, Switzerland
SYMPOSIA
Psychosocial safety climate (PSC) is a leading indicator of work factors and consequential health and motivational outcomes. It reflects the priority senior management gives to workers’ psychological health and safety above short-term productivity goals. Recently, a short form tool was developed and validated in Australia—the PSC-4—to act as a screening tool for industry and practitioners. To evaluate usability and interpretability of the new PSC-4, a process of international validation is required, along with developing matching benchmarks to identify risk level for workers. Due to the COVID-19 pandemic it is also timely to assess the tool’s usability in the context of increasingly digitalised working environments. Considering the importance of PSC to workers’ health and safety and their productivity, it important to identify how to improve PSC for the benefit of the worker and their organization, using leading indicators of OHS. To further translate theory into practice it is vital to enact organizational changes after identifying the PSC risk levels. To date, little research exists that evaluates the effectiveness of climate level interventions, underpinned by PSC.

Taking an international perspective (Australia, Germany, and Sweden) this symposium presents practical approaches for managing work-related psychosocial risks using the PSC theory, tools, and benchmarks. The symposium begins with a paper exploring the context of PSC in conjunction with the rising digital landscape during the time of the COVID-19 pandemic and reactionary work-from-home mandates. Across the following three papers we cover the international validation of the PSC-4 and interpretable benchmarks. We cover how to build positive PSC in the work environment by addressing the leading indicators of OHS which will also indirectly improve workers’ sense of psychological safety, an outcome of strong PSC. The final paper of this symposium discusses the enactment of organizational change using a PSC driven intervention that seeks to builds a positive organizational PSC during the COVID-19 pandemic in Australia.

The evidence explained in this symposium advances knowledge by increasing understanding on the usability of the PSC-4 and effectiveness of climate-focused interventions. The associations between PSC and various workplace factors and outcomes in Germany and Sweden as well as in the digital workplace remained consistent for the PSC-4 in comparison to the long form (PSC-12). Results discussed in this symposium also advance evidence on PSC in the digital workplace, the leading indicators of PSC, and provides support for climate interventions targeted at the organizational level.

Practical implication of the research is that the easy-to-use PSC-4 tool can assist in the translation of research into practice with its applicability to industry and practitioners, and interpretable benchmarks. The short-form PSC-4 tool, used in conjunction with evidence-based benchmarks, can be used to easily identify the risk an organization’s policies, practices, and procedures pose to workers’ psychological health and safety. As such, the PSC-4 tool and benchmarks can help identify risk and guide organizational action through climate intervention. Overall, we provide evidence on the importance of cultivating good PSC within both physical and digital/virtual work environments and ways organizations can promote good PSC.

S1
Psychosocial Safety Climate and Emerging Digital Job Demands and Resources: Working from Home During the COVID-19 Pandemic
Amy Parkin, Rachael Potter, Maureen Dollard, Amy Zadow, Silvia Pignata, Kurt Lushingto
University of South Australia, Adelaide, Australia
The COVID-19 pandemic has accelerated greater reliance on digital communication and trends to work from home. As yet, the impact of digital job demands and resources on emotional exhaustion, work-family conflict and work-self conflict—and how psychosocial safety climate (PSC) influences these relationships—is not well understood. Examining these relationships this study used both a qualitative and quantitative research design. Qualitative data were collected from 30 semi-structured interviews with employees from one Australian university (23 academics, 7 professional staff) and interpreted using thematic analysis. Interview participants also provided responses to the short Psychosocial Safety Climate scale (PSC-4). Quantitative data were obtained from 3,108 employees (1598 academic, 1510 professional staff) across 39 Australian universities. Measures assessed included PSC, digital job demands and resources, emotional exhaustion, work-family conflict and work-self conflict. To address the limitations of cross-sectional individual level data, a multilevel design was used. All data collection occurred while participants were working from home during a COVID-19 lockdown period or shortly thereafter.

The qualitative data highlighted the changing nature of work as a result of COVID-19. Interviewees in professional or research positions indicated that PSC was high during COVID-19. However, academics with teaching responsibilities generally reported medium to low levels of PSC, higher workloads due to a move to online teaching, fewer resources (such as training for new digital platforms), lower levels of work-life balance, and poorer physical and mental health. Some participants indicated that aspects of PSC had improved during COVID-19 as there was more management communication regarding employees’ psychological health. The multilevel quantitative data supports these findings, as those with lower PSC experienced higher digital job demands, less digital job resources and a poorer experience during COVID-19, and were more likely to experience emotional exhaustion, work-family conflict and work-self conflict.

This mixed methods study is one of the first to examine PSC and digital job demands and resources in a digital and work from home context. It also contributes to the growing literature about the impact of COVID-19 on emotional exhaustion, work-family conflict and work-self conflict. The results indicate that interventions should target PSC to improve work stress and employee outcomes given the rapidly changing technological work dynamics exacerbated by the work from home directive during COVID-19, and a demonstrated interest to incorporate working from home into regular future working structures.

S2

Benchmarks for Evidence-Based Risk Assessment With the Swedish Version of the 4-Item Psychosocial Safety Climate Scale

Hanne Berthelsen¹, Tuija Muhonen¹, Gunnar Bergström² ³, Hugo Westerlund⁴, Maureen F Dollard⁵

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In line with the theory of Psychosocial Safety Climate (PSC), the Swedish Occupational Safety and Health (OSH) provisions have a clear focus on the obligations of employers to systematically evaluate and address problems in the organisational and social work environment in an active dialogue with employees. Benchmarks based on organisational OSH-performance are needed for risk assessment and planning of interventions targeting the source of occupational health problems. The purpose was to validate the short version of the PSC questionnaire and establish benchmarks indicating PSC risk levels for use in Sweden.
Analyses build on cross-sectional data from 1) a national random sample of employees in Sweden aged 25–65 years (N = 2847) for establishment of benchmarks and 2) a convenience sample of employees from 94 workplaces (N = 3066) for cross-validation at the organizational aggregated level. A criteria-based approach was used for classifying different OSH practices into good–fair–poor levels. The benchmarks for PSC risk levels were determined based on PSC mean scores for good, fair, and poor OSH practices (non-managerial employees). Differences in mean scores for Quantitative Demands, Quality of Leadership, Job Satisfaction, Commitment to the Workplace, Stress and Burnout (COPSOQ III) were computed and ANOVA tests depending on PSC risk level were compared. This was cross-validated by similar analyses at workplace aggregated level.

The results support the validity and usefulness of the Swedish PSC-4 as an instrument to indicate good, fair and poor OSH practices. The weighted population mean score for PSC-4 was 11.5 (SD 4.1). Scale missing was 1.1% and Cronbach’s alpha was 0.93. The mean score of PSC-4 differed significantly for the three levels of OSH practices (p < 0.001). The recommended benchmark for indicating good OSH practices is an average score of > 12.0 while the proposed cut off for poor OSH practices is a score of ≤ 8.0 on the PSC-4. Scores between these benchmarks indicate fair OSH practices. Respondents with a moderate PSC risk had mean values of the investigated COPSOQ scales close to the Swedish national COPSOQ benchmarks; and statistically significant differences of a relevant size and in the expected direction were seen across risk levels (p < 0.001). Furthermore, the reliability and validity of PSC-4 as a workplace level construct was supported.

The PSC risk levels can be used as a practical tool for screening of work conditions that can affect employees’ health and motivation and thus identifying groups in high need for organizational interventions. We recommend additional prospective validation of PSC and the suggested risk levels for the Swedish version in relation to register-based measures such as mental health, sickness absence or staff-turnover. Also, there is a need for more international studies to better understand cross-cultural differences of potential importance for determining relevant benchmarks for the local context.

In conclusion, the Swedish version of PSC-4 and benchmarks can be regarded as a valid and reliable measure for both research and practical use for risk assessment at workplaces.

S3
Sequential Mediated Models of Antecedents and Outcomes of Psychosocial Safety Climate: The Role of Workplace Safety Factors in Fostering Mentally Healthy and Productive Employees
Pieter Van Dijk1, Andrea Kirk-Brown1, Helen DeCieri1, Maureen Dollard2, Tracey Shea1, Nicholas Crooks3, Jennifer Fry3

1Monash University, Melbourne, Australia. 2University of South Australia, Adelaide, Australia. 3WorkSafe Victoria, Geelong, Australia

Psychosocial Safety Climate (PSC) is the policies, practices, and procedures aimed at protecting worker psychological health and safety and is assessed through worker perceptions of management values regarding psychological health vs productivity imperatives (Dollard, Dormann, & Idris, 2019). Psychological safety (PS) refers to the belief that it is safe for individuals to show and be themselves without negative psychological and social consequences. PSC is viewed as antecedent to PS, not reflected by it as some suggest (Kahn, 1990). PSC not only affects interpersonal factors but also a range of worker mental health outcomes (Dollard & Bakker, 2010). We extend this and propose that proactively managing the leading indicators of occupational health and safety (OHS) in general (Shea et al., 2016), will facilitate the development of the PSC that fosters PS, which in turn promotes worker mental
health outcomes. PS also encourages productivity where workers are not engaged in protective behaviours and act without fear of risk or harm. We, therefore, propose a sequentially mediating relationship of PSC between leading indicators of OHS and PS, which in turn will mediate the relationship between PSC and the outcomes of general wellbeing, overall work-related quality of life, stress at work, and productivity loss.

Data were collected through the WorkWell Wellbeing Insights (WWI) online survey which collects information from workers about their perceptions of leading indicators of OHS, PSC and their beliefs about their own PS. The WWI is a part of the Victorian (Australia) government’s safety regulator and health departments’ 50 million-dollar (AUD) WorkWell program designed to support employers to take a proactive approach to building mentally healthy and productive workplaces. The sample consisted of 2,172 participants (53% female). The majority were based in metropolitan Melbourne (82%) and primarily worked in the transport, postal, and warehousing (39%) industries. Other industries represented included accommodation and food services (18%) and retail trade (15%). Sixty-eight percent were in workplaces with 200+ people.

Sequential mediation models predicting productivity loss, general wellbeing, overall quality of work-life, and stress at work were tested using MPlus. The analyses revealed no direct effect of leading indicators of OHS on the first three outcome variables. There was a full mediation of these relationships via PSC and the impact of leading indicators of OHS was also serially mediated through PSC and PS. In workplaces with lower levels of leading indicators of OHS, higher levels of stress at work were found, and this relationship was partially mediated via PSC. Further, the impact of leading indicators of OHS was also serially mediated through PSC and PS.

The results from the WWI indicate that workplace policies and practices that are designed to improve workers’ health and safety in general, can have a positive impact on the psychosocial safety climate, and lead to specific positive mental health outcomes, including a higher quality of work-life and lower levels of stress at work, and a reduced impact of mental health issues on productivity. Finally, it must be noted that the current data are cross-sectional, and that longitudinal follow-up data are currently being collected to extend these findings.

S4
Is Brevity the Soul of Wit? Comparing Associations of PSC-4 vs. the Full PSC With Work- and Health-Related Outcome Measures in Germany
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Psychosocial Safety Climate (PSC) has been used both in research and monitoring in different countries. Recently, an adapted full version for the German context was validated in a mixed-methods-study. The question now remains whether it is possible to shorten the German tool to facilitate its application in organizational settings. Hence, it needs to be shown whether a German short form PSC-4, considering one item from each of the four PSC dimensions, leads to results comparable to the long form with regard to both the structure of PSC-4 as well as its relationship with work- and health-related outcome measures. For this purpose, a sample of more than 1,700 employees from 16 organizations from different industries was employed, considering the data’s multilevel nature in all analyses.

In confirmatory factor analysis, a g-factor-model and a two-factor model, the latter differentiating between senior management (PSC-Sen) and the organization as a whole (PSC-
Org), were tested. The two-factor model fits the data better than the g-factor model where all items load on the common factor, replicating results from the complete PSC.

In regression analyses, after controlling for gender, age and organization, the factor for PSC-Sen showed a stronger association with all work- and health-related outcomes than the factor for PSC-Org. Together, both factors explained only slightly less variance compared to the factors based on the complete PSC. The same holds true when considering a common score for PSC-4 instead of the separate factors. No incremental variance in all outcome measures can be explained by the PSC-factors when additionally considering task level working conditions as assessed by COPSOQ in regression analyses, supporting the notion that PSC, as a macro level factor, influences working conditions on the task level that, in turn, are associated with work and health-related outcomes.

Because only cross-sectional data were available, no causal inferences can be drawn from our study. However, as we aimed at investigating the similarity of associations of PSC-4 and the complete PSC rather than making casual claims, we do not consider this a severe limitation. It was not possible to establish general linear models on our data due to the chosen sampling frame, leading to a sufficient total sample size albeit a comparably low number of organizations. Instead, we resorted to dummy-coding organizations for appropriately considering the nested data structure as was also true for establishing factor models. For future studies, it is recommended to sample more organizations. Furthermore, it would be desirable to consider more background variables, e.g., industry and size of the organization. This was not possible in our study due to strict data protection regulations in the companies. Our results imply that PSC-4 could be used for practical applications in workplaces. Its brevity makes it an attractive tool for organizations, only requesting little time. However, brevity comes at a price: with less items, less specific information on required actions for work design are available. This is the first study validating PSC-4 in the German context, indicating it can be used for practical applications.

S5
A Minute in Time: Risk Levels for the Psychosocial Safety Climate (PSC-4) Tool for Early Detection of Poor Mental Health
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An important social determinant and early indicator of mental health among workers is the corporate climate, specifically Psychosocial Safety Climate (PSC). The goal of the present research is to establish benchmarks for the Psychosocial Safety Climate – 4 (PSC-4) tool to identify risk levels for workers’ mental health. Implementation of the PSC-4 tool with benchmarks can be used to identify the level of risk PSC poses quickly and easily, to workers’ job strain (high demands and low control) and mental health. The PSC-4 with accompanying benchmarks can be used to identify work environments that require immediate intervention strategies to protect workers’ strain and mental health.

In the present study, a two-wave longitudinal design was used with a representative sample of Australian workers (n = 1512) from 2010-11 (Time 1) to 2014-15 (Time 2). Data were collected through confidential phone interviews asking about working conditions and health and wellbeing outcomes (e.g., PSC, psychological demands, job control, psychological distress, and depression). PSC-4 risk levels were established using comparative mean scores and Receiver Operating Characteristic (ROC) analyses from workers’ job strain, symptoms of psychological distress, and depression. ROC analyses were used to test the ability of PSC-4 scores at Time 1 to discriminate between workers with symptoms of strain, psychological distress, and depression at Time 2, and at which score PSC can discriminate between experiencing symptoms. Logistic regressions were used to then test the predictive capability of the PSC-4 risk level benchmarks at Time 1 and calculate the population attributable risk percentage (PAR%) onto workers’ strain and mental ill health at Time 2.
Initial frequency checks demonstrated that 20% of Australian workers reported high job strain, 16% were experienced mild to severe symptoms of psychological distress and 8% moderate to severe symptoms of depression. Results from ROC analysis revealed that PSC-4 <12 place workers at high risk for job strain and mental ill-health, while scores >13 are low risk for job strain and ill mental health. The PAR% demonstrated that eliminating high risk PSC would reduce 4% of psychological distress, 9% of depressive symptoms, and 9% of job strain experienced in Australian workers.

The benchmarks for the PSC-4 tool can be used as part of a standardized process for psychosocial risk management that addresses adherence to health and safety practices and protecting and building workers’ mental health. Specifically, the PSC-4 is a quick and easy to use tool that could help shift clinical psychiatric thinking to the preceding social determinants of mental health, such as the corporate climate. PAR% results show scope for job strain and mental ill-health prevention by improving PSC. Advocacy by psychiatrists, physicians and health experts could help provide social protection for worker mental health. The risk levels for the PSC-4 could allow physicians and other health practitioners to interpret with ease the risk to workers’ mental health from the corporate climate in their workplace.

S6
Building Psychosocial Safety Climate in Turbulent Times; the Case of COVID-19
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In response to the parlous state of worker mental health globally, international WHS authorities are calling for more decent human-centred work. The Global Commission on the Future of Work (ILO, 2019a) implores corporations to seize the moment and better align the future of work with a human-centred agenda. The ILO in Safety and Health at the Heart of the Future of Work (2019b) report identified two specific research gaps: ‘How to develop a Psychosocial Safety Climate?’ (p. 56) and ‘How can opportunities for a positive psychological work environment and supportive organisation climate/culture be fostered?’ (p. 57). By exploring how to build PSC we respond to these calls and address the UN Sustainable Development Goal calls for decent and safe work by producing new knowledge to reform to the corporate climate.

Our theoretically driven cluster randomized cohort control study sought to understand how Psychosocial Safety Climate (PSC) – a climate to protect worker psychological health – could be built in different organizational change scenarios. We drew on Event System Theory to characterize change (planned vs shock) as an event (observable, bounded in time and space, non-routine) to understand how events connect and impact organizational behavior and features (e.g., job design, PSC).

Event 1 was an eight-month planned intervention involving training middle managers to enact PSC in work units and reduce job stressors. Then the COVID-19 pandemic hit at four months causing widespread changes and work from home orders. Event 2 was the shock COVID-19 pandemic which occurred mid-intervention (at 4 months). Three waves (T1, 0 months; T2, 4 months; T3, 8 months) of data were collected from experimental (295T1, 224T2, 119T3) and control (236T1, 138T2, 83T3) employees across 22 work groups.

Multilevel analysis showed in Event 1 (T1T2) a significant Group X Time effect where PSC (particularly management priority) significantly increased in the experimental vs control
At T1, there was no significant difference in PSC levels between the experimental and control groups. For PSC T1T2, the interaction effect (Experimental Group X Time) was significant $B = 3.77$, SE $= 1.64$, $t = 2.30$, $p = .04$ with the interaction term adding significantly to the main effects model, $\chi^2 (1) = 4.59$, $p = .03$ Under Event 2 (T2T3), instead of decreasing PSC, levels for both the intervention group and control group increased. During shock, from Time 2 to Time 3 there were no significant Group X Time interactions for global PSC or the PSC subscales. For PSC, management commitment, and management priority, there were significant Group effects, indicating that PSC was significantly higher on average for the experimental group (regardless of Time), implying a sustained intervention effect in the shock condition. For PSC management commitment and PSC communication there was a Time effect indicating these aspects increased across time for both groups. In sum, PSC was maintained at higher levels in the experimental vs control group but both groups reported significantly increased PSC communication and commitment. Results suggest that middle management training increases PSC within 4 months. Event 2, COVID-19 was shocking and its novelty, disruption, criticality and timing in Australian industrial history enabled a strong top management response, positively affecting the control group.

The study was across organizations and future research could investigate improvements across workgroups within organizations. Although participatory in design, the main involvement in system improvement was via middle managers who often had WHS functions. Further research could investigate the stronger involvement of employees, and their representatives (e.g., union delegates), and work health and safety representatives. PSC can be built within 4 months of commencing a PSC targeted intervention. PSC may be sustained and built-in times of shock with top management will, the application of PSC principles, and a top-level pro-psychological health agenda.

This is the first intervention study that aimed to build PSC by enacting its principles (by using the muscle, the muscle gets stronger). We responded to calls to examine changes around discrete events using before and after designs (Bliese et al., 2017). We incorporate both variance- and process-oriented perspectives in an EST approach, use events to understand stability and change, and explore how events command attention and impact organizations (Morgeson et al., 2015).

**Symposium 2: Work in times of crisis: What impacts and lessons to be learned for the post-COVID-19 world?**

Chair Marie-Hélène Gilbert, Julie Dextras-Gauthier

The changes and challenges introduced by the COVID-19 pandemic have emphasized the complexity of organizational systems. The COVID-19 pandemic has simultaneously highlighted the potential benefits of new ways of working (e.g., remote work) on workers’ psychological health but also the negative impacts related to organizational and technological disruptions (e.g., techno-stress). Moreover, the pandemic has also accelerated some pre-pandemic trends such as: work overload, absenteeism, presenteeism, and staff shortages. These trends have important consequences for organizations but also for leaders and employees’ psychological health. The COVID-19 has raised many questions related to the psychological health of employees and leaders but also for the future of work in a post-pandemic world. One of the most pressing questions is how to better equip leaders, employees and organizations to face the post-pandemic COVID-19 world? But, to do so, we first need to fully understand the impacts and consequences of this crisis on employees, leaders and organizations.

Some studies have already provided some answers on the impacts of psychosocial risks in time of COVID-19 on psychological health, but they provide a partial picture of the risks. The
spectrum of stressors and resources should be broadened to better reflect the complexity of the changes and challenges brought by the COVID-19 pandemic. It is also necessary to adopt a multilevel perspective as suggested in the IGLO model to evaluate resources and consider the impacts and consequences of this crisis at all levels in the organization. This is particularly relevant since most of the studies on the consequences of the COVID-19 focused on organizational and individual levels, but only a few consider the impacts on leaders and at the group level.

As we enter a fifth wave of COVID-19, there is a need to reflect not only on the impacts and consequences but also on the lessons we learned from this crisis and what could be done for the post-pandemic world. As the pandemic continues, the risk of more serious and disabling mental health problems increase and even when the pandemic will be over, its effect on workers’ psychological health could remain for a long time.

**New perspectives/contributions:** This symposium brings together papers that shed light on different aspects of the crisis. The papers discussed 1) the impacts and consequences of the crisis on all level of the organization (individual, group, leader, and organization) by adopting a multilevel perspective; 2) the resources deployed during the crisis at all levels according to the IGLO model; 3) how individuals and organizations adapted to these new ways of working; 4) how individuals adapted to these new ways of accomplishing their tasks using more technology than ever before.

**Research/Practical implications:** Using different methods and data analyses (e.g., longitudinal, multilevel, content analysis), this symposium is an opportunity to reflect on the lessons we learned from the COVID-19 and to propose ways on how to better equip individuals, leaders and organization for a post-pandemic world.

S7

**Teleworking, Work Engagement and Intention to Quit During the COVID-19 Pandemic: Same storm, different boats?**

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**Background:** The unprecedented changes associated with Covid-19 pandemic (e.g., imposed and sudden teleworking) have raised several questions for organizations regarding the work arrangements that should prevail once the pandemic is over. One part of the answer may depend on other work organization conditions or work characteristics that could influence the effect that teleworking has on employees. Moreover, it is possible that teleworking would influence work engagement and intention to quit differently according to individual characteristics such as personality traits and emotional intelligence.

**Introduction:** This study aimed to determine if work engagement played a mediating role in the relationship between teleworking and intention to quit during the Covid-19 pandemic. It also aimed to evaluate if individual (i.e., emotional intelligence, self-esteem, locus of control) and organizational (i.e., decision authority, skills utilization, workload, recognition) characteristics played a moderating role.

**Material and Methods:** Path analyses were conducted with MPlus software on a sample of 254 workers from 18 organizations.

**Results and Conclusions:** Teleworking was directly associated with lower work engagement and indirectly associated with intention to quit. Individual and organizational characteristics did not play a moderating role between teleworking and work engagement after a Bonferroni
correction was applied. That said, one dimension of emotional intelligence (i.e., use of emotion) was directly associated with higher work engagement and indirectly associated lower intention to quit. Moreover, skills utilization and recognition were directly associated with higher work engagement and indirectly associated with lower intention to quit. This study indicates that even if teleworking has many advantages (e.g., allows more flexibility to help employees to reconcile their personal and professional lives), it also has the disadvantage of potentially reducing work engagement. Even though this study found that individual and organizational characteristics did not attenuate or accentuate the effect of teleworking on work engagement, it provides insights into increasing work engagement and decreasing intention to quit.

S8
Quality of Working Life in Public Administration during the Covid-19 Pandemic
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Background: The quality of working life (QWL) is the subject of growing interest in academic research because it is an avenue for promoting the well-being of workers, but also a tool for organizations to distinguish themselves as an employer of choice. From a public personnel management perspective, the QWL of employees is therefore relevant in the current context of labor scarcity since it might help public sector organizations to progress towards their goal of becoming an employer of choice and to attract and retain highly skilled workers in their quest to win the war for talent. In addition, there are several reasons justifying the relevance of focusing on QWL in the context of the COVID-19 pandemic. First, the pandemic has been documented to negatively impact the psychological health of the general population. Second, many workers have been pushed towards teleworking. Third, public sector workers have also experienced specific challenges related to Covid-19.

Objective and method: Using a sample of 1,272 workers from Quebec (Canadian province) collected via an electronic questionnaire between December 2020 and February 2021, we aim to compare QWL between workers in different public administrations and in the private sector. Moreover, we aim to examine how working conditions, such as teleworking, permanent employment, working hours, income, and workload, affect the workers’ QWL.

Results: Our results show that, in comparison to workers in the Quebec public service sector, workers in the private sector have a higher QWL, while workers in the health and social services network and in the primary and secondary school sector have a lower QWL. They also show that on-site workers have a lower QWL than employees that are teleworking. When perceived overload is introduced in the model, our results indicate that workers in the private sector retain their QWL advantage and those in the health and social services remain at a disadvantage compared to Quebec public service workers. Results also show that the perceived workload has a significant negative effect on QWL, which occurs when the perceived workload is too high and when it is too low.

Discussion: The QWL was more positive for workers in the Quebec public service sector than those in the health and social services sector and in the primary and secondary schools’ network during the Covid-19 pandemic. However, it was more negative than it is for workers in the private sector. We can therefore question the explanations of these differences: is it caused by the industrial structure of employment and the professional composition of sectors or by 'soft' factors such as differences in organizational cultures or human resources management practices? Further research will be needed to answer this question. Regarding avenues for improving the employee experience in all sectors, the results imply that the implementation of practices aimed at promoting teleworking is a strategy for improving the QWL. This finding will be very interesting to consider when the pandemic is over. The withdrawal of the authorization to work remotely could contribute to the deterioration of the employee experience.
Management Behaviors During the Covid-19 Pandemic: The Case of Managers in Healthcare Sector

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Theoretical background and purpose: For more than a year, the spread of the coronavirus has disrupted the lifestyles of the world’s population. In the workplace, the pandemic has affected all sectors and has changed the way work is organized and carried out. The health sector has been severely impacted by the pandemic and faced enormous challenges in maintaining health care services while providing care to those infected by the virus. At the heart of this battle, healthcare managers were key players in ensuring the orchestration of operations and the physical and mental availability of employees during the crisis. Although few studies have been conducted to identify organizational practices or leadership skills to be adopted in a crisis context, the concrete behaviors of managers have not been identified by these studies. Therefore, this study aims to fill this gap by responding to the practical needs of managers and by enriching the lessons learned about training managers in a crisis context. Furthermore, given that the advent of future crisis is a reality for which managers in various environments must prepare, it seems particularly relevant to study management behaviors in a crisis context.

Methodology: In this study, using a qualitative approach, eight focus groups were conducted virtually during the pandemic with 37 middle managers from the health care community of a Quebec health establishment (Canada) in April 2020. Thematic analyses were conducted, and a deductive approach was used to analyze the data.

Preliminary results: The preliminary results were analyzed and related to two theoretical frameworks: the crisis management model of Pearson and Mitroff’s (1993) and the management skills model of Viitala’s (2005). The preliminary results of these thematic analyses allow us to highlight the management behaviors deployed by middle managers according to the stages of the Covid-19 crisis.

Limitations: This study has been conducted only with Quebec workers. Also, the sample was limited to managers in the healthcare sector who have a specific reality. Therefore, it will be important to replicate the study among other populations to see if management behaviors in crisis contexts are generalizable.

Originality and value: Considering that the health sector has been profoundly shaken by this health crisis, in addition, to being an environment likely to experience other crises, such as the aging of the population or a shortage of labor, managers need to be better trained to deal adequately with these crises. Thus, this study allows practitioners to draw lessons to guide the future behaviors of managers to prepare for possible situations while being more confident in their ability to manage different crises.

Intended audience: This study is relevant for academics and practitioners.

Digital Transformation and Technostress: What Lessons for the Post-Pandemic World?

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Objective: Given its strategic importance (Singh et al., 2020), it is now recognized that digital transformation is affecting and challenging organizations across industries (Correani et al., 2020). The challenges associated with the COVID-19 pandemic have spurred organizations into action by raising awareness of the need to accelerate the implementation of their digital
transformation (McKinsey, 2020). Despite a large and varied literature on digital transformation, there is no common definition on what exactly digital transformation is (Warner & Wäger, 2019) and what it encompasses (Wessel et al., 2020). It also appears that the phenomena related to digital transformation differ from previous organizational changes related to the implementation of information technology in organizations (Markus & Rowe, 2018). The challenges inherent in the digital transformation of organizations are many, but the challenge of protecting the psychological health of employees is particularly important (Singh et al., 2020). In this study, we define digital transformation as an organizational change triggered and shaped by a wide diffusion of digital technology within an organization (Hanelt et al., 2021). As a result of the pandemic, several organizations have been forced to turn to remote working and workers had to use intensively digital technology at work. Evolving digital technologies and abundant opportunities to communicate digitally had and continue to shape the functioning of organizations and working conditions of both employees and managers (Allmer, 2018; Potter et al., 2021). Yet we do not know exactly how the challenges and benefits of this digital transformation affect workers' psychological health. Consequently, this study aims to shed light on the relationship between technostress and psychological health in a context of digital transformation.

**Method:** The study was conducted during the third wave of the COVID-19 pandemic (January to March 2021) in Canada when several workers were still telecommuting. The data were collected from a sample of 1327 workers in the insurance sector. Statistical analyses will be performed using Hayes Process add-on for IBM SPSS statistics 28. For the moment, only descriptive statistic has been performed. Techno-insecurity, techno-complexity, techno-uncertainty, well-being, psychological distress and emotional exhaustion were measured using previously validated scales.

**Preliminary Results:** Preliminary results show that techno-insecurity increases psychological distress and decreases worker well-being. Techno-insecurity is a feeling of insecurity caused by technology that poses a threat of job loss (e.g., being replaced by a new technology that does the job) (Gaudioso et al., 2017). Faced with digital transformations and the introduction of new technologies, respondents seem to be somewhat insecure about the implementation of these technologies in their organization. These changes seem to negatively impact their psychological health.

**Conclusion:** As the pandemic of COVID-19 is further driving digital growth in organizations, digital trends are accelerating and cementing the issue of technostress in the workplace. Opening up the discourse to develop a better understanding of how digital transformation and technostress affect psychological health could assist work health and safety (WHS) and human resources professionals to guide and inform future policy and practice strategies for optimal worker and organizational outcomes.

**S11**

**Job Demands and Psychological Distress During the Pandemic : A Four-Wave Population Study of Quebec Onsite, Hybrid, and Teleworkers**

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**Context:** With this study, we examine the trends in psychological distress and job demands throughout the first 20 months of the pandemic according to work location. The pandemic has brought profound changes in working conditions for many workers. However, it is unknown whether these changes affected workers who remained in the workplace throughout the
From those who worked part-time at home and those who teleworked throughout. For teleworkers, among the work issues and outcomes most frequently identified are disruption of work-life boundaries, overwork, presenteeism, social isolation, barriers to career progression or promotion, and lack of support. But teleworking can also have negative impacts on well-being, due to potential over-commitment, overwork, and lack of time to recuperate when boundaries between work and personal life are unclear. Yet, for workers who remained onsite workload is generally cited as having the strongest effects on psychological distress. In this paper, we aim to investigate the evolution of psychological distress and job demands during the first 20 months of the pandemic. We then explore whether work location moderated the association between job demands and distress.

**Methods:** This was a longitudinal cohort study that used data collected between April 2020 and November 2021. The web panel included 60,000 adults (Quebec’s 2020 population of those aged 18-64 comprises 5.3 million). A total of 6,000 were invited randomly, of whom 1,450 replied that they had worked over the past seven days and agreed to participate. We carried out a longitudinal study with a five-wave online survey (N at T1 = 1,450, N at T2 = 893, N at T3 = 518, N at T4 = 625) collected between April 2020 and November 2021.

**Findings:** Job demands showed an increase over time and were significantly higher at each consecutive. Psychological distress prevalence decreased significantly after T1 but remained stable afterwards. The proportion of participants reporting high levels of distress varied between 50% (at T1), to 43% (at T5). By comparison, Quebec population health survey in 2014-2015 showed that 24% of men and 33% of women reported high levels of psychological distress. High job demands nearly doubled the risk of reporting high levels of distress. When considering differences according to work location (teleworkers, hybrid, vs onsite workers), we found significant differences due to time, group, and the group x time. Although levels of distress were comparable at first for all workers, onsite workers reported consistently high levels of distress throughout all the measurement times, but hybrid and teleworkers reported much lower levels by T4. Regarding job demands, we also found a significant differences due to time, group and group x time interaction. At T1, onsite workers reported higher job demands compared to hybrid and teleworkers but by T4, all reported a higher level of job demands compared to T1. We then tested the moderating role of work location.

**Implications:** These results show psychological distress remains high, and job demands are constantly increasing, regardless of work location. However, workers who can work remotely either on a part-time or a full-time basis seem to benefit from it psychologically. Although teleworkers are often thought to be isolated from their organization, their job design appears to be beneficial at least for mental health. Considering the large proportion of workers with psychological distress, the study calls for top management to make stress and mental health issues a priority.

**S12**

**Telework During the COVID-19 Pandemic: Typology of High Performers and Healthy Workers**

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**Objective:** The coronavirus (COVID-19) pandemic has led to changes in the way employees around the world work. Employees have been forced to telework to keep their organisations running (Carillo et al., 2021). Many studies have examined the link between telework and performance (e.g., Okubo et al., 2021), while others have focused on the relation between telework and health at work (e.g., Oakman et al., 2020). These main findings on the impacts of telework on employee well-being and the performance of employees and their teams help
organisations to better prepare and adapt working arrangements. However, there are similarities but also differences between employees that need to be considered to improve management practices. To date, very few studies have proposed a typology of teleworkers. The only study that has proposed a typology of teleworkers has focused exclusively on the concepts of autonomy and control (Pontier, 2014). Each type of teleworker has its own characteristics. Being aware of them is a good way to understand them and to know what best practices to use to manage the 4 different profiles of teleworkers. Consequently, this study aims to establish a typology of teleworkers according to their performance and health at work.

**Method:** The study was conducted during the third wave of COVID-19 in Canada, a period when the majority of workers were still teleworking. The sample consists of 250 workers from various industries. For the time being, only the descriptive statistics have been carried out. Well-being (α = .90), psychological distress (α = .85) and work performance (α = .88) were measured using previously validated scales. This study aims to establish a typology of teleworkers according to 4 profiles: 1) teleworkers who are performing well and healthy; 2) teleworkers who are performing well but experiencing psychological distress at work; 3) teleworkers who are not performing well but healthy; 4) teleworkers who are not performing well and experiencing psychological distress at work.

**Expected Results:** It is expected that 4 profiles will emerge: 1) teleworkers who are performing well and healthy; 2) teleworkers who are performing well but experiencing psychological distress at work; 3) teleworkers who are not performing well but healthy; 4) teleworkers who are not performing well and experiencing psychological distress at work. The variables that are likely to influence (positively/negatively) their performance and health at work are: technological demands, organisational resources (e.g., managerial support), personal resources (e.g., job satisfaction) and behaviour and attitudes.

**Conclusion:** The COVID-19 pandemic has accelerated the adoption of telework in organisations and made it a new norm. Establishing a typology of teleworkers will help managers, occupational health and safety (OHS) professionals and human resources professionals to establish future strategies for managing teleworkers in a way that ensures performance and health at work.

**Symposium 3: Organizational and Personal Resources in the Organization of Working Time and Employees' Work-Life Balance, Health, and Well-Being**

Chair Anne Marit Wöhrmann

The organization of working time is related to employees' work-life balance, health, and well-being. Amongst others, research has shown that working time demands such as long working hours, shift work, and high flexibility requirements can be rather challenging, and that control over working time acts as a resource having positive effects on employees' well-being. Thus, it can be regarded a positive development that an increasing share of employees has at least some discretion over when and also over where to work - for example from home. However, this personal flexibility can also create new challenges related to managing blurring boundaries between work and private life as well as one's own recovery periods. The aim of this symposium is to explore organizational as well as personal resources related to the organization of working time that support employees' work-life balance, health, and well-being.
In the first part of the symposium, three studies based on representative survey data are presented. The authors of the first study explore the prevalence of (the absence of) recording of daily working hours in teleworkers in North Rhine Westphalia as well as its relation to working time demands, detachment from work, and work-life balance. The following two studies presented in the symposium are based on data of the BAuA-Working Time Survey, a panel study representative of the German workforce. In the second presentation, the authors give insights into the prevalence of skipped and shortened rest breaks, the distribution of different break durations in several groups of employees as well as the role of duration, skipping, and shortening of rest breaks for employees' health. The authors of the third study present age-differentiated effects of (different aspects of) working time control on employees' relaxation during free time and mental detachment from work. In the second part of the symposium, three studies exploring intervention effects are presented. The authors of presentation four developed a resource-based online training intervention to improve workers' well-being and work-life balance in the context of flexible working. They present findings regarding its effectiveness from a randomized controlled trial study with 453 participants. The authors of the fifth presentation used a randomized controlled trial study with 218 participants to investigate the effects of a web-based intervention, in which different mindfulness strategies are trained, on employees' work-private life segmentation skills and their well-being. In the final presentation, the authors present findings from a qualitative interview study with health care providers in France showing that - under certain conditions - a change from 8h-shifts to 12h-shifts can be perceived as a resource with regard to work-life balance and well-being.

Using different study designs and theoretical frameworks, these studies show how - in the organization of working time - organizational resources, for example the recording of working time and working time control, as well as personal resources, such as boundary management strategies, are important for employees' work-life balance, health, and well-being. The results underline the importance of adhering to working time regulations and of providing opportunities for employees that help them cope with the challenges of flexible working arrangements.

S13
Boundaryless and Never-Ending? Extension of Working Hours Among Teleworkers in the Absence of Timekeeping
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The coronavirus pandemic has fueled a telework boost across Germany and the whole of Europe. The abrupt relocation of work from offices to private spaces, however, poses challenges to the management of boundaries between work and private life. In light of this, the European Parliament has passed a resolution on the 'right to disconnect', calling for a law that allows remote workers to refrain from engaging in technology-assisted work-related communication and tasks outside working hours. The initiative also picks up on an earlier European Court of Justice ruling, obliging member states to require employers to establish an objective, reliable and accessible system for recording daily working hours.

To examine the role of timekeeping for employees' working hours and work-home interface, we use data from a representative employee survey on behalf of the Institute for Work Design of North Rhine-Westphalia (LIA.nrw) in Germany. Approximately 2,000 computer-assisted telephone interviews with employees living and working in North Rhine-Westphalia, the most populous federal state in Germany, were carried out between April and June 2021. The survey addresses numerous work design factors with a focus on occupational safety and health during the pandemic. For the current analyses, data from 953 teleworkers, covering a wide range of occupations and branches, was included.
Preliminary results suggest that for three out of 10 (30%) teleworkers, working hours are not officially recorded. Among those 70% of teleworkers with an official timekeeping, digital measures of timekeeping such as computers or apps are most common. Almost two out of three teleworkers (64%) report that their working time at home is entirely recorded. Furthermore, analyses reveal that employees without an official timekeeping have longer weekly working hours, do more overtime and are less likely to get compensatory time-off. Moreover, if an official timekeeping is lacking employees are more likely to be available outside working hours, have more difficulties with mentally detaching from work and are less satisfied with their work-life balance.

Overall, these findings show that without an official timekeeping, teleworkers often experience an extension of working hours and a blurring of boundaries. Although analyses do not allow for causal inferences, results suggest that keeping track of one’s working hours, especially when working from home, may ensure rest periods and opportunities for recovery. Thus, a mandatory timekeeping system could be one important building block to protect workers’ safety and health.

S14
Employees’ Rest Breaks and Their Mental and Physical Health: Results From a Representative German Survey
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Background: Rest breaks are temporary work interruptions allowing workers to recover from adverse consequences of work-related strain (e.g., mental and physical fatigue). Following the effort-recovery model (Meijman & Mulder, 1998), recovery occurs automatically during rest breaks. However, too short breaks, for instance because of high work stress, can result in an accumulation of load reactions increasing the risk for health problems in the long term. Although some studies have shown relationships between rest break characteristics and employee health, evidence from large scale and representative employee populations and comprehensive consideration of different rest break characteristics are still lacking. Therefore, our study aims to further examine the relationship between rest breaks and employee health using data from a representative German employee survey. We consider three characteristics of rest break organization: break duration, frequency of skipping mandatory breaks, and the frequency of rest breaks that are shortened or interrupted. The study will show how these three break characteristics (1) are distributed among German employees, (2) are affected by stressful work characteristics, and (3) relate to mental and physical health complaints.

Methods: We use an employee subsample of the BAuA-Working Time Survey 2017, a large representative German study that includes interview data from approximately 10000 workers. First, we examine the prevalence of skipped and shortened/interrupted rest breaks and different break durations across several employee groups. Second, we are going to perform logistic regression analyses to investigate dose-response relationships between these three rest break characteristics and health complaints. Data analysis will be completed by the time of presentation.

Preliminary results: First analyses reveal that rest break disturbances (e.g., skipping rest breaks, shortage, or interruption of breaks) are widespread among German employees and
relate to stressful work characteristics, such as high deadline and performance pressure. Moreover, first results indicate associations between the three investigated rest break characteristics and health complaints.

**Conclusion:** Although rest breaks are mandatory for German employees, our data suggest that many employees generally take rest breaks that are too short, skip their breaks, or experience break interruptions. Furthermore, our results indicate associations between the three investigated rest break characteristics and health complaints. This highlights ergonomic rest break design as an important instrument for occupational safety and health. The findings of this study will amplify knowledge on employee groups with higher risks for break disturbances.

**S15**

**Who Uses Worktime Control for Better Recovery? Age-Specific Effects on Psychological Detachment and Relaxation After Work**

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**Background:** Organizations around the globe are becoming more interested in enhancing their employees’ well-being. One powerful tool organizations can use is providing worktime control (WTC), which is a human resources practice that allows employees to design schedules in accordance with their own goals and needs. One potential utilization for employees is engaging in recovery-promoting strategies, for example, psychological detachment and relaxation after work. However, the use depends on the personal goals, which are potentially age-related. Socioemotional selectivity theory (Carstensen et al., 1999) suggests emotional and present-oriented goals, such as experiencing recovery, to be predominant in older individuals. Therefore, we propose WTC to be positively associated with detachment and relaxation, but only in older age. Our study aims to unmask age-specific effects of WTC and to explore the role of four distinct aspects of WTC (control over start and end times, timing of breaks, hours off, and days off).

**Methods:** We based our study on representative data of the German working population by using data from the BAuA-Working Time Survey (waves 2015 and 2017). Our sub-sample consists of 3558 full-time employees between 23 and 63 years of age. To test our propositions, we conducted hierarchical multiple regression analyses and calculated the average marginal effects for every year of age.

**Results:** Analyses reveal positive main effects of WTC on psychological detachment and relaxation after work. In line with our hypotheses, we find age-specific effects of WTC on both recovery strategies. For detachment, statistically significant benefits of having higher WTC exist for ages 35 and older, and in terms of relaxation, for ages 39 and older. Effects increase with higher ages for both outcomes. The findings indicate that younger workers do not benefit from WTC in terms of detachment and relaxation, but middle-aged and older individuals do. Explorative analyses reveal differential effects for four specific WTC aspects, in terms of main effects, but also in terms of age-dependency. For example, the findings indicate that with regard to psychological detachment, control over the timing of breaks seems to be especially important for employees beyond 45 years, while control over hours off or days off seems to be important for employees from their mid-thirties onwards. As another example, results suggest that employees of 48 years and older benefit in terms of relaxation when having control over timing of breaks and start and end times.

**Discussion:** The study contributes to the knowledge on the use of WTC, by providing points across workforces’ age-ranges at which WTC turns into a recovery-promoting organizational
practice, and by providing first insights about its potential leverages. Our findings implicate that organizations can help their employees to detach and relax when providing higher WTC, especially when granting control over days off. Further, our results suggest that older employees benefit more than younger employees of having higher WTC, for example with regard to the self-scheduling of breaks. The results point out that organizations are able to promote their employees’ well-being with the help of an age-sensitive use of the powerful tool of WTC.

S16 Improve Your Work-Life-Balance – Effects of a Resource-Oriented Online Boundary Management Training on Segmentation Competence and Detachment
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Research goals and why the work was worth doing: Some employees report struggles in separating life domains and detaching from work. Especially, during the Covid-19-pandemic many employees work in home office and report difficulties in separating life domains. The aim of this study was to evaluate the effectiveness of two online interventions teaching different strategies for separating life domains in order to promote work-life balance and wellbeing. Thereby, we evaluate whether teaching behavioural, temporal, physical, communicative and technological tactics (Kreiner et al., 2009), transition rituals (Ashforth et al., 2000) and mindfulness as a cognitive-emotional segmentation strategy (Michel et al., 2014) is more effective than teaching behavioural, temporal, physical, and communicative tactics and transition rituals only.

Theoretical background: In line with boundary theory employees should be enabled to find their own way to balance roles and tasks in different life domains. Research has shown that boundary management is positively associated with work-life balance and wellbeing.

Design & Intervention: Using a randomized waitlist control group design, we evaluated the effects of two different online self-training interventions teaching employees different segmentation strategies with the aim to promote work-life balance and wellbeing. In three weekly modules, participants reflected on their personal boundary management and learned different segmentation strategies. At the end of each module, participants were instructed to conduct short daily tasks in the following workweek. Participants in the first intervention group (IG1) focussed on behavioural, temporal, physical, communicative and technological segmentation tactics as well as transition rituals. Participants in the second intervention group (IG2) learned in addition to use mindfulness as a cognitive-emotional segmentation strategy. About 220 participants were randomized to the two intervention groups (NIG1=73, NIG2=73) and to the control group (NCG=72).

Results: Data analysis shows that person with low segmentation competence before the beginning of the training benefitted most from training participation. They improved their segmentation competence as well as their detachment.

Limitations: All data were self-reported.

Research/Practical Implications: Our study contributes to research on boundary management interventions. It tests the effectiveness of a boundary management trainings including behavioural, temporal, physical, and communicative tactics, transition rituals and mindfulness as a cognitive-emotional segmentation strategy segmentation.
Originality/Value: This study underlines the usefulness of self-training interventions teaching boundary management strategies for persons with low segmentation competence. The study was conducted during the Covid-19-pandemic where many employees worked in home office and may had struggles in separating life domains and detaching from work. It can provide guidance for designing boundary management strategies in a working world with increasingly blurring boundaries between work and private life.

S17
How Positive Activities Shape Well-Being: Mechanisms of a Resource-Oriented Online Intervention for Employees with Flexible Working Conditions
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Many workers have at least some control over when and where they work. Even before the Covid-19 pandemic, many employees could (partly) choose their working time and location. Such flexible working conditions can have benefits for workers (e.g., reduction of commuting times, balancing of work and private roles). However, the temporal and spatial flexibility comes along with an increased blurring of boundaries between work and private life. Potential risks of too little segmentation between life domains are the extension of working hours, incessant thoughts about work, or permanent availability. Then, insufficient recovery and conflicts between work and private life can reinforce emotional exhaustion and lower satisfaction with one’s work-life balance.

Hence, we developed a resource-oriented online intervention to improve workers’ well-being and work-life balance in the context of flexible working. The six-week training consists of weekly online modules as well as short daily tasks. Participants learn various positive behavioural strategies to manage the boundaries between life domains, such as segmentation strategies, mindfulness strategies, recovery strategies during and after work, as well as work organization strategies. According to the positive-activity model (Lyubomirsky & Layous, 2013), positive emotions, thoughts, and behaviours, as well as need satisfaction mediate the effect of positive activities on well-being. Further, features of positive activities, features of persons, and person-activity fit moderate this relationship. Thus, we hypothesized that positive emotions and positive behaviours, that is, boundary management, would mediate the intervention effects on emotional exhaustion and work-life balance. Furthermore, we investigated whether baseline mental health of participants as a person feature would moderate training effectiveness.

In a randomized controlled trial, participants were randomly assigned to the intervention (n = 226) or a waitlist control group (n = 227). Study participants rated emotional exhaustion, satisfaction with work-life balance, positive emotions, and boundary management before and after the intervention, as well as four weeks afterwards. The control group received the intervention after the four-week follow-up. As expected, mixed variance analyses revealed positive intervention effects on emotional exhaustion, satisfaction with work-life balance, positive emotions, and segmentation competence. Intervention effects remained stable over four weeks. Mediation analyses showed that both positive emotions and boundary management mediated the effects of the intervention on emotional exhaustion and work-life balance. We also found a moderated mediation in that some training effects were stronger depending on baseline mental health.

This indicates that for workers with flexible work designs, boundary management and increased positive emotions can reduce emotional exhaustion and improve satisfaction with
work-life balance. This research enhances knowledge on the effectiveness and mechanisms of well-being interventions. As we developed the intervention specifically for workers with flexible working conditions, the results can provide guidance for designing flexible work conditions in an increasingly digitalized working world.

S18
Reconsidering 12-Hours Shifts: A Strategy to Increase Resources at Work and Decrease Employee’s Intention to Leave? A Case Study of Three Health Care Providers in an Intensive Care Unit

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The aim of this paper is to better understand the relationship between 12-hour shifts on several factors associated with an employee’s intention to leave. To that end, a case study approach with three health care providers was used. The conceptual framework is inspired by the Conservation of Resources Theory (Hobfoll, 1989), which proposes that when employees lose resources at work, they are likely to experience decreased satisfaction, greater exhaustion, and a decline in work commitment. It follows that employees’ intention to leave increases. We studied how 12-hours shifts contribute to a perceived increase of resources.

Three health care workers from an intensive care unit that had moved from 8-hours shifts to 12-hours shifts were interviewed before the change. Participants were administrated with a questionnaire before the change and six months after the change. The interviewers queried their expectations regarding 12-hours shifts and obtained their feedback regarding 8-hours shifts. The questionnaire assessed satisfaction at work, work-life conflict, job demands, emotional exhaustion and work commitment. Two open-ended questions probed their views on the advantages and disadvantages of their shift.

Health care providers held high expectations regarding the new working hours. They anticipated that the change would increase their quality of life, both professional life and personal life. Quantitative data showed that 12-hours shifts had positive effects on satisfaction, emotional exhaustion, and work life conflict.

In short, 12-hours shifts may be viewed as an increase in work resources, strongly correlating with an employee’s intention to leave. However, these findings are perhaps explained by participants’ high motivation to work in 12-hours shifts. It may be the case that if 12-hours shifts are imposed by the organization, the effects may be more negative.

Symposium 4: Precarious work: Toward a comprehensive understanding of unemployment, job insecurity and financial stress
Chair Eva Selenko, Katharina Klug

Precarious work is a growing concern throughout Europe. Insecure, low-paid, low-quality jobs are on the rise, while the current crisis adds a surge of job loss (Eurofound, 2021). According to recent definitions, precarity can be understood as a multi-dimensional construct consisting of precarity of work (i.e., job insecurity), precarity from work (i.e., financial stress, uncertainty of the benefits of work) and precarity at work (i.e., harmful working conditions) (Allen et al., 2021; Creed et al., 2020). The goal of this symposium is to bring together research on these different facets of precarity, to arrive at a comprehensive account of the consequences of precarity for well-being and the quality of (working) life.
A literature review, two empirical studies and one theoretical contribution address the following topics: Unger, Bika, Debus and Klehe look beyond precarious work to unemployment and present a literature review to integrate four different theoretical perspectives of unemployment (economic, stress, frustration-aggression and homophily) and inspect their ability to account for the negative effects of unemployment on partners and children. Schwarz, Klehe, Fasbender and Wehrle investigate the relationship between quantitative and qualitative job insecurity as expressions of precarity and inspect their effect on burnout, under conditions of career entrenchment and career adaptability. Their three-wave study offers interesting support for their assumptions. The latter two contributions of this symposium highlight the financial aspect of precarity: Selenko, Klug and De Witte propose a dynamic framework based on uncertain management theory that argues that it is not only the absolute level of financial stress, but also its change over time that impacts health and work behavior. Their four-wave study illustrates the negative effect of financial worries, even when controlling for job insecurity. While the other contributions highlight the negative consequences of precarity, Seubert, Hopfgartner and Glaser conclude on a more forward-looking note, by proposing what decent work should look like. They suggest a comprehensive five-dimensional theoretical framework of decent work, that features living-wages at its core and also stresses the importance of context.

Collectively, the contributions show how different aspects of precarious work can lead to similarly harmful consequences, from individual well-being over organizational behavior to spill over to families. While research gaps remain to be filled for each facet of precarity itself, such as unemployment or financial stress, this symposium highlights that it is important to start integrating the puzzle pieces into a holistic understanding of precarious work.

In order to gain a comprehensive understanding of the ways in which precarious work shapes people’s (working) life, we need to move beyond studying concepts such as job insecurity or unemployment in isolation and adopt a more integrative view of understanding them as related subcomponents of precarious work.

S19
An Integrative Review of Unemployment’s Micro- and Macro-Level Effects on Children
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Unemployment is both a micro-level (i.e., individual unemployment) and a macro-level phenomenon (i.e., unemployment in a geographic entity) with both types affecting not only the unemployed but children. Differentiating between micro- and macro-level unemployment, this review draws on research from different disciplines (i.e., psychology, management, economics, sociology, and epidemiology) and theoretical perspectives. We conceptually integrate the effects of unemployment on children’s well-being, relationships, and career (prospects), thus providing a better understanding of the phenomenon.

With the review, we integrate four theoretical perspectives on the children effects of unemployment. The economic perspective suggests that unemployment affects the whole household by reducing resources that can no longer be allocated to certain investments and by changing decision-making. The stress perspective classifies unemployment as a stressor prone to elicit affective, behavioral, and/or cognitive strain reactions. The frustration—aggression perspective asserts that the frustration resulting from unemployment elicits aggressive tendencies. The homophily perspective suggests that unemployed individuals and children might have similar life experiences due to homogamy and the acquisition of the parental habitus (Bourdieu, 1996). These four perspectives sometimes align and sometimes compete with each when explaining numerous children effects of unemployment.
We conducted a database driven systematic review with predefined search terms and inclusion criteria. To be included, primary studies had to be peer-reviewed journal articles published in English in or after 1979. We applied no restrictions in terms of the studies’ geographical setting.

In line with the economic and stress perspectives, parents’ micro-level unemployment impairs children’s well-being. However, the effects of micro- and macro-level unemployment on children’s well-being are not homologous, as we identified research showing that regional unemployment rates were either unrelated or positively related to children’s well-being. Empirical research supports the frustration-aggression perspective, as both micro- and macro-level unemployment emerged as a risk factor for children’s relationship with their parents with the evidence base being stronger for micro-level unemployment’s effects. Finally, alluding to the economic and homophily perspectives, unemployment negatively affects children’s career prospects, on both the micro- and the macro-level.

We invite future research to investigate micro- and macro-level unemployment jointly to identify the micro-level processes that mediate the children effects of macro-level unemployment. This approach would also allow modeling interactive effects of macro- and micro-level unemployment. When examining the cost-effectiveness of public policies to reduce macro-level unemployment, we suggest considering children effects of unemployment. Interventions that target children of individuals who are unemployed should be developed and evaluated.

We explicitly distinguish between the effects of micro-level and macro-level unemployment on children. This is an important distinction because a priori homology cannot be readily assumed as our review shows. Reflecting on the multilevel character of unemployment allows us to compare relevant theoretical perspectives on how unemployment affects children and to account for contradicting results. The study of unemployment is innately interdisciplinary. We thus advance unemployment research by reviewing and integrating studies from different disciplines as previously empirical research has often been caught in its respective disciplinary perspectives.

S20
The Effect of Financial Worries on Work Behavior: Introducing a Dynamic Uncertainty Management Perspective
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Financial worries are one of the most frequent stressors among working adults, still their impact on work behavior and well-being is mostly overlooked. This is problematic, as financial worries often go hand in hand with mental health problems, low living standards and other life stressors which can impact work performance. This study has the goal to illustrate the impact of financial worries on wellbeing and work behavior (contract breach and turnover intentions) and to offer a valid theoretical framework for the study of financial worries and their dynamic nature.

This study draws on uncertainty management theory and novel understandings of the temporal dynamics of organisational behavior. We argue that financial worries imply stressful situations full of uncertainties. To make sense of their financial situation people will compare it to a reference point – not only to other people but also to themselves, at a previous time. It is therefore important to not only take absolute levels of financial worries into account, but also their ‘velocity’ in comparison to previous time points. Furthermore, we propose an interaction between absolute levels and velocity of financial worries: people who suffer from high worries on average, will be more affected by changes in velocity, as changes to a vulnerable financial situation come with more uncertainty, than people who have lower average financial worries.
We look at health outcomes, psychological contract breach and turnover intentions as outcome variables. In times of uncertainty, people suffer in their mental health and seek to re-establish certainty – by either re-evaluating how fair their situation is (i.e., looking at their psychological contract) and by searching for alternative employment.

To test these hypotheses, data of a four-wave study among n = 711 British employees across a variety of occupations was evaluated. Financial worries, emotional exhaustion, perceived contract breach and turnover intentions were measured with standardised, valid instruments. We control for job insecurity as a related but separate aspect of precarity.

Multilevel regression models confirmed most of the hypotheses: People who reported more financial worries reported worse mental health, more contract breach and turnover-intentions than people with less financial worries. Furthermore, people who experienced an increase in financial worries in comparison to a previous time point reported a worsening of mental health and increase in contract breach and turnover intentions. The interaction hypothesis was not supported: Although there were differences in the slopes, these were not due to different aggregate levels of financial worries.

This is the first study to show the dynamic impact of financial worries on mental health and work behavior. The effects in this study are robust but would need replication in other samples. Also, this study measures perceived financial worries, which is different but related to objective income. Researchers and practitioners eager to explain mental health problems or work behavior would be well-advised to include financial worries into their predictive models. The policy conclusion for our findings is clear – in order to reduce exhaustion, contract breach and turnover intentions in organisations – why not pay people better?

S21
Conceptualizing Decent Work and Living Wages From the Standpoint of Precarious Employment: An Integrative Synthesis
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Theoretical background: Driven by globalized markets and political deregulation, an erosion of structured and secure employment contracts has taken place in favour of flexible and unstructured forms of employment. Flexible employment contracts are associated with higher precariousness risks because they tend to offer less income, security, and integration, as well as more social deprivation to employees. The consequences of precarious employment are not limited to work and the workplace but extend to impaired individual health, well-being, family formation, and social life in general. If employment is to be a mechanism to lift people out of poverty, work must be remunerated adequately to allow for a decent standard of living. Fair or living wages must also be complemented by decent employment and working conditions to allow for capability development in and through work. Need satisfaction has been shown to mediate the transmission process from decent work to individual health-, work- and life-related outcomes. The International Labour Organization’s (ILO) decent work agenda comprises fair wages, social protection, workplace rights, equal treatment, opportunities for self-development, as well as being recognised and heard. Psychological research on decent work is still at its beginning, with existing approaches building on either the ILO definition or the psychology of working framework. While models of human-centered job design also concern the issue of decent work, the relevance and applicability of these models to all workers remains disputed.

Contribution: In this contribution, we introduce a five-dimensional framework of decent work grounded in sociological research on precarious employment. This framework consists of reproductive–material, social–communicative, legal–institutional [participation], status and
recognition, and meaningful–subject-related aspects and features living wages as a core element. Furthermore, we propose the five dimensions of decent work contribute differentially to the satisfaction of hierarchically ordered sets of needs, which in turn promotes capability development. By considering individual, organizational, and country-level influences, we then clarify the context-dependent salience of the five dimensions of decent work for individuals. Finally, we apply this framework to explain the characteristic shape of the curve that links income to capability development, showing that an integrated perspective on living wages, decent work and need satisfaction provides a context to better understand capability development.

**Implications:** By focusing on subjective experiences associated with decent work, we aim to further stimulate the development of a psychological perspective on both living wages and the broader concept of decent work. Because our decent work framework resonates well with existing psychological conceptualizations, we argue for integrative work towards a more complete conceptualization of factors that comprise decent work.

Our framework yields a number of propositions that should be tested empirically. Such testing may not only improve the determination of a living wage that considers quality of life and work life as goal in itself, it could also help to identify work-related conditions that, much like living wages, boost human capability.

S22

**From Insecure Jobs to Burnout: The Moderating Roles of Career Entrenchment and Career Adaptability**

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**Research Goals:** Job insecurity constitutes one of the most critical stressors in people’s working life and holds harmful consequences for workers, such as burnout. Yet, research remains elusive regarding factors reducing or aggravating the impact of job insecurity on employees’ well-being. We aim to uncover how and why burnout arises from job insecurity and to identify factors facilitating or hindering its development. In combining a career with a stress perspective, we place the process from job insecurity to burnout into one of stress research’s core theoretical foundations: the transactional stress model (Lazarus & Folkman, 1984). We thus examine (1) whether job insecurity has stronger affective consequences when people are more deeply rooted within their organizations (i.e., operationalized via career entrenchment) and (2) whether and how employees’ coping reduces burnout caused by job insecurity (operationalized via career adaptability and career planning).

**Theoretical Background:** When experiencing job insecurity, employees feel exposed to potentially impending involuntary job and career changes. Job insecurity is divided into cognitive job insecurity (i.e., the perceived probability of job or benefit loss) and affective job insecurity (i.e., the fear or worry about possibly losing a job). While research diverges in treating job insecurity as a cognitive or affective phenomenon, both constructs connect to different outcomes. We thus consider both separately to ensure an accurate representation of the underlying mechanisms. To shed light into the process unfolding from job insecurity to burnout, the transactional stress model offers a helpful framework (Lazarus & Folkman, 1984). According to the model, strain results from a (two-step) appraisal process: While a person assesses the relevance of the situation and its potential harm in a primary appraisal, a secondary appraisal addresses whether the person has the needed resources to deal with the situation adequately. Appraisals and coping influence people’s reactions to strain and determine whether they exert actions to counteract the hassles. Successful coping results in perceived changes in the situation or one’s resources. For this study, we specified two
appraisals (i.e., career entrenchment and career adaptability) to determine how threatening employees perceive job insecurity. We proposed a model expecting employees’ perceptions of their jobs at risk (i.e., cognitive job insecurity; stressor) to cause threat perceptions (i.e., affective job insecurity; primary appraisal), particularly when lacking alternatives (i.e., career entrenchment). Depending on this and employees’ career adaptive responses (i.e., career adaptability; secondary appraisal), we expected employees to engage in coping (i.e., career planning; coping), which should lower their strain (i.e., burnout). While the transactional stress model assumes the phases as sequential, we aim to test whether this holds or whether the established link between job insecurity and burnout unfolds independent of the phases. Understanding whether the model unfolds sequentially provides guidance for future research and practice regarding the influence of appraisal and coping variables in the relationship of job insecurity and burnout.

**Design:** We collected data via three online surveys, each 1.5 months apart using a cross-lagged design with 174 international employees (81 men, 92 women, \( \bar{\text{age}} = 34.11 \)) who rated their jobs as normally distributed from secure to insecure. We measured cognitive and affective job insecurity, career entrenchment, and control variables at time 1, career adaptability and career planning at time 2, and burnout at time 3. Data were analyzed using structural equation modeling in MPLUS.

**Results:** Results supported our propositions: Cognitive job insecurity indirectly linked to burnout via affective job insecurity and career planning; cognitive job insecurity fostered affective job insecurity, particularly among highly entrenched employees. Affective job insecurity impaired career planning moderated by career adaptability. Planning reduced burnout. We found no direct effects of cognitive or affective job insecurity on burnout, nor did cognitive job insecurity have a direct effect on planning. Our findings suggest the transactional stress model’s phases to unfold sequentially.

**Limitations:** Participants might not be representative of the average working population. While we conducted a three-wave design controlling for prior measurements, we cannot prove causal relations. We also cannot rule out reverse causation of certain effects.

**Research/Practical Implications:** We contribute to job insecurity, strain, and career research by revealing career-related mediators and moderators involved in the relationship between job insecurity and burnout. We illustrate that employees who experience job insecurity undergo the strain phases sequentially. This knowledge provides a relevant framework for future research and practice.

**Originality/Value:** We highlight how employees can reduce the fear of job loss during job insecurity by becoming less dependent on organizations and how their career adaptability can then help cope more via career planning to prevent burnout.

**Symposium 5: Getting worse or getting better? Longitudinal perspectives on well-being and social aspects at work before and after the COVID-19 pandemic**

Chair Lotta Harju, Jari Hakanen

This symposium presents four longitudinal studies that use either two-, three- or four-wave prospective designs and large datasets. Data collection for each study started in 2019 before the pandemic and has continued during the pandemic, thus shedding light on changes at work after the COVID-19 outbreak. All the contributors will test different mediated mechanisms related to employee well-being or work-related attitudes and various social aspects at work: social courage, crafting informal and formal relationships, professional social media
communication, work-family interference, the role of children living at home, and social exchange (efforts/rewards), and organizational identification. More specifically, Hakanen will first provide an overview of the changes in different types of employee well-being among Finnish employees, particularly in the most vulnerable demographic groups. He will also explore what are the pull and push factors at work and in employees related to the preferences whether to continue remote work or return more often to the office. Next, Oksa will test how professional social media communication has affected work engagement before and during the COVID-19 pandemic and the role of perceived social support, task resources and psychological distress as predictors and moderators of work engagement. Kaltiainen will continue by exploring how the switch to telework has impacted employee well-being via changes in job resources and work-family interference. He will also explain how children living at home may be both a stressor and a resource. Finally, Virtanen will test a ‘resource caravan’ model which hypothesizes that a rarely studied personal resource, social courage, acts as a driver for crafting better interpersonal relationships and better collaboration, which in turn, are related to increased social resources at work and further to organizational identification and (less) exit intentions. All these longitudinal studies investigate important social and resource-focused mechanisms related to employee well-being/work attitudes during the pandemic. Thus, they provide valuable information regarding what has happened and even more importantly, suggestions of what can be done to help employees remain engaged and well throughout the pandemic.

As the pandemic has become prolonged, it is important for organizations to find means through which to reduce its negative consequences. Professional social media communication may be one important tool for helping employees remain engaged during the pandemic. Another such ‘tool’ could be social courage, which may help people stay proactive and build positive social relationships at work, thereby strengthening their ties to their organization. Also providing different types of rewards can be highly valuable under demanding conditions that require additional effort from employees. Finally, the well-being of those who are forced to telework from home can be facilitated by higher job control and social support and by arrangements that help balance the work and non-work domains. To conclude, despite the acknowledged threats caused by the COVID-19 pandemic to both social relationships and employee well-being, social aspects at work and at home may also contribute to well-being during such challenging times.

**S23 Dynamic Interplay Between Efforts, Rewards, Work Engagement, and Burnout Before and During the COVID-19 Pandemic**

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The goals of this presentation are to (1) provide an overview of how employee well-being developed after the outbreak of COVID-19 by comparing it to baseline three months before the outbreak, and to determine the demographic and occupational groups in which changes in employee well-being has been more prominent, and (2) compare the relationships across two time spans between efforts, rewards, and effort-reward imbalance, and employee well-being. It is important to obtain information on the extent to which employee well-being (comprising work engagement, burnout and job boredom) has changed over time during the pandemic, and to determine the specific groups in which this has happened. It is also important to know the mutual impacts of efforts, rewards, and changes in employee well-being over time if we are to identify the most effective means to promote well-being in organizations during the prolonged period of the pandemic. Using Social Exchange (effort-reward imbalance; ERI model) perspective and Conservation of Resources theory, we investigate the dynamic interplay between resource investments (efforts), resource gains (rewards), and employee well-being (work engagement and burnout), but also in reverse, with work engagement as a resource and burnout as a resource threat.
This study used a three-wave one-year follow-up data of a randomized working population sample. T1 data (N=1567) were collected between December 2020 and January 2021; T2 data were collected in June 2020. A total of 1077 (68%) participants responded to the follow-up survey. The same participants were followed-up again in December 2020, resulting in a final matched sample of 757 employees (48.3% of the original sample). Data collection will continue also throughout 2022. We employed mean level comparisons and structural equation modelling.

In the general working population, during the three-wave follow-up, work engagement first increased but then returned to baseline level. Job boredom slightly increased during both follow-up periods and burnout increased from T2 to T3. More specially, among teleworkers, work engagement initially increased but then returned to baseline; job boredom also initially increased but also kept slightly increasing; and burnout levels remained at the same level. Non-teleworkers’ well-being deteriorated more, as their level of work engagement was lower, and burnout level higher at T3 than at baseline before the COVID-19 outbreak. Moreover, SEM results found support for the main effects of efforts on (more) burnout at both time lags and on (less) engagement (from T2 to T3) and from rewards to (less) burnout and (more) engagement. In addition, both engagement and burnout positively predicted efforts over time, and they both predicted albeit in opposite direction rewards from T1 to T2.

These findings suggest that organizations need to stay alert and find the most suitable and timely means to ensure their employees’ well-being and take care of both required efforts and ensuring rewards particularly during challenging times, such as caused by the pandemic.

S24
Professional Social Media Usage and Work Engagement Among Professionals in Finland Before and During the COVID-19 Pandemic: Four-Wave Follow-Up Study
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Research goals: The study is the first longitudinal analysis of how professional social media communication has affected work engagement before and during the COVID-19 and the role of perceived social support, task resources and psychological distress as predictors and moderators of work engagement. During limited possibilities for face-to-face interaction, it is important to investigate whether social media communication can help to maintain work engagement.

Theoretical Background: COVID-19 pandemic has changed work life profoundly and concerns of employees’ mental well-being have risen. Organizations have taken rapid digital leaps and started to use new collaborative tools such as social media platforms overnight. Our theoretical and empirical model was based on the job demands-resources model and COR theory and considered the role of social support and task resources at work, along with psychological distress.

Methodology: Nationally representative longitudinal survey data were collected in 2019–2020, and 965 respondents participated in all four surveys. Measures included work engagement (UWES-9), perceived social support and task resources (COPSOQ II) and psychological distress (GHQ-12). The data was analyzed using hybrid linear regression modeling.
Results: Work engagement remained stable and only decreased in autumn 2020. Within-person changes in social media communication at work, social support, task resources, and psychological distress were all associated with work engagement. The negative association between psychological distress and work engagement was stronger in autumn 2020 than before the COVID-19 outbreak.

Limitations: The study was conducted with employed people in Finland and did not examine the COVID-19 crisis cross-nationally. Because this was an observational study, the associations reported herein should not be directly interpreted as causal relationships. Some effect sizes were low, but effect sizes for the main results remained significant even though our model was adjusted for a number of factors. This study was also limited to self-reported information.

Research/Practical implications: COVID-19 has put pressure on mental health at work. The results emphasized the importance of supporting employees in using their expertise, maintaining a sense of meaningfulness, providing possibilities to influence their work content and load, and offering and receiving social support in maintaining work engagement. The results also indicated that work-related social media communication was associated with enhanced work engagement. Hence, communication with colleagues via social media can help in sustaining supportive work environment.

Originality/Value: The novel study provides first-hand knowledge on the longitudinal associations between professional social media communication and work engagement and how professional social media communication has affected work engagement and employees’ mental well-being during the COVID-19 pandemic.

S25
Whose Well-Being Has Benefited or Suffered From the Switch to Telework During the COVID-19 Pandemic, and Why? the Role of Work and Non-Work Life Domains
Janne Kaltiainen, Jari Hakanen
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Our goals are to provide new insights into why the switch to mandatory teleworking from home may benefit or harm employee well-being, unravel the potential harmful and beneficial dynamics of having children at home during social isolation, and provide a more nuanced understanding of the impact of teleworking on various types of well-being by examining changes in work engagement, burnout and job boredom. Given that millions of employees switched to mandatory telework during the first year of COVID-19 pandemic, the answers to these questions are essential for promoting occupational well-being and to identify those who are most at risk.

Drawing on the Conservation of Resources theory, we posit that higher job control mediates the link between increases in teleworking and improvements in well-being (increases in work engagement and decreases in burnout and job boredom), whereas lower social support and higher work-non-work interference explain deterioration in well-being. By coupling Role Depletion and Role Enrichment theories, we postulate that employees who have children living at home are especially likely to experience greater work-non-work interference due to increased teleworking. However, we also expect having children to simultaneously buffer the negative impact of work-non-work interference on well-being.

We collected a two-wave, randomized population survey sample of matched respondents (N=926). Data was collected three months before and after the COVID-19 outbreak as Time 1 data was collected in December 2019 and January 2020 and the follow-up survey (Time 2) was in June 2020. We tested our hypotheses by structural equation modelling, namely latent change score analysis and multigroup analyses.
The switch to telework was associated with improved well-being in terms of increases in work engagement and decreases in burnout and job boredom via higher job control (autonomy and learning at work). Furthermore, the association between teleworking and the deterioration of employee well-being was mediated by the loss of social support at work and higher work-non-work interference. Although having children who live at home appeared to be harmful to employees by accentuating the association between the switch to telework and work-non-work interference, having children at home also buffered the association between work-non-work interference and decreases in well-being at work.

As our findings to some extent contradict the existing understanding regarding the impact of telework, our study emphasizes the importance of the context in teleworking, that is, whether it is inflexible (mandatory, high in frequency, and takes place from home), as in our study, or flexible (self-selected in terms of time and place) as typically in studies conducted before COVID-19 pandemic. Relatedly, by using a repeated-measures design, we contribute to the current understanding of the impact of telework, which is largely based on cross-sectional findings. We also show for the first time the link between teleworking and job boredom. Our findings also provide unique insights into the dual-role, beneficial and harmful, of having children at home. Yet, even though we used a repeated-measurement design, our findings are correlational and cannot establish causality.

S26
Does Social Courage Impact Organizational Identification? The Mediating Role of Increasingly Crafting Social Resources at Work
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Research goals: The focus of this two-wave study was on examining whether increases in workplace social courage can boost two types of relational job crafting, which in turn are expected to increase three types of social job resources (i.e., meaningful relationships with colleagues, relational identification, and social support from colleagues), and eventually cause changes in organizational identification during the COVID-19 pandemic. We present and test two novel measures of relational job crafting: crafting positive relationships and crafting collaboration practices. Our study offers new insights into proactive workplace behaviours targeted at improving social relations. The main theoretical framework of this study is the Conservation of Resources (COR) theory, which posits that resources are things that people value and strive to acquire and protect. We test the assumption that resources tend to improve among people with initial resource reservoirs, resulting in resource caravans. We assume that workplace social courage initiates the accumulation of resources through increased relational job crafting and social job resources, further strengthening organizational identification.

Methodology: This study is based on two-wave questionnaire data collected before and after the COVID-19 outbreak. The data were collected from seven organizations in different industries in Finland. It total, 2919 participants responded to both questionnaires. All variables were measured using several items adapted from existing validated scales, except for relational job crafting, which was measured using two self-developed scales. The statistical analysis method we used was multi-item LCS, conducted in Mplus.

Results: Of the six possible indirect effects of workplace social courage on organizational identification via two types of relational job crafting and three types of social job resources, four were statistically significant. Increases in social courage were related to increases in both types
of relational job crafting, which, in turn, were related to increases in all three social job resources. However, of the three examined resources, only social support and relational identification (but not meaningful relationships with colleagues) were associated with increases in organizational identification. Furthermore, post-hoc analyses showed the hypothesized model applied similarly to those who increasingly teleworked and who did not during the COVID-19 outbreak in 2020. Thus, the results highlight the importance of social courage in both telework and non-telework.

Discussion: The findings of this study corroborate our hypothesis on resource caravans by implying that workplace social courage, relational job crafting, and social job resources form a resource caravan, which may increase organizational identification. Our findings imply that social courage and crafting positive relationships and collaboration practices can be valuable for organizations also during challenges, such as mandatory telework caused by COVID-19. Although our data are based on repeated-measurement design, our findings are correlational and do not imply causality. Moreover, as all our data are based on self-report measures, common method bias is a possible methodological limitation.

Symposium 6: Only time will tell? – The role of time for research on stress, recovery, and well-being
Chair Tim Vahle-Hinz, Jana Kühnel

Time is conceptualized and used quite differently in research on stress, recovery, and well-being. Time is sometimes contextualized by using socially meaningful time points (e.g., at the end of the working day or before going to bed) or different time lags between measurement points (e.g., one year or two months). While some studies investigate how variables of interest covary over time (within-person correlations), in other studies, time reflects the investigation of a temporal process, meaning that the focus is on how processes unfold over time. Time can also be considered in terms of fluctuations of variables over time, such as overall variability or short-term fluctuations of a measure within a certain time period. Many theories and models in work and organizational psychology (WOP) and occupational health psychology (OHP) explicitly or implicitly assume that proposed relationships unfold over time. Overall, time is a factor that is taken into account in very different ways and an important aspect of research in WOP and OHP, but not always explicitly discussed.

In this symposium, we present four studies that represent different approaches to consider time and discuss the role of time in each of these studies. The first study by Kersieck et al. uses a three-wave longitudinal design to investigate work and off-work demands and resources as predictors of boundary crafting and off-job crafting, as well as effects of these crafting behaviors on employee well-being. The study by Straus et al. investigates changes in well-being and gives meaning to developments over time by using a resource gain—resource loss perspective. Mühlenmeier et al. investigate temporal change patterns of workplace characteristics and their relevance for well-being outcomes.

Finally, Weigelt et al. focus on recovery process during the weekend and examine processes of mentally unwinding and re-approaching to work. At the end of each presentation, the following important questions will be addressed by the presenters:
1. Why is “time” an important variable for your research question and how did you consider time?
2. Why did you choose the specific time frame(s)?
3. Would you expect different results if you used a different time frame?
Time is a key variable to transfer theoretical ideas to studies, that aim to assess and understand the dynamics of the relationships between stressors, resources, and well-being. The studies presented in this symposium give examples on how time can be conceptualized within research in WOP and OHP. Highlighting the meaning of time in different research designs and research questions makes it salient how time actually plays its part in research on stress, recovery, and well-being.

S27
Eva Straus, Lars Uhlig, Jana Kühnel, Christian Korunka
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The European COVID-19 pandemic provided an enduring demanding work situation for remote workers who were confronted with a constant threat situation due to the spread of the virus. Remote workers were often inexperienced and unprepared for this situation, and they lacked resources to deal with it (Belzunegui-Eraso & Erro-Garcés, 2020; Chong et al., 2020; Eurofound, 2020; Statista, 2020). The aim of the present longitudinal diary study is to reveal what resources were most important in order to maintain remote workers’ well-being, subjective productivity, and engagement during the demanding work situation. We collected diary data (five working days of each remote worker) in the time span from March to May 2020 (2222 employees) and from November to January 2021 (1268 employees). Using Latent Change Score models, we explored the role of personal (self-goal setting, self-efficacy, home-office experience), external (equipment at home), and organizational (work-related and social related) resources for changes in well-being, subjective productivity and engagement. Additionally, we analyzed the impact of resource gain on changes in well-being, subjective productivity, and engagement. Results indicate that well-being, subjective productivity and engagement decreased. Resources were positively related to lower decrease in well-being and engagement, but resources were less related to lower decrease in subjective productivity. Most important resources were self-efficacy and social support from colleagues as they are crucial for lower decrease both in well-being and engagement. An improvement in resources was associated with lower decrease in well-being, subjective productivity and engagement. Our research provides important implications for HR so as to how to prioritize measures in future selection, support and development processes and how such measures can positively influence remote workers. We can learn from the study that an enduring crisis situation will probably lead to an even greater decrease in remote workers’ quality of work life and thus, that improvement in remote workers’ resources will become even more important than before.

S28
Beyond Job Crafting: Antecedents and Outcomes of Boundary and Off-Job Crafting
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Research goals and why the work was worth doing: Self-initiated and proactive shaping of working conditions through job crafting is an essential strategy for altering work and increasing work-related well-being. This fruitful research stream of job crafting has recently been extended to other life domains beyond the job. In our study, two new crafting concepts and their corresponding scales are explored. These are: Boundary crafting for work-life balance (BC), referring to the proactive shaping of the increasingly permeable boundary between work and nonwork for balancing both life domains in accordance with one’s needs and standards. Off-job crafting (OJC) focusing on proactively shaping off-job life to enhance psychological needs satisfaction. First, we explored promoting and inhibiting influences of job/home demands and resources for these crafting strategies. Second, we assess the importance of BC and OJC for employee health and well-being.
**Theoretical background:** Approaching an equilibrium of work and private life and shaping nonwork time according to own needs gains relevance under ever more flexible and demanding work-life conditions (Wöhrmann et al., 2020). Therefore, proactive individual-level strategies for balancing work with other relevant life domains and shaping off-job life to satisfy psychological needs are becoming increasingly important (De Bloom et al., 2020). However, in contrast to the well-established job crafting concept (Berg et al., 2010; Tims et al., 2013; Wrzesniewski & Dutton, 2001), such strategies have received insufficient attention. To fill this research gap, recently, the concepts of boundary crafting for work-life balance (Kerksieck et al., Manuscript under review) and off-job crafting (De Bloom et al., 2020; Kujanpää et al., 2020) were developed.

**Design/Methodology:** We conducted a three-wave time-lagged study in three-month intervals. The resulting sample at wave 1 comprised 2,104 individuals; at wave 2, three months later, 1,503 (71.4%) individuals took part; and 1,160 (55.2%) participants completed all three waves in three European countries (Germany: 69.5%, Austria: 17.7%, Switzerland: 12.8%). Two scales applied in our study were recently developed and validated: The Boundary Crafting scale (Kerksieck et al., Manuscript in preparation) and the Needs-Based Off-Job Crafting scale (Kujanpää et al., Manuscript under review).

**Results:** Results from time-lagged structural equation models indicate that both BC and OJC are associated with outcomes related to employee health and well-being. Subdimensions of BC were positively related to work engagement (B = .22, p < .001), mental well-being (B = .21, p < .001), detachment from work (B = .35, p < .001), and negatively related to work-related burnout (B = -.10, p < .01). OJC was positively related to work engagement (B = .12, p < .001), mental well-being (B = .28, p < .001), detachment from work (B = .13, p < .001), and negatively related to work-related burnout (B = -.16, p < .001).

**Limitations:** This study relies on self-reported survey data. Further studies could provide more ecologically valid surveys, such as ecological momentary assessments.

**Research/Practical Implications:** This study will allow for drawing conclusions for particularly beneficial strategies for crafting an increasingly flexible working life. BC and OJC can be applied as individual or organisational practices to reach an individually chosen balance of work and nonwork or to shape life off the job with the aim of satisfying psychological needs. We suggest that combining both forms of crafting may be beneficial in crafting interventions.

**Originality/Value:** First, we explored the promoting and inhibiting influences of job/home demands and resources on two new crafting concepts. Second, we assessed the relevance of these new crafting concepts for employee health and well-being. With this, we contribute to the recent discussion on crafting as an adaptive strategy in demanding or resource-scarce work-life situations (Zhang & Parker, 2019).

**S29 Changing Job Demands and Resources Across Time: The Role of Temporal Dynamics of Workplace Characteristics**

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**Research goals:** Previous diary and weekly studies established that employees experience changes in both job demands and resources on a daily and weekly basis. Only little is known about the relationship between temporal dynamics of those workplace characteristics with well-being (e.g., stability, short-term instability, and long-term variability across time). Our two studies aim at investigating the effects of temporal change patterns of workplace characteristics on well-being outcomes (e.g., emotional exhaustion), by taking both a person-centred and a variable-centred approach. We aim at adding a temporal dynamics perspective to the existing literature on the relationship between workplace characteristics with well-being of employees.
Theoretical background: Although diary studies and thereby the study of within-person effects have become quite common in recent years, the focus has been on within-person effects, mainly neglecting temporal dynamics of workplace characteristics. Our first study identifies distinct latent classes of time pressure trajectories, using a latent class growth analysis as person-centred approach. Our second study focuses on how different measures of temporal dynamics of job demands and resources relate to employees’ work-related outcomes, hence taking a variable-centred approach.

Methods: In Study 1, we conducted a daily diary study across five consecutive workdays. Latent class growth analysis with 294 employees was performed to identify homogeneous subgroups of time pressure trajectories as well as BCH analyses to investigate the classes’ differences regarding different indicators of strain. Study 2 contains weekly measurements across eight consecutive weeks to assess various workplace characteristics and well-being outcomes. Multilevel analyses with different measures of temporal dynamics as predictors on the between-person level will be conducted after the end of data collection in late 2021.

Results: Study 1 revealed four qualitatively distinct temporal trajectories of time pressure: one stable trajectory and three trajectories with changing time pressure levels. Further, BCH analyses showed the trajectories’ distinctiveness regarding indicators of strain. The results indicated that not only did the level of time pressure matter regarding its strain relevance but also the temporal pattern of change across one working week. As data collection of Study 2 is still ongoing, final results are pending, but will be ready for presentation on the conference.

Limitations: Both study designs are limited to either a daily or weekly measurement of workplace characteristics to examine their temporal dynamics across time. It is not possible to draw any conclusions on long-term dynamics.

Research/Practical implications: By focusing on temporal dynamics of workplace characteristics, our studies extend literature on work-related stress research and offers practical implications with regard to shaping (time-determined) work design measures and working conditions as well as on leadership behaviour.

Originality/Value: Our studies emphasise the relevance to investigate temporal dynamics of workplace characteristics in the occupational health and stress context. Temporal dynamics will help to refine current theories. We stress that it is important to consider different methodological approaches to examine dynamics, in particular. Deeper knowledge on the effects of trajectories of job characteristics over time will also help to provide evidence-based recommendations on job design as well as on crafting behaviour.

S30
It’s High Time to Let Go! an Experience Sampling Study Across Weekends
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Theory: Researchers have linked unfinished tasks at the end of the workweek to sleep impairment, work-related rumination (Syrek et al., 2017; Weigelt et al., 2019), lack of psychological detachment (Smit, 2015; Weigelt & Syrek, 2017) and low levels of relaxation.
(Weigelt & Syrek, 2017) during weekends. Unfinished tasks have also been linked to higher levels of negative affect (Syrek et al., 2018). A common theme across these findings is that unfinished tasks are associated with tense activation, a highly activated negative affective state incompatible with recovery. Given the consistent evidence on unfinished tasks and proxies of tense activation it is time to take a temporal perspective to improve our understanding of how, when, and how long unfinished tasks interfere with recovery. Given that recovery has been conceptualized in terms of a process that unfolds over time (Meijman & Mulder, 1998; Zijlstra et al., 2014), we set out to study trajectories in tense activation over the course of the weekend dependent upon unfinished tasks. Unfinished tasks likely impede recovery by prolonging tense activation (Martin et al., 1993), which fades out over the course of the weekend as psychological distance increases (Trope & Liberman, 2010), but which also sets in again towards the start of the workweek (Rook & Zijlstra, 2006). Hence, we expect tense activation either to recede more slowly or not at all in the face of high levels of unfinished tasks.

Methods: We conducted an experience sampling study across up to four weekends from Friday morning to Monday evening with up to three daily self-reports. We measured momentary levels of tense activation in the morning, in the afternoon, and at bedtime with three items from the Profile of Mood States (McNair et al., 1992). We measured unfinished tasks once per weekend on Friday afternoon (Syrek & Antoni, 2014). We applied discontinuous growth modeling to 3,102 self-reports nested in 516 weekends nested in 144 employees. After probing for quadratic effects over the course of the weekend, we split up the u-shaped trajectory into two linear trajectories to disentangle decreases and re-increases in tense activation. We applied absolute coding of time and specified two linear slopes to model (1) unwinding from work (0 0 1 2 3 4 5 5 5 5 5) and (2) re-approaching to work mentally (0 0 0 0 0 0 1 2 3 3 3). We added a discontinuous contrast (Bliese & Lang, 2016) at the transition from work to non-work on Friday afternoon (0 1 1 1 ...) to reflect changes in tense activation immediately after work on Friday. Finally, we included a transition from non-work to work on Monday (... 0 1 1) to disentangle time before and after the start of the new workweek. We included unfinished tasks as a covariate at the person-level and at the week-level and examined cross-level interactions with the time slopes.

Results: Our results provide evidence for a linear decrease in tense activation from Friday afternoon to Sunday morning and linear re-increase from Sunday morning to Monday morning. Unfinished tasks are associated with higher starting levels (intercept) of tense activation and a steeper decrease in tense activation. Unfinished tasks are associated with less favorable trajectories in that individuals reach low levels of tense activation later in time. This is true both for unfinished tasks at the week-level (person-mean centered) and at the person-level (person-mean across weekends).

Discussion: The processes of mentally unwinding from work and re-approaching to work are consistent with arguments from construal level theory. The re-approaching trajectory lends some support to the “Sunday scaries”. Unfinished tasks are linked to higher levels of tense activation and less favorable recovery trajectories. Our results emphasize the relevance of goal achievement for employee wellbeing as well as conscious handling with work stressors – even at the weekend.
Symposium 7: Healthy Workplaces: The Past, the Present and the Future of Universities as Organizations. (Symposium 1): Research on Healthy Universities: Methodology, Tools and Future Theoretical Implications
Chair Amelia Manuti, Margherita Brondino

In recent years, many important transformations have affected academic communities, changing individual and collective behaviors related to work. Within this scenario, the issue of healthy universities emerged not simply as related to physical health and safety, but rather as the effort to create sustainable contexts and environments addressed to improve wellbeing for all members of the community (teachers, administrative staff, and students). Accordingly, the most recent organizational and technological changes faced by many European and non-European universities are heavily challenging teachers and administrative staff, impacting on their perceptions about job insecurity, financial cuts, increased administrative demands, pressure at work, difficulties in academic career advancement and tough competition. In this vein, the present symposium aims to provide a contribution to the discussion about the features of healthy universities from a multicultural perspective.

Yet the symposium is part of a wider proposal about the quality of life at work in the academic environments, considered as a specific type of organization; this proposal was launched by an Italian research group composed by W/O Psychologists and Psychometrics coming from different Universities and interested in investigating the issue of healthy universities in a cross-national perspective developing a common protocol for the assessment of individual and organizational wellbeing in academic contexts, both from a theoretical point of view (sharing theoretical perspectives) and from a methodological point of view (developing tools and a research model aimed at validating standardized assessment protocols).

The aim of this first symposium is to explore the present and the future of the research on the topic of Healthy Universities. Theoretical future implications, tools, and methods used to measure psychosocial risks and wellbeing indicators in Universities will be discussed. Contributions based on research carried out in Europe and in Australia will provide crucial international implications for future research.

Based on data collected through different preliminary studies, some contributions carried out in Europe and in Australia will be presented, to share and enrich the perspectives on tools, methodologies and good practices in progress for the improvement of working conditions and well-being.

S31
How Do We Keep Our Heart for Education Healthy? a Case Study on the Experiences of High Work Demands Among Teaching Staff at the Faculty of One University and a Follow-Up of Policies
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Background: The aims were to gain insight in: 1. The experienced imbalance between job demands and resources, and the consequences for wellbeing and education quality among the teaching staff of the Faculty of Health, Medicine & Life Sciences at Maastricht University. 2. The extent to which the answer to the first aim was translated, over a course of three years, into potentially effective policies to improve teaching staff wellbeing and education quality. Two theoretical frameworks were used. First, the Job Demands Resources (JDR) model (Demerouti
et al., 2001). Public Health and Medicine are multidisciplinary and rapidly changing fields of education and Maastricht University requires a problem-based teaching approach. The flexibility required for this might increase job demands which is not counterbalanced by resources. The teaching staff might perceive consequences regarding wellbeing and teaching quality. Second, a model for policy types is used to address the second aim: the distinction between ‘sticks’ (must rule with sanctions), ‘carrots’ (may rule with incentives) and ‘sermons’ (information) (Bemelmans-Videc et al., 2011). The first type is potentially more effective, but if sanctions cannot be managed, the ‘sticks’ lose their power. Moreover, ‘sticks only affect intrinsic motivation if in line with individual values (van Raak et al., 2005).

**Methods:** To meet the first aim, 19 teachers in diverse programmes within Public Health and Medicine of one university were interviewed in 5 focus group interviews (2 with course coordinators; 1 with full-time teaching staff; 1 with early career teachers; 1 with 5 department chairs). Topics were: experiences with and sources of job demands, resources, and consequences (health problems, job satisfaction, teaching quality). Interviews were recorded, transcribed verbatim and analysed with thematic analysis. To meet the second aim, documents were collected and stakeholders interviewed. Data were analysed with content analysis.

**Results:** Clear symptoms of professional burnout could be recognized, as well as experiences of spill-over to private life, turnover, and being anxious for the future. Sources of job demands were: teaching tasks being too fragmented over programmes and years, too much teaching, having to work too fast, and too many administrative tasks. Demands were not counterbalanced by resources: staff experiences a lack of autonomy, social support, and appreciation at all levels in the organization. Because they feel under time-pressure constantly, they are not satisfied with how they fulfil their teaching tasks. Department chairs focus primarily on warning individuals against too many tasks, not on career development or organizational change. In the following three years, policy development went very slow, and tended to be transferred to university level. All types of policy instruments could be distinguished and most recommendations were implemented after three years. Appreciation of teachers had improved, but work demands were still experienced as high.

**Discussion:** Teachers experienced symptoms of burnout, spill-over to private life, turnover, and being anxious for the future due to the high working demands. Three year later, teachers particularly resources had improved but the job demands were still too high. To reduce demands, financial resources, organizational structure and leadership style should improve.

**S32**

**The Quality of Life at Work in Italian Universities: Developing a Tool to Assess Challenges and Resources of Academic Work**

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Although in the past, research on quality of life at work in academia appeared surprisingly rare in many countries, and in some cases nearly absent, the attention of the researchers on this topic has grown during the last decades. Academic work role has changed according to the recent technology advancements and also due to the enlargement on the work role’s duties, triggering psycho-social work risks that can be deleterious for the academic’s health and wellbeing. With the aim to contribute to this emerging issue, a team called QoL@Work and
formed by W/O psychologists from 20 Italian universities developed a tool for the assessment of psychosocial risks as well as workers health and wellbeing in universities. Building from the Job Demands-Resources model and from a deep and systematic literature review on the topic of health and wellbeing in the academic work, we discussed thoroughly on the possible demands and resources characterizing the academic's role and developed a core model which should cover the most relevant antecedents, mediators/moderators and outcomes for depicting and evaluating university researchers/teachers’ health, wellbeing, and working conditions. According to this theoretical framework and in line with the current literature, different scales was included in the developed tool. In order to finalize the validation of the tool, a confirmative study was conducted on a sample of up to 2250 researchers/teachers from universities of North, Centre and South Italy. The sample was randomly splitted into two subsamples, a calibration and a validation one. To validate the internal factorial structure of the scales included in the tool, we performed Structural Equation Modeling through Confirmative Factorial Analysis. Furthermore, the present study aimed to test reliability of the measures through McDonald’s Omega and discriminant and convergent validity through heterotrait-monotrait ratio of correlations and cross-loadings. Finally, measurement invariance was assessed, considering a group of core variables, of the core model of the tool. Factorial analysis and reliability check reported satisfying and promising evidence of the robustness of the tool. Fit indices revealed good internal and divergent consistence of the scales. Measurement invariance across gender and role was investigated. The current study is cross-sectional and the measures are self-reported. Future longitudinal study could examine changes and statistical relationships over time. Results indicated that the proposed tool is reliable and could be used for depicting university researchers/teachers’ health, wellbeing, and working conditions. Moreover, useful insights for implementing organizational interventions could also be obtained. The tool, proposed by a team of W/O psychologists from 20 Italian universities, aims to offer the academic community with a scientifically reliable diagnostic tool, able to suggest also useful insights for the improvement of working conditions and wellbeing.

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Creating Healthy Academic Workplaces: What Do We Know and Where Do We Go from Here?
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Research goals and why the work was worth doing: Academia is in crisis. Numerous studies show that academics worldwide suffer from enormous workloads, health problems, stress, and burnout. However, there is still a dearth of knowledge on how academic workplaces can be designed and organized to sustainably protect academics’ well-being. The current project set out to take on these issues. First, we performed a systematic review of the literature to ascertain those factors that influence the mental health and well-being of academics. Second, we investigated intervention studies that have aimed to test the effects of evidence-based interventions on the mental health and well-being of academics. In so doing, we are (this research is ongoing) gaining insights into the factors that contribute to health and well-being, and the particular interventions that may be implemented by universities to improve academics’ health and well-being.
**Theoretical background:** Academia has changed dramatically over the last decades. Increased competition among universities and the publish-or-perish culture of contemporary academia has led to an intensification of work (Orhan, 2020; Urbina-Garcia, 2020). Rising student numbers, increased pressure to publish in top-tier journals, and the growing bureaucratization of universities have put additional pressure on academics (Morini, 2019). Academics are now expected to be a sheep with the five legs, having to excel in multiple areas of their work, including teaching, research, fundraising, management, administration, service, and public engagement (Bal et al., 2019). Coupled with the fact that all these domains are dynamically evolving, not in the least part due to digitization and the rapid fading of disciplinary boundaries, means that many academics are stretched beyond their contractually agreed work hours.

**Design/Methodology/Approach/Intervention:** We are currently in the advanced stages of conducting a systematic review of the literature on this topic. Our search strategy is iterative and started by scouring Web of Science databases across academic disciplines. We searched for peer-reviewed academic articles published until 2020, using the following keywords: mental health or well-being and academi* workplace/universit* in the title, abstract, or keywords.

**Results obtained or expected:** After this initial search, which yielded 1743 papers was performed, we identified 74 papers relevant for the current review. The high number of exclusions was mainly due to many studies focusing on student rather than staff well-being. The resulting papers were divided among the authors, and each was read by two independent coders. The findings revealed two main clusters, Cluster 1, work and organizational factors, and Cluster 2, socio-environmental factors. Within these clusters several subcategories emerged: The work and organizational factors included workload; job content; organizational practices and procedures; contractual conditions; and infrastructure. The socio-environmental factors included managers and supervisors, colleagues, students, and collaborators. Using keywords that we generated from the identified clusters we are currently in the process of conducting a more exhaustive query of the extant literature. Specifically, we generated a tripartite query that operationalized and further specified mental health, type of study, and sample, and are running this across Psychinfo, Eric, Web of Science, and Scopus.

**Limitations:** The current review is limited in terms of its topical focus to on mental health and well-being, not including physical health. While physical health is of utmost importance to do one’s job properly and is also interconnected with psychological and emotional well-being, we felt it was beyond the scope of the current review. Furthermore, universities can likely do more to improve working conditions to enhance mental health and well-being than to change the physical health of individuals.

**Research/Practical Implications:** While there is ample research on stress, burnout, and health problems of academics, a neglected topic within research are the factors that actually improve and sustain mental health and well-being of academics. To remedy this, the contribution of the current work is threefold. First, we uncover how policies and practices in academia shape the mental health and well-being of academics in universities. Second, we identify evidence-based interventions that have been shown to improve the mental health and well-being of academics and may be adopted and implemented by universities to improve academics’ health and well-being. Third, we show the gaps in current research on mental health and wellbeing policies and practices in academia and advance an agenda for future research.

**Originality/Value:** This is the first systematic review on the factors that promote health and well-being of academics, and therefore provides important insights into how healthy academic workplaces can be designed.
Vested Interests in the University Sector: Disentangling the Recruitment Method from the Result
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Undertaking online surveys can be challenging especially when engaging with multiple organizations each of whom have differing information technology infrastructure/portals, approval mechanisms and policies regarding staff contact. Given these issues, it is important to understand the impact that different recruitment strategies may have on response rates and responder profiles. Guided by the social exchange theory this study proposes that changes in recruitment modality perception affect employees’ exchange relationship and subsequent survey response behaviour. Current recruitment modalities to access participants within organizations typically include the dissemination of survey links through: (1) management hierarchies; (2) promotion of the survey link via political, environmental or social advocates; (3) engaging with groups through the delivery of blogs, articles or seminars, or (4) widespread advertising and social media promotion. We present the findings examining the impact of these strategies used in a survey of e-stress involving 2256 Australian university staff undertaken in April-November 2020. We discuss three outcomes. First, the impact of recruitment approach on sampling and the need for poststratification weighting techniques. Second, how the different recruitment strategies impact on statistical relationships for three theoretical frameworks of work stress (psychosocial safety climate theory, job crafting theory and job demands-resources theory). Third, the efficacy of recruitment modalities to better inform the effective placement of resources. Sampling varied across the recruitment modalities. Post stratification and weighting techniques were applied to account for bias on observable demographic characteristics to closely replicate the university staff population (provided by the Australian Department of Education, Skills and Employment) across the four samples. Differences were demonstrated across the four groups of recruitment approaches in terms of the statistical relationships between work conditions and psychological health outcomes. Initial results suggest that survey recruitment via advocates produce higher response rates and stronger relationships between variables. Limitations include the identification of recruitment modality using timeframes for responses. Subsequent waves of data collection will ask participants where they accessed the survey link to manage ambiguity between approaches such as a late response to a link disseminated weeks earlier. Data collection took place during the Covid-19 global pandemic which may also influence the university sector’s capacity to respond to survey requests. Further longitudinal sampling could also examine changes in sampling and statistical relationships over time. Use of diverse recruitment modalities rests on the largely untested assumption that they will produce the same sample representation and results. Work is needed to understand the contextual influence of survey recruitment methodology on research findings undertaken in multiple organizations such as the university sector and thereby reassuring the best evidence upon which to make recommendations for best practice.

Competing Values and Healthy Departmental Cultures at Public Universities
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We implemented the competing values model of organizational culture to explore departmental cultures at Czech public universities and the ways in which workplace perceptions of academics from different cultures relate to occupational well-being of the academics. We believe that such cultural approach allows for better understanding of the possible effects of the
transforming higher education systems on occupational well-being of academic workers. In recent decades, HE systems worldwide have undergone an ongoing transformation from academic self-governance emphasizing traditional academic values of autonomy and collegiality to a market orientation towards the productivity and accountability of academic workers. From the perspective of the competing values model of organizational culture, we may see the HE transformation as a process in which HE organizations shift their focus from problems related to internal integration to external adaptation. HE organizations in some countries appear to have adapted to this shift by increasing control of academic workers, resulting in a relative decline in academics’ perception of their work environment and occupational well-being. On the other hand, HE systems that have not developed such a controlling approach and have maintained a primary focus on traditional academic values of autonomy and collegiality have not encountered those consequences.

The present paper is a part of a larger study in which we used a survey method to explore various aspects of the work conditions in the Czech HE system and their relations to the occupational well-being of academic workers. Based on the questionnaire data, we implemented a statistical method of cluster analysis to construct a typology of departmental cultures at Czech academic workplaces and an analysis of variance and multinomial logistic regression to assess how different departmental cultures relate to the perceived work environment and occupational well-being of academics. The target population for the study was academics employed at Czech public universities. In total, 2229 of those invited to participate completed the survey. Therefore, we included approximately 10.4% of the target population in the sample.

Four clusters emerged from the analysis, namely, self-actualization, collegial, performance, and fraternity, which related to the four quadrants of the competing values model resulting from the dimensions of internal-external orientation and low-high control. These resulting types of departmental cultures may partially draw from different models of HE governance, including state-controlled, academic self-governance, and market-oriented models that have historically shaped Czech HE. Significant differences emerged in the ways in which members of different clusters perceived their work environment and occupational well-being, especially along the dimension of control. On the other hand, elements of both internal and external orientation were present in the most positive self-actualizing type of departmental culture. Thus, our research suggests that different departmental cultures may coexist within a single system of HE, drawing from different sources and providing academic employees with different conditions for academic productivity and occupational well-being.

**Symposium 8: “HealthyHealthcare”: A more holistic perspective in understanding and managing healthcare staff wellbeing and patient care**
Chair Lise Løvseth, Kevin Teoh

The concept of HealthyHealthcare draws on the complexity within the healthcare sector where key concerns around challenging working conditions, healthcare staff wellbeing, and patient care are all inherently interlinked. While numerous studies have sought to examine the pathways that link these different constructs, many of these take on an individual-focused perspective without either recognising the wider system in which healthcare workers and patients are embedded within; or (ii) that there is an inherent connection between the work environment, staff wellbeing, and patient care (i.e., the three pillars). This symposium first presents an introductory paper from Løvseth and de Lange on the concept of Healthy Healthcare as a system-based theoretical lens through which the complexity of healthcare practice can be studied and understood. This is then followed by four empirical papers expanding on this theme.
In the first presentation, de Lange et al. presents a multi-method project first used a two-wave survey of healthcare workers test the antecedents on workability before qualitative interviews with HR leaders on how to tailor-make interventions and develop a community of practice. Next, Medisauskaite and colleagues draws on a longitudinal survey of 793 medical students from the United Kingdom on the factors contributing to poor mental health. This focuses on the training and learning environment that medical students receive and how this interrelated with stigma and help-seeking behaviours, which in turn would have a knock-on impact on the future of the healthcare workforce. Next, Amna Alshamsi draws on a mixed-methods study exploring the impact that hospital accreditation in the United Arab Emirates has on healthcare professionals' psychological health and on patient care. This unpacks the relationships between the three Healthy Healthcare pillars, setting it against both the Job Demands Resources and the Psychological Safety Climate models. Finally, a meta-analysis of 188 samples carried out by Teoh and colleagues provides empirical support that link the three pillars of Healthy Healthcare together, not only providing support for this relationship amongst doctors but further validating the health-impairment and motivational pathways of the Job Demands-Resources model.

The symposium will be completed by drawing conclusions for future avenues of research and practice in this field. These lessons are important not only for those working and researching in the healthcare sector but have implications for the wider field of occupational health psychology as well.

S36
Healthy Healthcare: A System-Based Perspective Integrating Organization of Healthcare Services, Workers' Wellbeing, and Quality of Care
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The complexity of challenges in delivery of healthcare services has led to significant improvements and innovations for the last decades. However, health care systems often experience that though many improvements have led to more effective and efficient forms of care, they can result in additional and increasing costs, and may sometimes work to the detriment of quality care because the human factor is not sufficiently accounted for.

The current presentation highlights an interdisciplinary system-based perspective that prioritizes the interrelationship between the quality of care, the staff, and the way these are organized will lead to a more resource-efficient delivery of high-quality healthcare services performed by motivated, healthy, and skilled workers for the benefit of patients. We call this perspective—and its associated system—Healthy Healthcare (Løvseth & de Lange, 2021). Healthy Healthcare implies that the design, management, and financing of health systems affects employment and workers’ performance, which in turn impacts the quality of care, both directly and indirectly.

Healthy Healthcare proposes a system-based theoretical lens through which the complexity of healthcare practice can be studied and understood. From a methodological perspective a set of conditions that needs to be considered in terms of 1) an interdisciplinary focus on all three pillars of healthcare, 2) study conditions and 3) translation of knowledge into Healthy Healthcare practices. The aim of this presentation is to reflect and discuss the model and provide examples of practices and research from the Healthy Healthcare perspective. These are pivotal for us to improve future research design in health care, further understand on how we develop organization of services to support healthcare personnel wellbeing and quality of patient care.
How to Sustain in Healthcare Work? Results of the Multi-Method Healthy Healthcare Project
Annet de Lange
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Study Aim & Background: The Dutch healthcare is facing many challenges in creating a healthy healthcare, such as great shortages of and an increasing turnover rate of healthcare staff, and at the same time a growing number of patients. As a result, organizing a good balance between staff, patients and system requirements becomes more and more difficult. Fortunately, employer associations are collaborating intensively to share and learn from best practices or to develop joint initiatives to organize a healthier dynamic between patients, healthcare staff and systems (Lovseth & De Lange, 2020). In other words, to exchange knowledge on how to create a Healthy healthcare. In this study the results of the Dutch Healthy Healthcare project implemented in different healthcare institutions (including N=6866 employees and N=25 HR professionals) in the eastern and southern part of the Netherlands is presented.

Method: The focus in this multi-method project, using data of a 2-wave survey research among N=1478 healthcare workers and qualitative measures among 25 HR project leaders, was to learn from each other on Human-Resource level (create a community of practice) and to examine work-related antecedents of sustainable work ability (i.e., work ability, internal employability [the perceived opportunity one has to keep one’s job or find a new job within the organization when needed] and vitality [i.e. the energy level experienced in work] of healthcare workers.

Based on earlier work examining antecedents of sustainable work ability (cf. de Lange, 2019 and De Lange, Kooij, van der Heijden, 2015), we examined the influence of the following antecedents in relation to work ability, vitality and employability of healthcare staff members across time. Self-management: measured by a selection of the Revised Self-leadership questionnaire (self-observation, goal-setting, evaluation thoughts/assumptions, natural rewards strategies; Houghton & Neck, 2002), Independent action scale (Yun, Cox, & Sims, 2006) and the Job crafting scale (crafting structural job resources; Tims, Bakker, & Derks, 2012). Psychosocial work characteristics: measuring emotional and mental job demands versus job resources autonomy and social support (Schmitz, Jungen, & Bokhorst, 2012); Leadership: measured as coaching leadership (De Hoogh, Den Hartog, & Koopman, 2004); Human Resource Management practices (Kooij, Jansen, Dikkers, & De Lange, 2014).

Results: Our multiple regression analyses of the 2-wave data of N=1478 healthcare workers revealed that across-time changes in sustainable work ability of health care staff could be explained by the influence of psychosocial work characteristics. More specifically, we found that a high work pressure was negatively related to across-time changes in workability, vitality and internal and external employability of healthcare workers. Moreover, Job crafting behaviour of healthcare staff to create more structural resources at work is important as this self-management skill was positively related to higher work ability, vitality and internal and external employability of healthcare workers. Furthermore, a high emotional workload (for example emotional demands of patients) was significantly related to a lower work ability, vitality and internal employability of healthcare workers across time. Finally, coaching leadership was a positive predictor of vitality and external and internal employability of respondents. Results of the qualitative interviews and surveys among the HR professionals revealed the importance of including a clear communication strategy (including personal communication), management support, finances and personnel, and making tailor-made interventions possible to improve the learning outcomes from a large-scale project like the healthy healthcare project.
Originality: The mixed-method approach demonstrates the need for a multilevel approach when developing a sustainable workforce with a potential role at both the individual (e.g., job crafting) and organisational (e.g., work pressure) level, with qualitative interviews highlighting the contextual factors needed for successful interventions.

S38
Does the Learning Environment Impact Mental Health? Longitudinal Study of UK Medical Students
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Introduction: We know that the prevalence of mental health issues among medical doctors is high. A large meta-analysis showed the onset of such issues occurs early in a doctors' career: 27.2% of medical students are depressed or have depressive symptoms (Rottenstein et al., 2016). The medical school environment may exacerbate or trigger mental health issues. The aim of this study is to investigate medical school factors that impact medical students’ burnout and mental health issues.

Methods: 792 medical students from eight UK medical schools took part in an online survey in November 2020 - February 2021. 407 of these students repeated the questionnaire three months later. The questionnaire included questions and previously validated questionnaires measuring: 1. Demographics (e.g., gender, ethnicity); 2. Learning environment factors (e.g., competitiveness); 3. Belonginess; 4. Stigma (perceived and observed); 5. Help-seeking behaviour; 6. Burnout and mental health issues (such as burnout, depressive symptoms, insomnia); 7. Questions related to the impact of the Covid-19 pandemic. The study investigates how learning environment factors (such as competitiveness and stigma) and help-seeking behaviour impacted students’ mental health three months later.

Results and conclusions: A large percentage of 792 medical students experienced mental health issues, e.g., 34.5% (273) had depression symptoms, 44.6% (353) anorexia symptoms, 19.2% (152) experienced insomnia symptoms at severe or moderate severity level. During the presentation, authors will first discuss in more detail the prevalence of mental health issues among medical students. Then the results of the longitudinal exploration will be demonstrated revealing what factors impact students’ burnout and mental health issues and how.

Relevance to patient care: Medical students are the doctors of tomorrow, and we know that doctor wellbeing affects patient outcomes. This study is important as it uncovers what factors should be considered to ensure a supportive learning environment that fosters students’ wellbeing, encourages help-seeking and contributes to de-stigmatising mental health issues.

S39
Side Effects of The Unique and Unintended Demands of Hospital Accreditation
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Background: Accreditation programs have been utilised globally to improve the quality and safety of healthcare services. Yet, excessive workload, stress, and unnecessary administrative work have taken a toll on healthcare professionals (HCPs) due to the unique job demands in such programs.
**Aim:** Accordingly, this presentation reports findings from a study conducted to assess the effect of hospital accreditation on HCPs’ psychological health and patients’ care by reflecting the unique job demands, i.e., Accreditation demands, and job resources, i.e., social support, experienced by healthcare professionals before accreditation. The study also presents HCPs’ views on how accreditation demands influenced the quality of care delivered to patients. Further, this presentation outlines two theoretical models, that are the Job Demands-Resources model and the Psychosocial Safety Climate, to examine their direct and moderating effects in hospital accreditation.

**Methods:** This study utilised a mixed method design and was conducted in five public hospitals in the United Arab of Emirates. A thematic analysis approach was used to analyse semi-structured interviews with HCPs from three public hospitals (N =28), including doctors, nurses, and allied health professionals. A two-wave longitudinal design was utilised to examine the direct effect of accreditation demands and social support on burnout and work engagement with a different sample of HCPs working in two public hospitals (N =121). HCPs were assessed three months before accreditation and three months after accreditation using self-reported questionnaires. The data were analysed using moderated structural equation modelling.

**Results:** Interviews suggested that certain accreditation demands were found to delay the delivery of services to patients, such as cancelling or rescheduling appointments. Further, results from the longitudinal design showed that accreditation demands and social support before accreditation have direct effects on burnout and work engagement after accreditation. These findings suggest a relationship between healthcare professionals’ psychological health and their working environment before and after hospital accreditation. Further, psychosocial safety climate was found to moderate both relationships.

**Limitations:** Such findings should be interpreted with caution. The sample referred to healthcare professionals working in public hospitals in the United Arab of Emirates; hence, we cannot generalise these results to a range of organisations such as private hospitals.

**Implications:** The presentation shows that job demands and job resources prior to hospital accreditation were able to predict HCPs burnout level and work engagement. Given that burnout among HCPs can reduce the quality of care, it is essential to acknowledge such impact by developing robust legislations that aim for healthy healthcare professionals. These findings raise intriguing questions regarding the nature and extent of the unintended consequences of hospital accreditation on healthcare professionals’ health and quality of patients’ care.

**Originality and value:** This is the first known attempt to investigate two of the most widely used theoretical models in the field of occupational health and psychology during hospital accreditation.

**S40**

A Meta-Analysis of the Relationship between Perceived Working Conditions, Doctors’ Psychological Health and Patient Care

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Although studies have demonstrated individual direct relationships between doctors’ psychosocial working conditions, their wellbeing, and patient care (Lee et al., 2013; Teoh, Hassard, & Cox, 2019) – there have been few studies that have empirically linked these three
constructs together. Moreover, most studies (and reviews) on doctors’ psychological wellbeing focus exclusively on burnout – neglecting the complexity that is health (Scheepers et al., 2015). This study aimed to meta-analyse the extant research to test (i) whether doctors’ psychosocial working conditions are associated with their psychological wellbeing and with patient care; (ii) whether doctors’ psychological wellbeing is associated with patient care; and (iii) if doctors’ psychological wellbeing will mediate the relationship between psychosocial working conditions and patient care. Crucially, we examine whether there is a difference in these relationships depending on the type of psychosocial working condition (i.e., job demand or job resource) and whether positive (i.e., work engaging, job satisfaction) or negative (i.e., emotional exhaustion) indicators are used.

Following PRISMA guidelines and a pre-registered protocol, we found 188 samples with 303,399 doctors. Congruent with the Job Demands-Resources model, job demands primary predicted emotional exhaustion while job resources were a stronger predictor of work engagement and job satisfaction. Positive manifestations of wellbeing were more consistent predictors of patient care, in line with previous postulations that healthcare workers do not allow ill-health to impair care standards (Ratanawongs et al., 2008) although this may incur long term costs to the individual. This is supported through initial analysis showing wellbeing as a mediator between psychosocial working conditions and patient care. These findings support the validity of the JD-R model within this sample and reinforce that both doctors’ wellbeing and the care provided are not individual issues but reliant on the wider system that they are situated, emphasising the importance of a Healthy Healthcare to address them both.

Symposium 9: An inclusive perspective on wellbeing at work for disability and neurodiversity: the role of psychology for advancing research and practice
Chair Almuth McDowall

There remains a paucity of disability research in OHP journals, despite the prevalence of relevant conditions in working populations. We have also witnessed the surge of ‘neurodiversity’ programmes in practice, fuelled by the advocacy movement started by Judy Singer in the late 199s. But to what extent are such initiatives underpinned by ‘best available’ evidence? How can psychological science help advance practice and policy at work? This symposium debates such issues and offer insights from current research projects. The sequence is as follows:

Lewin’s maxim that there is “nothing as practical as good theory” (1943) has been hugely influential in social science research, particularly in psychology, management and education (McCain, 2016). Yet, much disability and neurodiversity research remain a theory-free zone. This paper sets out contentions for why this might be the case including a) dispersion across many fields including disability research, psychology, ergonomics and health sciences, b) insufficient attention to disability research in psychology, c) the intertwining of advocacy and research.

This paper sets out how inclusive research design has been incorporated into a qualitative study focused on the experience of autism disclosure of women in the workplace. The employee lifecycle starts with selection. Robust evidence has questioned the use of the traditional triad, i.e., CVs, interviews and references. Yet they remain used in practice. This paper questions why and how this is problematic for neurodiverse employees and how research can inform better selection processes which will facilitate person-environment fit which in turn will enhance wellbeing.

The fourth paper explores whether neurodiversity awareness training work? This paper outlines a randomised waiting list control design to test an intervention to influence knowledge and awareness of neurodiversity for managers and professionals in the workplace. The final qualitative interview study investigates the career experiences of disabled employees, across a range of varied conditions, through the lens of social cognitive theory.
How Can Psychological Theory Advance Research and Practice to Facilitate Systemic Inclusion?

Almuth McDowall
Birkbeck University, London, United Kingdom

Lewin's maxim that there is “nothing as practical as good theory” (1943) has been hugely influential in social science research, particularly in psychology, management and education (McCain, 2016). Yet, much disability and neurodiversity research remain a theory-free zone. This paper sets out contentions for why this might be the case including a) dispersion across many fields including disability research, psychology, ergonomics and health sciences, b) insufficient attention to disability research in psychology, c) the intertwining of advocacy and research. We make the case that without clear testable theoretical propositions and rigorous research designs organisational practice is in danger of tokenism rather than genuine systemic inclusion.

Inclusive Research Design for Autistic Researchers and Participants – Implications for Participation and Wellbeing

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In the United Kingdom, only 22% of autistic adults are in full time employment, this figure is low, even when compared to other recognised disabilities. Such statistics emphasise the need for research to consider autistic people’s workplace experiences and the supports required to gain and sustain meaningful employment. The Equality Act 2010 states that organisations must provide reasonable adjustments to disabled employees to ensure all barriers to employment are removed. However, the same considerations are not always afforded autistic people during the research process. This paper presents data from a pilot interview study which investigates how and when autistic women disclose their disability at work, in addition to the influences and outcomes of their disclosure choice (N=9). The inclusive research design comprised of tailored provision of information, adjustments to the interview schedule and adaptions to the interview process for both the autistic researcher and the autistic participants. These considerations supported mutual understanding, self-governance of sensory processing differences and helped counteract the impact of fatigue. Thereby, promoting a positive wellbeing experience for the researcher and participants alike. Discussions centre on the benefits of trialling inclusive research approaches to improve the accessibility of the research design for future cohorts. In addition to, how sharing methodological challenges can better inform the overall development of inclusive research methods within Organisational Psychology.

To What Extent Does the Traditional Triad Job Selection Process (CV, Interview, References) Hinder Job Seekers Who Are Neurodiverse or Neurotypical to Access Employment?

Stephen Ben Morris
Birkbeck, University, London, United Kingdom

The disability employment gap remains large including for neurodivergent individuals despite a range of schemes such as ‘autism at work’ employment initiatives. For neurodiverse individuals, one of the difficulties for obtaining and maintaining regular, paid employment is that the world of work is geared towards the neurotypical norm. This study will focus on finding the correct ‘fit’ and when done correctly, how this can benefit both the neurodiverse individual and an organisation. Finding the right organisational ‘fit’ can benefit employees' health and well-being.
This study will be the first of three studies. This study will focus on the selection methods that are used in the traditional triad recruitment process (CV, interview and reference). The study aim is to answer the question: To what extent does the traditional triad job selection process (CV, interview, references) hinder job seekers who are neurodiverse or neurotypical to access employment?

To do this the methods used will be based on literature reviews and stakeholder consultation including those with lived experience.

S44
Does Neurodiversity Awareness Training Improve Reasonable Adjustment Decisions for ADHDers?
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It is estimated that a total of 3.5% of the global workforce meet the criteria for the neurodevelopmental condition Attention Deficit Hyperactivity Disorder (ADHD). The negative occupational health outcomes associated with adults with ADHD (ADHDers) are increased likelihood of burnout, absenteeism, and poorer performance. Employers have a legal obligation to provide reasonable adjustments, or accommodations, for ADHDers to assist in accessing and performing well in work. Therefore, the responsibility to grant reasonable adjustments often falls to the line manager or an HR professional. Due to the stigma associated with ADHD and the limited knowledge about reasonable adjustments, the decision-making process for granting reasonable adjustments can be negatively impacted, which in turn negatively influences the support available for ADHDers. To address these concerns, and improve the decision-making process, we assessed the efficacy of an e-learning programme, aimed at improving key gatekeepers (managers and HR professionals) awareness of reasonable adjustments and ADHD. The programme took, on average, an hour to complete, and introduced the neurodiversity movement and the strengths associated with ADHD. It included a definition of disability and examples of reasonable adjustments and was designed to be as interactive as possible with drag and drop exercises, inbuilt quizzes, and videos. The study adopted a randomised waiting list control design and used vignettes to provide fictitious adjustment requests. Participants were asked to rate how likely they were to grant the adjustment request as well as providing explanations for their decisions. Knowledge and attitudes towards ADHD and disabilities were also collected pre- and post-intervention. The secondary aim was to investigate whether the decision-making process differed for non-visible and visible disabilities and between neurodevelopmental and mental health conditions, so we manipulated the adjustment requests to include either a physical disability, mental health condition, or a neurodevelopmental condition (Autism and ADHD).

Our findings indicated that knowledge of both reasonable adjustments and ADHD increased in the experimental group \((n = 37)\) compared to the control group \((n = 25)\). There were also positive changes in attitudes towards disabled employees. For the decision-making process, participants in the experimental group were more likely to grant the mental health condition adjustment after the intervention but were as likely to grant the ADHD adjustment. The experimental group rated the ADHD adjustment as more reasonable after the intervention and there were fewer stereotypical justifications for granting or not granting adjustments. We conclude that future research could build on this study, collecting more data, widening the content of the e-learning programme to include all neurominorities/disabilities, and assessing the training transfer to the workplace context.
How Do Disabled People/ Person with Disabilities Experience Careers?

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Overview: In the UK, only 54% of people with disabilities (PWD) are in employment compared to 82% of those living without a disability (DWP 2020), this employment gap of 28% is the same as it was in 2000 (Berthoud, 2001). This study investigates how those with various disabilities experience work and their career, with a particular focus on how they develop self-efficacy and the influence of others. By addressing the gap in the disability and careers literature and focusing on how employed PWD develop the self-efficacy to achieve positive workplace and career outcomes, this research seeks to inform how PWD experience work.

Theoretical background: This study’s theoretical framework uses Hall, Yip and Doiron’s (2017) protean career model which suggests that intrinsic work values and self-direction act as drivers for career outcomes with self-efficacy theory (Bandura, 1982) as a mechanism to mediate this relationship. Dewey’s concept of experience has been incorporated to encapsulate the relationship between the working day and career experience.

Methods: Currently interviewing 20 participants considered as disabled under UK legislation using semi-structured interviews conducted online. Data is currently being thematically analysed using a deductive approach to establish the current sources of self-efficacy, underlying drivers of belief and outcomes. An indicative method is being used to explore the career experiences and process of self-efficacy development.

Findings so far: The following set of findings are preliminary and subject to further analysis.

Daily sources of efficacy. Intrinsic work values of professional integrity, determination and defiance served as drivers for being in employment. This informed the main source of self-efficacy which was the proficiency to be as good as counterparts viewing their disability as helping them perform work. Attributable to participants understanding their strengths and limitations which enabled success, this was described as a process that took time. Others were involved but their impact on current efficacy beliefs were minimal. Notions of making a difference and experiencing self-worth were viewed as important and made employment meaningful, this served to reinforce their work-values and workplace self-efficacy as key aspects in how they experienced work.

Career development of self-efficacy. Unsurprisingly career experiences differed greatly but commonalities emerged in how participants used acquired skills and previous experiences to succeed in a present context with others playing a significant role in shaping their self-efficacy development. Other PWD helped participants develop their ability to discuss disability (an enabler in their current role) but former colleagues, educators, and medical professionals providing support, and even dissuasion positively influenced their work values, self-efficacy, and career decisions. Despite acknowledging that developing the self-efficacy to succeed was arduous, it was a worthwhile process as it led to employment that was meaningful and enabled them to fulfil potential as a PWD.

Research/Practical Implications: This study reveals that commonality exists in how PWD succeed in an employment context and the role of previous career experiences in shaping how they view employment. Practitioners should explore the previous career experiences of PWD to facilitate a better understanding of the factors that enable their workplace success.
Symposium 10: Mental health and performance at work: Perspectives for a post-pandemic world
Chair Valerie Hervieux

Organizations are faced with numerous technological and organizational disruptions that intensify expectations regarding performance and productivity at work. These changes are progressively transforming working conditions and leading to a sense of overwhelm and urgency in the workplace, with consequences for the organizations, individuals, and their health. However, despite the abundance of studies that have demonstrated the negative impacts of psychosocial risks such as work overload and low decision-making autonomy on occupational health, organizations are still too often reluctant to act on prevention. Meanwhile, psychological health problems in the workplace are on the rise since the beginning of the pandemic, adding an additional burden: Work overload, absenteeism, presenteeism, staff shortages, and rising costs for organizations and society.

As we move up and down the waves of Covid-19, there is a need to reflect on 1) what are the impacts of the crisis on workplaces, in particular mental health, well-being, and performance 2) the effects on working conditions of teleworkers, and how they differ from those present physically on site 3) the pressure of connectivity and the increasing technological demands. The objective of this symposium is to take stock of the latest work in the field of occupational health psychology and to bring together researchers and students to promote the transfer of our knowledge to the workplace. This symposium represents an important opportunity to reflect on and anticipate how organizations should evolve to meet the complex challenges we face and promote occupational health.

S46
Distance Managers’ Wellbeing During the COVID-19 Pandemic: The Role of Perceived Organizational Support
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Introduction: With the COVID-19 pandemic where working from home (WFH) for long periods of time has become common and is putting a lot of strain on employees, support from their organization has a large impact on feelings of appreciation, engagement, and work behaviors (Biron et al., 2021). A considerable amount of research has been conducted focusing on employees’ experiences and behaviors in the change to WFH during the pandemic. However, much less, if any, attention has been paid on how managers experience distance or hybrid management and how they perceive organizational support in this role. Research has shown that leadership is a dynamic role where leaders must develop and be supported in tandem with an organizational change or intervention (Ipsen et al., 2021). Hence, additional studies are needed to understand managers’ perceptions of organizational support in order to create a pathway for utilizing organizational support in practice, for those acting in a management role and as a distance manager. The present study investigates managers’ perceived organizational support (POS) during the Danish lockdowns in spring 2021 and whether POS contributed to the well-being and appreciation of the job (WBA) for direct and middle managers in a Danish context. Finally, it examines what organisations should be aware of in terms of the future of work, which is now taking a more hybrid form world-wide.
Methods: Based on the literature, a survey including demographics, POS and WBA was developed. Most questions used a 5-point Likert scale. Data was collected from members of the Danish Association of Managers and Executives, Lederne, in March 2021 when restrictions were lifted and the numbers of COVID-19 cases were decreasing. Data collected from 1016 managers were included in the data analysis. The relationship between POS and WBA (each measured with 5 items) was calculated using a PLS model.

Results: The managers (n=1016) reported that 60% of their employees were working partly from home or in the office, where 70% of the managers shifted between the office and the workplace. Overall, the study shows, that 72% of managers found distance management demanding and not motivating. It also shows that the key sources of support came from their direct reports (71%) and less from their manager (51%) and internal support function (45%). The Cronbach Alphas of the two constructs POS and WBA were above 0.7. The PLS model showed that POS positively influenced WBA (β =0.337, p<.001) with R²=0.114, NFI=0.8 and SRMR=0.089.

In light of these findings, if workplaces aim to become fully remote or hybrid, it is essential to take into account the sufficient POS in order to maintain managers WBA. The changes in management locality should align to their skills and preferences (present or acquired). Not taking into account such skills and preferences may risk increased stress and anxiety and potentially ineffective management. Consequently, organisations would need to reconsider the support provided to their managers in the transition so that they, the managers, can develop in tandem with the changes.

S47
Investigating Associations Between Physical Activity and Presenteeism – A Scoping Review
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Introduction: One of the avenues for preventing and improving mental health in the population during the Covid-19 pandemic identified by the group of researchers was physical activity (PA). PA is also known to prevent work-health related illness such as burnout. Considering that PA plays a key role in the health of workers and organizations, numerous scientists recognize the relevance of further studying its relationship with presenteeism. Despite the widely recognized importance of PA for mental and physical health, several questions remain regarding the role of PA as a resource to better manage presenteeism. There are several inconsistencies in the results of studies examining the relationship between PA and presenteeism. Moreover, studies that have examined the relationship between PA and presenteeism have used varied methodologies, which makes comparisons between studies difficult. It is therefore essential to interpret these results with caution given the lack of consistency in the results, the possibility of bias in certain studies, and the variability in the methods used in these studies, and in the criteria used to define a physically active vs. inactive individual. Clarification through a scoping review of the literature on the subject is warranted.

Methods: A search strategy was conducted in six scientific databases. Two independent reviewers led a screening process for study selection. Studies written in English about the relation between PA and presenteeism were considered for inclusion. Data on definitions and measurement of presenteeism and PA were extracted.
Results: After screening 9773 titles and abstracts and 269 full-text articles, 57 unique articles fulfilled our eligibility criteria. Most articles were published since 2010 and originated predominantly in USA. In terms of design, 33 studies were observational, 12 were longitudinal, 10 were randomized control trial, and 3 were interventions. Nearly half of studies (44%) referred to presenteeism as the “lost productivity due to health problems or illness”. The Work Limitation Questionnaire was the tool the most used among those studies to assess presenteeism. Most of the studies 86% showed that PA had either a neutral (39%) or a positive (47%) effect on presenteeism.

Discussion: With most (87%) studies reporting either a neutral or positive effect of PA on presenteeism, it seems clear that this lifestyle habit determines at least in part how presenteeism will impact employee health and performance. Considering that PA offers many other health benefits, it seems advantageous to focus on this lifestyle habit, even if it offers a neutral effect on presenteeism. Very few longitudinal studies have investigated the relationship between PA and presenteeism. The need to investigate the longitudinal relationship of the effect of the pandemic on mental health and PA has recently been raised. Because presenteeism is related to employee health, the long-term benefits of PA participation may become evident only by examining longitudinal follow-up once the health benefits have had time to develop.

Conclusion: Despite existing disparities in the measurement and definition of presenteeism and PA, this review shows that physically inactive employees have a higher risk of presenteeism than physically active employees.

ICT Demands, Psychological Health and Performance: Could ICT Resources Help?
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Objective: The massive adoption of telecommuting by organizations following the recent global health crisis has led many workers to use intensively digital technology at work. Evolving ICTs and abundant opportunities to communicate digitally-continually shape the functioning of organizations and working conditions of both employees and managers (Allmer, 2018; Potter et al., 2021). Yet we do not fully understand how the challenges (i.e., job demands) and the benefits (i.e. job resources) of digital communication intersect with psychological health in the work context. Indeed, the impact of digital technology on workers has shown mixed results in the literature. Previous research has shown that digital communication can be both positive and a negative characteristic in the workplace (Bennett, 2017). From one perspective, digital communication provides more flexibility and greater autonomy over tasks. However, these positive outcomes are often coupled with detrimental consequences of workers. For example, digital communication could create information and communication technology (ICT) demands (e.g., feeling obligated to respond immediately). To date, very few studies have examined the potential benefits of ICT resources in the relation between ICT demands, psychological health and work performance. Consequently, this study aims to shed light on the relationship between ICT demands, well-being, ICT resources, psychological distress and work performance.
Method: The study was conducted during the third wave of COVID-19 in Canada when several workers were still telecommuting. The data was collected from a sample of 250 workers belonging to various industries. Statistical analyses will be performed using Hayes Process add-on for IBM SPSS statistics 28. For the moment, only descriptive statistics have been performed. ICT demands (α = .79), well-being (α = .90), ICT resources (α = .73), psychological distress (α = .85), and work performance (α = .88) were measured using previously validated scales. This study aims to explore the role of ICT resources in the relationship between ICT demands, psychological health, and performance.

Expected Results: ICT demands could negatively affect individual well-being and psychological distress, which in turn could impact work performance. In this context, employees who encounter higher ICT demands and technological issues (e.g., IT problems, poor virtual communication) could experience distress, resulting in decreased work performance. In this situation, it will be important to support employees especially when there is an increased use of technologies. But what resources can organizations put in place? Can ICT resources (e.g., training, IT support) help and if so, how?

Conclusion: As the Covid-19 pandemic is further driving digital growth in organizations, digital trends such as remote working are accelerating and cementing the issue of ICT demands in the workplace. Opening up the discourse to develop a better understanding of how digital communication and ICT demands affect psychological health and work performance, could assist work health and safety (WHS) professionals to guide and inform future policy and practice strategies for optimal worker and organizational outcomes.

S49

Psychosocial Safety Climate, Mental Health and Work Performance: A 4-Wave Population Study of Teleworkers, Hybrid and Onsite Workers

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Context: Despite the magnitude of new hybrid or fully remote work arrangements, few longitudinal and population-based studies have considered their impact on mental health and performance. In this crisis context, the practices, policies, and procedures implemented by employers to protect the mental health of employees may be particularly critical. Psychosocial safety climate has been shown to influence working conditions including both job demands and job resources. As such, PSC is a leading indicator work quality, but its effects on mental health and performance have not been investigated according to work location. In this study, we examine the longitudinal associations between psychosocial safety climate, mental health, and workers’ performance. Considering that home-based working conditions are different from site-based and hybrid workers, this study explores mental health and performance by work location.

Methods: This was a longitudinal cohort study that used data collected between April 2020 and November 2021. The web panel included 60 000 adults (Quebec’s 2020 population of those aged 18-64 comprises 5.3 million). A total of 6000 were invited randomly, of whom 1450 replied that they had worked over the past seven days and agreed to participate. The sample at T1 consisted of 1450 participants. Data for that first measure were collected in April 2020 during strict lockdown in the Quebec province of Canada, where Public Health issued an incentive to all employers to encourage telecommuting for all employees. Three months later, at the end of June 2020, the economy was mostly reopened, and T2 data were collected (T2, N = 893), whereas T3 (N=518) data were collected at the end of November 2020 during the onset of the second wave of COVID-19 with lockdown measures coming back into effect. Data for T4 were collected 12 months later, namely in November 2021 before the onset of the wave related to Omicron (T4, N= 625/900).
Results: Post-stratification weights were computed to ascertain the representativeness of Quebec’s adult population according to gender, age, rural/urban area, education, and language. To evaluate whether mean levels of psychological distress and work performance and PSC changed over time, a series of random intercept mixed models with time (four waves) as a fixed effect were performed. Results showed that although at the beginning of the pandemic, teleworkers and hybrid workers had comparable levels of psychological distress than onsite workers, they reported much lower levels of distress by the end of the pandemic. Overall, the prevalence of psychological distress remained much higher (40% from T1 to T4) than before the pandemic. Performance at work increased for all groups in a steadily manner although no difference was found based on work location. Group differences on work performance were found only at T1, where onsite workers performed better. Performance was afterwards comparable amongst all groups. Psychosocial safety climate was systematically lower among workers onsite compared to other groups. Theoretical and practical implications are discussed using psychosocial climate theory.

S50
Breaking the Path to Overcommitment: Management Practices that Promote Teleworkers Mental Health and Performance
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Objective: In the context of the COVID-19 pandemic, workers are thrust into the midst of many changes in the organization of their work, including the imposed adaptation to telework (Institut de la statistique du Québec, 2021). Although individuals experienced telework more positively than negatively in the context of the pandemic, nearly half of teleworkers experienced a deterioration in their mental health (Ipsen et al. 2021). Concerned about teleworkers mental health, researchers argue that stressors associated with telecommuting can have negative impacts on well-being due to overcommitment, overwork, and lack of time to recover (Grant et al., 2013). Research shows that 38% of teleworkers work longer hours (McCulley, 2020) and 27% work during their off hours to comply with organizational requirements (Eurofound, 2020). In addition, the reorganization of work and lack of travel to the workplace may cause many teleworkers to increase their level of work engagement (Andreassen et al., 2017). Overcommitment describes workers with a pattern of motivation that leads them to work excessively, being unable to detach themselves from their work (Siegrist, 1996). This pattern can eventually lead to burnout (Mheidly et al., 2020). Studies show that in addition to being associated with the three dimensions of burnout, overcommitment leads to a significant decrease in job effectiveness (Violanti et al., 2018). Given the key role of managers to preserve mental health at work, it appears necessary to identify which management practices should be favored in telework context to prevent overcommitment and better manage psychological health and performance.

Method: The data will be collected from a sample of 200 managers and 20% (random selection by the researchers) of the employees in their subordinate teams from a large public sector organization. The study will be conducted in the first quarter of 2022, when telework or work from home in the province of Quebec will be mandatory or strongly recommended, due to Omicron variant cases rising. Multilevel analysis will be run to understand the relationship between management practices, psychological health, performance and overcommitment.

Expected results: This study aims to identify management practices that promote better psychological health and performance to break the path to overcommitment and generate coping mechanisms to deal with work stress and demands (Steidelmüller et al., 2020). It focuses on management practices that anticipate and reduce self-destructive behaviours among teleworkers (Steidelmüller et al., 2020), who may exceed their personal limits (Dettmers et al., 2016), overcommit themselves and harm their health (Skagen et al., 2016).
Conclusion: Despite the growing popularity of telework, moreover in the pandemic context, no research to date seems to have focused on management practices to better manage psychological health and performance in a telework context. While management practices are important to the health and quality of presence for on-site workers, they are also important in telework. In the context of a labor shortage, it is important to retain and protect employees, especially the ones who tend to overcommit.

Symposium 11: Job insecurity 1 – Comparison of different operationalisations of insecurity
Chair Hans De Witte

The negative consequences of job insecurity have been studied extensively during the last decades. Research suggests job insecurity to be one of the most important work stressors, and its importance is further emphasized by the economic problems caused by the covid pandemic. This symposium is a succession of a series of symposia at previous EAOHP conferences, as it presents some recent findings on job insecurity and its consequences. In the recent literature, there is a renewed interest in the conceptualization and operationalization of insecurity. Various dimensions have been proposed, like qualitative versus quantitative job insecurity, and cognitive versus affective insecurity. Next, the concept of job insecurity has also been contrasted with other kinds of work-related insecurity, like career insecurity, occupational insecurity or financial uncertainty. The conceptualization and empirical comparison of (the impact of) these various operationalizations is at the core of this first symposium. It includes six presentations from a variety of countries, like the UK, the US, Italy, Belgium, Germany and China, thus spanning a large part of the globe. A large variety of designs and methods will be used, and several papers include two studies. Theoretically, the range of theories used is also rather broad, ranging from some well-known theories like Jahoda’s latent deprivation theory, or conservation of resources, to more specific theoretical accounts like social comparison or social identity.

The following papers are part of this symposium:
1. Imke Dirkx, Bert Schreurs, & Jim Jawahar - What matters most: Job uncertainty or financial uncertainty?
2. Flavio Urbini, Antonio Chirumbolo & Antonino Callea - Disentangling the detrimental effects of affective and cognitive qualitative job insecurity on health and flow at work
3. Valerio Ghezzi, Tahira M. Probst, Claudio Barbaranelli, Laura Petitta - Disentangling the Impact of Psychological and Organizational Job Insecurity on Mental Health and Job Satisfaction: A Multilevel Study

SS1
What Matters Most: Job Insecurity or Financial Uncertainty?
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Jahoda (1982) argued that employment provides more than just financial security. When individuals fear that they might lose their jobs, they worry not only about their financial situation, but also about other latent benefits associated with work, such as status and identity, a collective purpose, and social contact. A few studies have examined the simultaneous effect of job insecurity and financial uncertainty, but a direct test of Jahoda’s claim appears to be missing. The current study aims to provide part of the answer by examining which of the two
factors, job insecurity and financial uncertainty, while controlling for income, is most strongly associated with a set of frequently studied outcomes of economic stressors (i.e., task and contextual performance, cognitive problems, work engagement, and emotional exhaustion). The authors hypothesized that: (a) job insecurity and financial uncertainty are two distinct factors; (b) job insecurity explains variance in the study outcomes in addition to the variance explained by financial uncertainty; (c) job insecurity is a stronger predictor than financial uncertainty, and (d) perceived employability moderates the effect of job insecurity, after accounting for the effects of income and financial uncertainty. The hypotheses were tested using cross-sectional data from 294 US workers, collected through Prolific Academic.

Results of the confirmatory factor analysis showed that job insecurity and financial uncertainty are two distinct factors, with the two-factor model fitting the data better than the one-factor model, $\Delta \chi^2(1) = 409.25$, $p < .001$. The results of the stepwise OLS regression in which each of the outcomes was regressed on the control variable, income (Step 1), financial uncertainty (Step 2), and job insecurity (Step 3) showed that job insecurity explained variance in each of the outcome variables in addition to the variance explained by income and financial uncertainty (ranging from $\Delta R^2 = .019$, $p = .016$ for work engagement to $\Delta R^2 = .092$, $p < .001$ for task performance). The results from a relative importance analysis showed that relative to income and financial uncertainty, job insecurity is more strongly associated with task performance, contextual performance, and cognitive problems whereas the opposite holds for emotional exhaustion (see Figure 1). Finally, moderated regression analysis showed that the effect of job insecurity was more pronounced for lower levels of perceived employability, even after accounting for income and financial uncertainty (task performance: $b = -0.18$, $p = .013$; emotional exhaustion: $b = 0.29$, $p = .017$; cognitive problems: $b = 0.17$, $p = .0029$). These findings largely support Jahoda’s assertion that job insecurity encompasses more than financial uncertainty, but they simultaneously suggest a more nuanced interpretation, as the relative importance of job insecurity varied across different types of outcomes.

S52
Disentangling the Detrimental Effects of Affective and Cognitive Qualitative Job Insecurity on Health and Flow at Work
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Introduction: In the last decades, the scientific interest toward job insecurity topic has become ever more important, due to the volatility of the labor market. Classically, job insecurity has been conceptualized as a two-dimensional concept: quantitative job insecurity, i.e., employees’ perceived threat of losing their own job, and qualitative job insecurity, i.e., perceived threat of losing important work-related features, including career and wage development. Each dimension is characterized by a cognitive component, i.e., the likelihood of job loss or job features, or an affective component, i.e., feelings of fear or worry about losing the job or job features. Previous studies have evidenced the detrimental impact of quantitative and qualitative job insecurity on health and well-being, but little is known regarding the qualitative dimension and on the specific effects of its two components. Therefore, the present study aims to investigate the differential effects of affective and cognitive qualitative job insecurity on physical and psychological health (Study 1) and on three-dimensions (absorption, work enjoyment and intrinsic work motivation) of flow at work (Study 2). According to the Conservation of Resources theory, stress occurs when resources are either lost or threatened to be lost; therefore, employees with the cognition to lose or worry about losing valuable job resources in the future will have low levels of health and well-being.
Methods: Participants of Study 1 were 184 employees, (Mage = 40; SDage = 11.37; males = 50.5%), mostly with a permanent contract (83.7%). Participants of Study 2 were 185 employees, (Mage = 43; SDage = 12.47; males = 65.9%) with the most as permanent employees (81.6%). Variables were measured as follows: Cognitive and affective qualitative job insecurity by a 10-item Multidimensional Job Insecurity Questionnaire; Physical health by a 15-item Physical Health Questionnaire-15 (PHQ-15); Mental health by a 12-item General Health Questionnaire; Flow at work by a 13-item Work-Related Flow Inventory. All scales reached good levels of reliability. The hypotheses were tested by SEM and evaluated via bootstrap.

Results: The results of Study 1 showed that only affective qualitative job insecurity had negative and significant effects both on physical and psychological health. Conversely, the results of Study 2 indicated that only cognitive qualitative job insecurity had negative and significant effects on absorption, work enjoyment, and intrinsic work motivation.

Discussion: This two-study investigation points out the differential effects of two components of qualitative job insecurity: the affective one mainly concerns health, while the cognitive one leads to low levels of flow at work. Due to limitations of the present investigation, i.e. cross-sectional studies and small samples, further studies should be performed in order to test the replicability of these results.

S53 Disentangling the Impact of Psychological and Organizational Job Insecurity on Mental Health and Job Satisfaction: A Multilevel Study
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Research Problem, Theoretical Background and Aims: Subjective job insecurity (JI) represents one of the most important threats for both employee well-being and attitudes towards work (Sverke et al. 2002; Cheung & Chan, 2008). However, not all appraisals of job insecurity are created equal. For example, employees may assess their job as threatened (i.e., cognitive job insecurity) and/or they may display affectively charged reactions to such job threats (i.e., affective job insecurity; Jiang & Lavaysse, 2018). Moreover, recent findings suggest that JI perceptions can be socialized and shared between employees at a higher level of the organizational system (e.g., workgroups and/or organizations; Sora et al., 2009; 2013), rather than an ‘isolated’ employee experience. In this vain, some authors (e.g., Låstad et al., 2014; 2015) proposed to distinguish two dimensions of these organizational JI perceptions. Using a referent shift approach, quantitative job insecurity climate refers to perceptions of shared feelings concerning threats of job loss, whereas qualitative job insecurity climate refers to perceptions of shared feelings concerning threats to valued aspects of the job (e.g., lost work opportunities and/or benefits). To date, however, the added contribution of workgroup- and/or organizational-level job insecurity climates on employee well-being above and beyond individual-level perceptions of job insecurity is still scarce and unclear. Drawing upon recent multilevel extensions of the Job Demands-Resources Model (Bakker & Demerouti, 2018) and its integration with organizational principles of Conservation of Resources theory (Hobfoll et al., 2018), the purpose of this contribution is to disentangle the unique contribution of perceived individual and organizational job insecurity on both employee well-being and attitude towards work (respectively, mental health and job satisfaction).
**Methodology:** Voluntary survey data were collected from 934 employees nested within 101 organizations (M=9.32, SD=2.5) using an online and anonymous self-report questionnaire. Data were analyzed by means of multilevel modeling.

**Results:** ICCs(1) for both mental health and job satisfaction measures was .14, large enough to justify the use of multilevel modeling. Moreover, quantitative JI climate displayed an ICC(1) of .30 and rwg(4) of .78 and qualitative JI climate displayed an ICC(1) of .17 and rwg(4) of .72. Multilevel analyses revealed that individual-level perceptions of cognitive JI, affective JI, and quantitative and qualitative JI climates were all significantly and negatively associated with mental health and job satisfaction. Importantly, organizational-level quantitative JI climate showed a unique incremental contribution for the explanation of mental health, while organizational-level qualitative JI climate provided unique added explanatory value for job satisfaction.

**Limitations:** The study was conducted using self-report measures and on a sample of both organizations and employees recruited with a snowball strategy within only one national context (Italy).

**Research/Practical Implications:** The present findings highlight the importance of considering organizational level factors into current models linking job insecurity to employee well-being. Specifically, organizations may consider promoting effective higher-level resources (e.g., organizational support climate) to counteract the detrimental effects of such facet-specific JI climates on employee satisfaction and well-being.

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**S54**

A Social Cure for Uncertain Futures? On the Role of Social Identity for Graduates’ Career-Insecurity, Well-Being and Employability

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Transitioning between university and work is one of the most uncertain times in the life of a young person. Graduates’ career-insecurity has been compared to employed people’s job insecurity (Ebner et al., 2021), similar to job insecurity it involves a general uncertainty of work, particularly of not being able to find into a career. The uncertainty of this situation is compounded by the dramatic social and identity change this transition brings. According to the social identity model of identity change (SIMIC; Haslam et al., 2019) periods of transition in life involve an identity change, which itself is highly stressful. According to SIMIC, people who have more, better quality, and stronger social identity memberships will be better able to manage a transition. Accordingly, we propose that young people who would have access to a greater number and more positive social groups with which they identify strongly would (1) report better well-being (as they benefit from the stress-buffering resources of social connections) and (2) have less career distress (as they would be able to make more informed plans for their future). Both of this will benefit their transition to work after graduation.

We conducted a two-wave study among n = 100 finalists of various different study disciplines at a large UK university to test the assumptions. Participants were surveyed at the time of their graduation and 6 months later. They were asked to conduct an extensive identity mapping (Cruwys et al. 2016) to assess the type, number and supportiveness of their various social identity memberships as well as their identification with them. In addition, participants had to rate their mental well-being, future employability and career-insecurity using establish measurement instruments.
Results of the data at T1 show that perceived supportiveness of group memberships mattered for mental health, and strength of identification mattered for perceived employability. No effect on career-insecurity was found. The (currently ongoing) second wave of the study will allow to inspect whether these results hold over time, and whether group memberships indeed predict positive change in well-being and (perceived and actual) employment outcomes over periods of transition.

This study is the first that applies the SIMIC model to transitions in the work arena, in this case to young people’s career-insecurity. It also contributes to research on the role of social support in the context of insecurity (e.g., Schreurs et al., 2012), by showing that support is the result of groups that people feel part of, and that it is not just the quality of support that counts, but also how people define themselves in relation to those (potentially) supportive groups. By evidencing the importance of good quality social group memberships for well-being, the study provides novel evidence for the relationship between how people’s identity and their mental well-being.

S55
The Impact of Occupation Insecurity Across Different Age Groups: Evidence From Belgium, Germany and China
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Purpose: The Covid-19 pandemic has worked as an accelerator of automation and digital transformation, leading to the prediction that up to 50% of the current workforce will require upskilling or reskilling within the next 5 years ('The Future of Work after Covid-19', 2021). In this research, we examine a newly developed concept dubbed ‘occupation insecurity’. Occupation insecurity measures employees’ fear that their occupation may disappear due to automation (global occupation insecurity) or that their occupation may become significantly different (content occupation insecurity). In contrast to the well-researched concept of job insecurity, occupation insecurity implies that employees do not have the option of finding employment in another organization because the occupation itself may no longer exist or may have advanced so significantly, that their skillset has become outdated. The goal of this study is to analyse whether different age groups experience different consequences of occupation insecurity. Drawing on job insecurity research, younger employees showed greater turnover intention in response to job insecurity, while older employees exhibited a negative impact on their well-being (Cheng & Chan, 2008). In this research, the relationships between occupation insecurity and a) turnover intention and b) well-being (physical and mental health) are examined with age as the hypothesized moderator. Additionally, results are compared across three countries: Belgium, Germany and China.

Methodology and Results: The data collection agency Respondi was commissioned to collect survey data between December 2020 and January 2021 from employees in the three countries of the researchers of this study: Belgium (N=1324), Germany (N=989) and China (N=544). The sample was spread across the key demographics age, gender, and geographical region to ensure representativeness. Moderation analyses were performed using PROCESS for SPSS (Hayes, 2017). Bootstrapping (5000 replications) with a 95% confidence interval was applied. Age (1 = 18-34; 2 = 35-49; 3 = 50-65) was modelled as a moderator of the relationships between the two kinds of occupation insecurity, well-being (mental and physical health) and turnover intention. Results showed that both content and global occupation insecurity were significantly related to all outcomes across all three countries. Age moderated the relationship between global occupation insecurity and physical health in Belgium only, while none of the other interactions involving well-being as an outcome were significant. Regarding turnover
intention and age as the moderator, global occupation insecurity was moderated in China, while content occupation insecurity was moderated in Germany. In sum, it appears that both types of occupation insecurity have a significant impact on turnover intention and well-being in Belgium, Germany and China. In contrast to the job insecurity literature, younger employees appeared more affected than their older counterparts, though the overall moderating impact of age appears to be limited.

**Implications for Research and Practice:** This research takes a first essential step into uncovering the differential impact of occupation insecurity across different age groups and countries. These insights will be vital to support organizations to address the needs and concerns of their increasingly diverse workforces. Further research is called for to examine additional outcomes and potential underlying relationships.

**Symposium 12: Working in a changing world: relationships at work, at home, and after moving, and being comfortable with how you work.**

Chair Prudence Millear

This symposium explores a person’s work life, across the breadth of their roles. The COVID-19 pandemic has highlighted the challenges of completing one’s work, and particularly when working at home in the midst of family life. The uncertainties brought on by the pandemic have also highlighted, as always, the importance of social support and trust in the workplace and the salience of the work-life interface. The symposium assesses the impact of ongoing changes and challenges on workers before and during the pandemic. The symposium begins with relationships, firstly amongst nurses, and secondly on supportiveness generally in organisations. The impact of work during the pandemic on intimate relationships is next, then about moving home for a better lifestyle whilst managing work responsibilities, and finally, focusing on benefits of volition about jobs.

In Paper 1, the advantages of trusting relationships for nurses are explored using focus groups, within the context of participation in Reflective Practice Groups (RPGs) as a method of job crafting. RPGs are peer-led groups for clinical supervision, and where high levels of trust, confidentiality, and support made feedback acceptable and well-received, rather than punitive. Longstanding RPGs particularly demonstrate these features, allowing for emotional respite and skill development.

Paper 2 explored factors that were important for supportive and satisfying relationships more generally in organisations (N=176). Resources are important at each organisational level, with more personal/work resources, fewer illegitimate tasks, more collegiality, more supportive management led to better outcomes. As such, working with supportive and pleasant people as peers and managers demonstrated a positive workplace culture which greatly benefitted employees.

Paper 3 explores the experiences of an international sample (N=173) of employed adults and their experiences of working during lockdowns, and the effects on their well-being, mental health, and their relationships. Income sufficiency (i.e., having more than needed) and finding work-family easier, rather than resources per se, were more important when life was insecure or uncertain, work-life fit underpins making work function okay when you have family.

Paper 4 explored lifestyle migration to the Sunshine Coast in Queensland (N=180). Unless an individual retires after moving, the usual adult roles continue, with work and family needs to be met. Work-from-home allowed city workers to continue their jobs remotely, whilst many joined organisations or bought/started new businesses. Participants came for the lifestyle and made friends through neighbours, sport, and work, and they were more satisfied with jobs and life and less lonely if their reasons for moving were met, and work was easier to find.
Finally, Paper 5 considered the meaning of work volition, in the context of workers being comfortable with their current work pattern. This study compared employees whether they were in permanent or temporary/casual work roles. Traditionally, it has been perceived that a ‘permanent’ role is the preferred choice due to the security that it offers. However, this may no longer be the case as this heterogenous sample (N=354) of employed adults showed having work that suited was better than just a type of role.

S56
Evaluating RPGs in an Acute Hospital: Trust in Relationships and Clinical Practice Among Nurses
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Introduction: Nursing is emotionally charged and highly skilled profession, with hierarchical organisational and decision-making structures. Unfortunately, peer relationships may be fraught in the nursing context, given the serious or fatal consequences of mistakes or omissions in the care of patients. Previous studies on Reflective Practice Groups (RPGs) have shown that more frequent attendance reduced burnout and increased job satisfaction and compassion satisfaction, and that RPGs allowed nurses to engage in job crafting, with regards emotional regulation and nursing skills. Using qualitative research, the current study explored nurses understanding of feedback and its benefits and negatives, how RPGs can teach, reinforce, and support high standards of nursing practice, and allow for relational and cognitive job crafting.

Methods: Four focus groups were conducted from nurse volunteers (N = 39) who attended monthly RPGs held on their wards at a tertiary hospital in regional Queensland. Questions were framed by published nursing standards and literature on job demands, resources, and job crafting. The focus group were recorded and transcribed verbatim and then analysed using thematic analysis.

Results: Nurses had from 1 to 30 years experiences, and included all levels of seniority of nurses, i.e., enrolled and registered nurses, nurse educators, and Nurse Unit Managers. Three of the RPGs had a long history (i.e., 5 or more years), whilst the fourth RPG had only been established within the last 18 months. Firstly, themes related to performance review and feedback were deeply felt and salient Feedback was often seen as a pejorative, as nurses had experienced this as being punitive and unhelpful, and emotionally laden. However, within the mature RPGs, seeking, giving, or receiving feedback from peers, through sharing nursing experiences, were substantially more positive and considered more useful. This reflected the trust built by being long-standing members of the group through positive shared experiences that reinforced the confidentiality and support of the group. In contrast, nurses in the less mature RPG were more guarded in their responses, reported less confidence that confidentiality would be maintained, and often experienced incivility in their wards. Secondly, nurses reported that they were actively using the RPGs to learn new strategies and skills, build rapport with peers, and to emotionally unburden themselves from their work experiences. In this way, the nurses were demonstrating that the RPGs were an effective form of job crafting that allowed them to increase job resources and offset the hindering job demands of their role.

Discussion: Trust amongst nurses takes time to develop and the honest and confidential nature of the mature RPGs demonstrated that once trust was established, RPGs were a valuable forum for nurses to actively craft their work to build resources (e.g., support from peers) and to manage demands (e.g., buffer emotional demands). Trust also ensures that feedback given and taken without being seen as a threat or punishment. RPGs also enabled nurses to meet and maintain the professional standards for registered nurses and the quality of the health services they provide set out by their professional bodies and national accrediting bodies.
Introduction: As shown by the Jobs Demand-Resources model, social support is well known as a vital job resource, along with job autonomy and skill discretion. Workplace relationships, developed through opportunities for informal social interactions, support employees’ psychological health and wellbeing and reduce turnover intentions. In addition to personal (as optimism, self-efficacy, psychological entitlement (PE)) and job (autonomy, illegitimate tasks) characteristics, the current study considered social support from peers (as collegiality, general support), managers (as appreciative leadership), and organisational levels (as psychosocial safety) to assess the important factors that make for supportive and satisfying relationships in the workplace. COVID-19 has changed access to colleagues, away from everyday incidental interactions in the workplace to remote working and greater isolation for some employees, which highlight the importance of good relationships, as well as greater personal and job resources to buffer these demands. It was hypothesised that greater job satisfaction and work engagement and less anxiety and turnover intentions would be predicted by more personal resources, less entitlement, more positive social interactions with peers, fewer illegitimate tasks, and by support from both managers and the organisation. Further analysis explored relationships between illegitimate tasks and PE.

Methods: Employed adults (N = 176, 80% female) who worked at least one day per week were recruited from an online survey through social media and the undergraduate student participation pool at a regional university in Queensland. Age ranged from 18 to 69 years (M=30.6, SD=13.8). HMRs were used to explore the predictors of the outcomes, job satisfaction, workplace engagement, resilience, anxiety, and turnover intentions. Predictors were entered in blocks as the Person (e.g., optimism, self-efficacy, PE), their Job (i.e., job autonomy, job social support, collegiality, illegitimate tasks, incivility), their managers (i.e., appreciative leadership), and their Organisation (i.e., psychosocial safety climate).

Results: Participants worked from 4 to 69 hours/week (M=25.5, SD=12.0) in mostly casual, part-time positions and they had been mostly in the workplace (78%) in the last year. Correlations were in the expected directions and interestingly, illegitimate tasks were significantly positively correlated with PE (r=.31***), and incivility (r=.26***), and negatively with collegiality (r=-.31***), appreciative leadership (r=-.31***), and PSC (r=-.42***). HMRs had very large effect sizes for job satisfaction, resilience and turnover intent, and moderate effect size for work engagement and anxiety. Overall, job and personal resources contribute towards job satisfaction, work engagement and satisfying social relationships, with organisational culture and collegial support at the core of this satisfaction. Resilience and less anxiety were predicted by the presence of personal resources and absence of PE.

Discussion: Each level of the organisation is important for the development and maintenance of social relationships, and improved workplace outcomes in the workplace with warm peer relationships, managers and organisations that demonstrate their interest in their staff, in addition the employees’ having greater personal resources (and less PE). Fewer demands, as less illegitimate tasks and incivility, further improved workplace outcomes. Organisational policies to strengthen workplace cultures to value and support employees at all levels will ensure that beneficial relationships can flourish for all.
Introduction: COVID-19 has had a profound impact of the lives of every person, and led to the dislocation of working and family roles. Where “going to work” almost always meant leaving the house and going to another place, the pandemic has changed this to going to another part of one’s house. Work and family were often collapsed into one space with limited opportunities to go elsewhere. Where the concentration of roles has become more challenging is that each adult in the household (and children if present) are sharing the one place, filling up living spaces, and impacting on intimate relationships. The current study aimed to investigate how personal factors have interacted with work and family roles, and relationship quality to influence couples’ mental health, and well-being during and after COVID-19 lockdowns and how these varied across countries with different experiences of the pandemic (e.g., longer lockdowns, more illness and death).

Methods: Volunteers (N=167) were recruited from social media (e.g., Reddit, Facebook) for a survey on relationship quality, work, living situation, well-being, and mental health. ANOVAs compared countries on their mental health (depression, anxiety, stress) and their well-being (life satisfaction, loneliness) and on their work arrangements and work-family fit. Hierarchical multiple regressions (HMRs) for the mental health and well-being outcomes used demographics (e.g., age, MS), personal (e.g., optimism, self-efficacy), relationship (e.g., marital satisfaction, positive and negative effects of COVID on sexual intimacy, division of household labour), and work variables (e.g., FT/PT, income sufficiency, busy life) as predictors.

Results: Participants came from Australia/NZ (n=85), USA/Canada (n=61), and UK/Europe (n=22) and ranged in age from 19 to 59 (M=32.5, SD=9.8). Most (91.7%) were in relationships and sexual orientation was heterosexual (72.6%), rather than same-sex (3%) or bisexual (18.5%). Crosstabs showed similar patterns of where work had been done between countries, however participants from USA/Canada had significantly more stress, depression, anxiety, and had less life satisfaction than participants from Australia/NZ. In the HMRs, rather than work or relationship quality directly impacting the outcomes, insufficient income and a lack of work-family fit reduced mental health and reduced well-being, with a lack of optimism also reducing mental health. Anxious avoidant attachment also increased loneliness in the sample.

Discussion: Unsurprisingly, mental health effects of the pandemic were felt more in the countries with more difficult situations, i.e., USA and Canada, compared to Australia and New Zealand. However, in the HMRs, income sufficiency, financial security, as the assessment of whether one has “enough” money for one’s needs, and how easy it was to fit work and family together were strong predictors of all outcomes. This reinforced the costs that individuals have faced as pandemic has overturned the usual order of work and family lives of many people, making life more precarious and uncertain. Provision of wage safety nets and organisational policies to retain workers during these difficult times will have wide ranging impacts to protect employees mental health and well-being, and benefit employers through better employee engagement and retention.
new jobs or businesses were started in the new location. COVID-19 has intensified work-from-home (WFH), with organisations continuing their businesses whilst employees can choose a lifestyle location, enjoying the benefits of a more relaxed lifestyle, whilst maintaining the city-job/income. It was hypothesised that where reasons for moving were met, individuals were more settled and work easy to find, had more optimism and self-efficacy would have more job and life satisfaction and less loneliness.

Methods: Migrants (N=180, 71% female) to the Sunshine Coast in Queensland volunteered for a survey on their migration experiences, reporting time since arrival, reasons for moving (e.g., lifestyle), ways to get involved (e.g., sport, work), what was missed (e.g., friends, theatre), and about finding work and settling in. Hierarchical multiple regressions (HMRs) and PROCESS Model 4 for mediation explored predictors of the outcomes, life satisfaction, job satisfaction and loneliness. First, HMRs used personal characteristics (e.g., optimism, self-efficacy), new job/work (e.g., ease, hours/wk), and assessments of moving (e.g., reasons met, feel settled, missing out weights gains). Second, mediation explored whether benefits of personal resources (i.e., optimism, self-efficacy) to greater life and job satisfaction and less loneliness were mediated by ease of finding work and feeling that their reasons for migration were met.

Results: Participants ranged from 18 to 91 years (M=46.8, SD=16.1) and had moved within the last month to 60 years previously (M=6.5, SD=8.3). Most (72%) were working (M=32.9 hrs/wk, SD=14.7) rather than retired or not working, and found jobs with existing organisations (62%), rather than starting/buying businesses (7%), working remotely (9%), or retiring (22%). Reasons for moving were framed by lifestyle and work-life balance, community connections made through neighbours, sporting activities and through work, and friends, family, and cultural activities were most missed. In the HMRs, job satisfaction increased with higher self-efficacy, it had been easier to get work, and where reasons for moving were met, as was the case for life satisfaction, with additions of greater optimism, feeling more settled and having expectations met. Loneliness was predicted where it had taken longer to make friends, not being settled, less optimism and friendliness. Mediation showed that the benefits of optimism and self-efficacy for each outcome were partially mediated by ease of finding work and particularly, how well reasons were met.

Discussion: The Sunshine Coast is a desirable location to settle and start a new life, but successful migration was predicted by personal resources, finding work more easily, and feeling that impetus for moving had been met. Work was important to enhancing this process, to connect with other people, to settle more quickly, and give opportunities to achieve their desired lifestyle. Interestingly, recent migrants have similar experiences to earlier arrivals, emphasising the universal need to make friends and find work wherever one lives.

S60
Choosing How to Work: Evaluating the Impact of Work Volition on Workers’ Career Satisfaction, Stress Levels, and Work Engagement
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Introduction: Work patterns continue to change, and the ‘norm’ of a permanent role may no longer meet the needs of many in the workforce. Workers have choices on how and where to work, with temporary, part-time, and full-time work, all options that are available to suit workers’ needs, depending on their preference or on the availability of jobs. The literature in respect of work volition, which indicates a preference for the job the person is in at present, is mixed around the benefits that it offers to workers. This present study aims to add to the literature on this topic, by exploring the impact of work volition on work outcomes, inclusive of career satisfaction, to assess its relevance on workers’ overall well-being.
**Method:** The study used a cross-sectional design, for which the data were collected using an online survey. As the survey ran from August 2019 to May 2020, data were captured before and at the beginning of the Covid-19 pandemic. The participants completed measures of career satisfaction, perceived stress, and work engagement as work outcomes, with life stage, work-family spill over, work volition, general self-efficacy, job autonomy, and social support as independent variables, along with demographic information.

**Analysis:** The data analyses consisted of psychometric testing to assess the robustness of the variables, which was followed by correlation analysis and then stepwise regression analysis, which allowed a listwise deletion of cases, with contribution of volition noted for each outcome.

**Results:** The participants’ (N=354) mean age was 27.0 (SD = 10.9) and consisted of more women than men (M = 1.80, SD = 0.43). They worked on average 23 hours/week (M=22.6, SD=11.8), with most working part-time (82%, n=288), rather than full-time (16%, n=58). The overall regression analysis was significant for career satisfaction, i.e., Adj. R² = .32, ∆R² = .06, F[14,298] = 11.37, p<.001; work volition, β = .30, p=.001), work engagement, i.e., Adj. R² = .43, ∆R² = .08, F[14, 302] = 17.86, p<.001; work volition, β = .26, p=.001), and perceived stress i.e., Adj. R² = .43, ∆R² = .09, F[14,302] = 18.40, p<.001; work volition, β = -.17, p=.001). The findings showed that work volition acted as a significant influence across all the work outcomes. The participants’ life stages did not influence any of the outcome measures, neither were there differences in ratings of outcomes before and at the start of the pandemic.

**Discussion:** The findings showed that the work outcomes, inclusive of workers’ well-being were not adversely affected by choosing a specific work pattern, i.e., whether opting to work full-time or part-time. Workers who are comfortable with their choice of how they work (i.e., had exercised volition), may benefit by being more likely to be able to balance life with work, thereby enhancing their lives. The ability to follow preferences around work schedules/types to best suit the individual and to accept one’s work pattern, may function as an additional work resource, and benefit all employees in an ever-changing work environment.

**Symposium 13: The Salient Role of Managers to Foster Organizational Health**

Chair Julie Dextras-Gauthier, Marie-Hélène Gilbert

Mental health is a critical issue throughout the world, especially in the context of the Covid-19 pandemic. Given the importance of the work domain in adult life, the mental health of workers has been the subject of numerous studies, but what about managers? Managers face a lot of stress that may impact their mental health (St-Hilaire, Gilbert, and Brun 2017). In 2010, Skakon et al., showed that the stress and well-being of leaders had an impact on the stress and well-being of their employees. It is also acknowledged that managers, particularly through leadership, play a central role in their employees' mental health (Inceoglu et al., 2018; St-Hilaire and Gilbert, 2019). Focusing on managers’ mental health appears to be the first step to improve organizational health (St-Hilaire et Gilbert, 2019). Nevertheless, managers’ mental health has been neglected in the literature (Barling and Cloutier, 2017; Graf-Vlachy et al., 2020). Also, beyond leadership, what are these behaviors that managers must adopt concretely to improve their employees’ mental health at work?
This symposium brings together four papers which shed light on the salient role of managers to foster organizational health. The first two papers focus on the process linking managers' mental health to their employees' mental health. More specifically, Gilbert et al. investigated the relations between managers' psychological health, their leadership behaviors, and their impacts on employees' psychological health and job performance. Moreover, Bomoya Adou et al. study the process linking organizational culture, managers' psychological health, their emotional intelligence, and their employees' mental health. After better understanding the different process linking managers and employees' mental health, the last two papers investigate more concrete strategies. Boucher et al. explore managers’ perception of their workload and identify the individual strategies used to maintain their psychological health. Finally, St-Hilaire propose to map concrete behaviors that managers can adopt to protect their employees' mental health at work and investigate different resources and constraints to the implementation of intervention to promote organizational health.

Using different methods (quantitative (multisources/multilevels) and qualitative (interviews/focus group), the four papers will contribute to fill the gap in the literature about managers’ mental health. In addition to providing a better understanding of their salient role in the mental health of their employees, this symposium provides a better understanding of the constraints they encounters to better intervene on the mental health of their employees. This symposium also identifies concrete management practices and propose recommendations to promote organizational health.

S61 Do Happy-Productive Workers Require Happy-Productive Managers: A Multi-Source Study
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Theoretical background and purpose: Today, more than ever, organizations are confronting the major challenge of keeping their employees both healthy and high-performing (Salas-Vallina, Alegre, & López-Cabrales 2021). One of the most examined forms of leverage to enhance employees’ performance and psychological health is the adoption of positive, especially transformational, leadership. For years, researchers have focused on the importance of leadership in boosting employees’ health (e.g., Kelloway & Barling, 2010). However, the factors encouraging such behavior among managers were less considered (e.g., Tafvelin et al., 2019). Nonetheless, recently, some scholars have become interested in managers’ health as a resource allowing them to adopt good leadership behavior (e.g., Kaluza et al., 2020). According to the happy-productive worker thesis, happy workers perform better, but what about their managers? Is that also the case? This study aims to better understand the relations between managers’ psychological health, their leadership behavior, and their impacts on employees’ psychological health and job performance.

Design/Methodology: Multisource data were collected from 442 managers and their employees (N = 1,439) from two Quebec health establishments (Canada) in 2019. Managers completed a questionnaire including the validated versions of four self-reported scales: psychological well-being and distress, transformational and laissez-faire leadership. The employees’ questionnaire included scales assessing the employees’ perception of transformational and laissez-faire leadership of their manager as well as self-reported scales assessing psychological well-being, psychological distress, and performance at work.
Results: Preliminary results provide support for two models. The first one suggests that managers’ psychological well-being at work is related to self-reported transformational leadership ($\beta = 0.608, p < 0.001$), which is related to transformational leadership perceived by employees ($\beta = 0.272, p < 0.01$). This perceived leadership is then related to both psychological well-being and distress at work of employees ($\beta = 0.333, p < 0.01$ and $\beta = 0.336, p < 0.01$). Their well-being is then associated with their performance at work ($\beta = 0.322, p < 0.01$). The second suggests that managers’ psychological distress at work is related to self-reported laissez-faire leadership ($\beta = 0.306, p < 0.001$), which is related to laissez-faire leadership perceived by employees ($\beta = 0.311, p < 0.001$). This perceived lack of leadership is then related to both psychological well-being and distress at work of employees ($\beta = 0.315, p < 0.01$ and $\beta = 0.280, p < 0.05$). Their well-being is then associated with their performance at work ($\beta = 0.307, p < 0.05$). The results support the happy-productive worker thesis to the extent that managers’ psychological health, considered here as a resource, is an important antecedent correlated with their leadership (management performance), which influences employees’ psychological health, which is also related to their performance. Direct and indirect effects will be discussed to further our understanding of these processes.

Research/Practical Implications: The results highlight the relevance of paying more attention to the determinants of managerial leadership, such as the managers’ psychological health to intervene upstream and thus promote optimal and sustainable organizational health.

S62 Organizational Culture and Transmission of Mental Health at Work From the Manager to Their Subordinates: The Role of Emotional Intelligence
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Our objective is to explain the role of organizational culture and emotional intelligence skills in the transmission of mental health at work from supervisors to their subordinates, with the corollary of their performance at work. Indeed, supervisors through their position have a great influence on the attitudes and behaviours of their subordinates (Li, Wang and Yang, 2016). This analysis will make it possible, on the one hand, to identify the optimal conditions for the intersection of mental health at work and, on the other hand, to prevent the psychological distress of subordinates through the development of an organizational culture conducive to mental health at work as well as programs to develop the emotional intelligence skills of supervisors. Our theoretical framework is based on the Conservation Of Resource theory (COR; Hobfoll, Halbesleben, Neveu, & Westman, 2018), the Crossover Model (Westman, 2001), and the Happy-Productive Worker thesis (Wright & Cropanzano, 2000). The COR theory explains the exchange of resources in dyads, teams or at the organisational level, based on Westman's (2001) crossover model. According to this model, the transmission of positive or negative psychological states and experiences can be direct via empathy, indirect (mediated or moderated) via social support or inhibition, or parasitic when individuals are subjected to the same stressors or resources (Hobfoll et al., 2018). Wright and Cropanzano's (2000) happy-productive worker thesis posits that the happier a worker is, the more productive they are. According to the two-dimensional approach, mental health at work has two distinct and correlated dimensions: Psychological well-being and psychological distress at work (Keyes, Yao, Hybels, Milstein & Proeschold-Bell, 2020). The other variables of our research are: Organisational culture (Schein, 1985), Emotional intelligence (Davies, Stankov and Roberts, 1998). Work performance (Sonentag and Frese, 2002; Borman and Motowidlo, 1997). Our model is longitudinal, multilevel and dyadic. Our hypotheses are tested using secondary data collected in 2018 (Q1) and 2019 (Q2) in an institution in the Quebec health network, from administrative and clinical managers at all levels and their subordinates. On a theoretical level, this study will contribute to the understanding of the role that the organisational context plays in
mental health status at work. Empirically, our multilevel model captures the complexity of real-life organisations. The analysis of the supervisor-subordinate dyad studies with greater fidelity the underlying mechanisms and complex processes of social interaction. Finally, the longitudinal approach takes into account the dynamic aspect of the relationships between the variables. On a practical level, the results should make it possible to improve interventions to combat psychological distress or to promote psychological well-being by adopting a multilevel approach that takes into account the characteristics of the environment and those of the supervisor. This will be done in the context of public administrations, more specifically in the Quebec health network sector.

S63
One Down, Fifty to Go: Managers’ Perception of Their Workload
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Theoretical background and purpose: Recent attention has been paid to managers’ psychological health (Barling & Cloutier, 2017). Having a key role in the organization in terms of psychological health, managers face various psychosocial risk factors that may be detrimental to their psychological health (St-Hilaire & Gilbert, 2019). One of those risk factors is their perceived workload. Indeed, in recent years, managers have also faced an intensification of their work (Corbière et al., 2020). This is particularly true in the healthcare sector where managers have had to deal with many changes, including a major reform that has reduced the number of managers significantly. Healthcare managers are now overworked and have difficulties properly managing their teams given that they have a high number of employees to supervise and that they work in different establishments (Corbière et al., 2020). This study aims to explore managers’ perception of their workload and to identify the strategies used to maintain their psychological health.

Design/methodology: The sample is made up of senior, middle and first level managers in the Quebec (Canada) health sector. There are 73% women, and the average age is 45 years old. A total of 62 semi-structured interviews were conducted with managers from the Quebec health sector. The general inductive approach is the one used with the objective of understanding the managers’ perception of their workload (Thomas, 2006). The interviews were recorded and transcribed for post-hoc analysis. The code tree was completed by the researchers based on the model of Nielsen & al., 2017-2018. The analyzes was conducted with the QDA Miner software.

Results: Based on the IGLOO model developed by Nielsen et al. (2017, 2018), the results show the importance of considering both the resources and the constraints encountered by healthcare managers in their perception of their workload. Some individual strategies used by managers to cope more effectively with their workload also emerged. These strategies can be effective to manage workload but can also have negative consequences for managers and their families.

Limitations: This study is contextualized to managers in the Quebec healthcare sector. Therefore, the results cannot be generalized to managers in other sectors. This study is exploratory, and the results would need to be validated with a quantitative research design.

Research/Practical implication: The results of this study will provide a better understanding of the perception of the workload of managers in the Quebec healthcare sector. It will make it possible to propose more specific and relevant recommendations to improve the perception of managers about their workload and thus promote their psychological health. In terms of research, this project will pave the way for other studies aimed at deepening the phenomenon of managerial workload and the ability of managers to adjust to it.
Originality/value: The originality of this study lies in the qualitative methodology used. It made it possible to document the perception of managers’ workload from real managerial experience. Using Nielsen’s et al. (2017,2018) model, the perception of overload can be understood at five different levels.

S64
Being a Manager Who Is Fostering Employees’ Psychological Health at Work: What Should I Do? and Why I Can’t Do It!
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Introduction: It is well shown that the managers’ behaviour and leadership style is associated with subordinates’ Psychological Health at Work (PHW). Through their behaviour, managers can reduce subordinates’ exposure to psychosocial risks: developing managers’ leadership and competencies is considered as a promising avenue to intervene in primary prevention of psychosocial risks. In consequence, it is crucial to clearly identify those managers’ practices that may have a determinant impact on psychological health, but we are still at an early stage to know the specific practices that managers should adopt. At the same time, standards and guidelines are frames of reference to support organizations in the implementation of interventions, but it is still a challenge to intervene on psychosocial risks through management practices. Using management competency framework to reduce exposure to psychosocial risks, this presentation will discuss results of two different studies in order (1) to identify and define the specific manager’s practices to reduce exposure to psychosocial risks as well as (2) to get a better understanding of the challenges to set up organizational interventions to intervene on psychosocial risks through management practices.

Method: The first study is an outline of a taxonomy of management practices (what should I do) to intervene upon psychosocial risks. In order to identify specific management practices, semi-structured interviews were conducted with 210 employees and managers. The interview plan focused on PHW risk factors, asking employees to describe managers’ practices. All interviews were transcribed and coded. An inter-rater reliability analysis was made and the agreement reached 87.9%. From the second study, the levers and obstacles involved in the implementation process of a voluntary standard to reduce exposure to psychosocial risk factors (why I can’t do it) will be present. Focus groups (n = 7) with health and wellness committees, semi-directed interviews with managers and employees (n = 27), and documentary data collection (action plans) were conducted in seven organizations. All focus groups and interviews were transcribed and coded following the template analysis technique and the thematic analysis technique.

Results: 92 management practices grouped into 24 competencies and eight broad themes have been identified. Those practices are concrete tips regarding how managers can influence psychosocial environment of their employees in order to reduce the exposure to the risks. In the second study, the analysis of the implementation process of organizational interventions highlighted factors such as the lack of capacity, the legitimacy of the steering committee to suggest strategies in management competencies areas as well as the importance of integrating the intervention with human resources management and governance orientations to help achieve the expected effects are possible barriers to reducing psychosocial risk factors through management competencies.

Discussion: In order to provide a more unified understanding of psychosocial risks primary interventions, those results provide guidance on how to develop, through everyday actions, management practices, but also to consider the organizational levers and obstacles in the organizational interventions, especially with a framework or a standard, aiming psychosocial risk factors through management competencies.
Symposium 14: Protecting and promoting wellbeing in the healthcare sector
Chair Karina Nielsen

The healthcare sector has been recognised as one of the most hazardous environments to work in. In recognition of this, the World Health Organization (WHO) had declared the years 2006 to 2015 as the “The decade of the human resources for health.” Despite this focus, healthcare workers remain at risk of burnout and poor mental health (Woo et al., 2020). Healthcare workers experience a range of adverse working conditions such as work pressures, emotional labour, anti-social behaviours and organizational pressures (Adriaenssens et al., 2015). Despite the focus on working conditions in healthcare, a synthesis of the evidence of the demands and resources that may have the most adverse effects over time is lacking as are interventions to protect and promote healthcare workers’ health and wellbeing. Moreover, the current COVID-19 pandemic has intensified the pre-existing challenges of the sector by increasing workloads and reducing rest periods and bringing about new challenges (Spoorthy et al., 2020).

In the present symposium, we present a series of papers on how to protect and promote healthcare workers wellbeing. The first presentation will present the results of a meta-analysis synthesising the demands and resources experiences by healthcare workers and how these are linked to wellbeing over time. The second presentation discusses a policy initiative in Italy in response to the pandemic and the crisis in Italian healthcare. The aimed at providing psychological support to health professionals, through the dissemination of procedural guidelines and useful tools intended for psychological aid in hospitals. We will present results of the uptake and impact on workers’ wellbeing. The third and fourth presentations focus on a participatory organisational intervention implemented before and during the pandemic in a Northern Italian hospital (Di Tecco et al. 2020). First, we will present the Organisational Intervention Preparedness Tool, a short survey aimed at identifying whether organisations have the sufficient resources in place to engage with the intervention. Second, we will present the tools developed to support the participatory process and present interview results of the steering group’s experiences using these tools.

S65
Job Demands and Resources and Their Association With Employee Well-Being in the Healthcare Sector: A Systematic Review and Meta-Analysis of Prospective Studies
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Research goals and background: At European level, the healthcare sector is considered one of the most at-risk contexts for employee well-being. Healthcare employees are exposed to a wide range of straining work characteristics. Despite this, a comprehensive overview of the major job characteristics experienced by the European healthcare employees, and a meta-analytic investigation of their long-term relationships with well-being, is lacking. Guided by the JD-R model (Bakker & Demerouti, 2017), we investigated which job demands and resources have been prospectively explored in literature in the European healthcare sector. Second, we quantified the prospective associations between these job demands and resources and employee well-being. Third, we tested if the relationships between job demands and resources and well-being were moderated by generic or healthcare-specific job demands and resources, source (Nielsen et al., 2017), time lag, gender, and age.
Methods: We followed PRISMA guidelines (Moher et al., 2009) to retrieve eligible publications. We limited our search to European longitudinal studies published between 2008 and the date of search (March 2019). We assumed a random-effects model and performed univariate and multivariate analyses (Cheung & Chan, 2005). Moderator analysis was performed using subgroup analysis and mixed-effects meta-regressions. Publication bias and the presence of outliers were finally inspected.

Results: 50 independent samples were selected for inclusion. Demands, lack of control, lack of support, negative relationships, and role stress emerged as generic job demands; work schedule, interaction with patients, emotional demands, work-life conflict, physical demands, organizational unfairness, lack of development, and straining work environment as contextual demands. We identified control, support, positive relationships, and role clarity as generic job resources; opportunities for development, organizational fairness, staff adequacy, work environment and equipment, and work-life balance as contextual resources. Univariate and multivariate analyses showed that the prospective effects on well-being for job demands and resources were significant. We found evidence for reciprocal effects between JD-R and well-being, with perception of demands and resources predicting well-being, and vice versa. No significant differences in well-being between generic and specific job characteristics, and between multiple-level job demands and resources, were found.

Conclusions: Our results suggest that accurate psychosocial risk assessment should consider both generic and occupation-specific job demands and resources to better catch the specificities of high-risk sectors such as the healthcare, and to design effective interventions. These may be focused on reducing job demands and building resources at different levels to successfully improve well-being.
Methods: After the guidelines, several task forces of psychologists started counselling and psychological support services targeted healthcare professionals, with the aim of understanding their needs and responding to possible psychological problems that may arise in healthcare workers during the Covid-19 emergency. INAIL also created a network with 15 units of psychologists from hospitals located throughout Italy for monitoring such psychological support activities. Monitoring was made possible by the collection of an anonymized psychological triage checklist developed by INAIL that allowed collecting standardised information on psychological support activities provided by the national health service. Data from each unit were aggregated and analysed by Inail.

Results: The network of 15 units involved 229 professional psychologists working in the hospitals. The network provided 808 checklists of psychological triage to INAIL, including information from about 2,000 psychological sessions (average = 3.5 sessions per healthcare worker asking for help). Data monitoring refers to the period from February to September 2020. Most of health care professionals asking for help from the services were female (74%), nurses (49.4%), or doctors (20.4%). Among the others, the most frequent reactions to the event found were depressive symptoms (59%) and psychosomatic disorders (44%). Findings about impacts and interventions will be discussed.

Conclusions: During the emergency, it was required to provide immediate interventions of individual psychological support to equip health care professionals with tools and strategies for coping, adaptation, and recovery. The development, at a later stage, of a second level monitoring was useful to analyse how the procedure at the local level has been implemented and the impacts on mental health in the hospital setting. Findings offer information also to optimize the tools and resources provided with the aim of promoting a procedure with high quality standards.

S67
Validation of the Intervention Preparedness Tool: A Short Measure to Assess Important Pre-Conditions for Successful Implementation of Organizational Interventions
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Research goals and background: Organizational interventions are complex (Nielsen & Noblet, 2018) and the intervention context may influence the extent to which interventions achieve their intended outcomes (Nielsen et al., 2021), therefore interventions need to be tailored to the organizational context in order for them to succeed (Nielsen et al., 2021). Limited knowledge exists about how to assess the context of the intervention pre-intervention. Such knowledge is crucial to develop supportive interventions that may help ensure the intervention achieve its intended outcomes. In the present study, we present the Intervention Preparedness Tool (IPT). Using theories of planned behaviour (Ajzen, 1991) and sensemaking theory (Weick, 2005), we developed and validated a 7-item short process evaluation questionnaire (IPT) that aims to evaluate the preparatory phases of the intervention and may be used to optimize the intervention process. The factors included were based on a review of the existing literature on the factors that may influence the intervention process (Schelvis et al., 2016).
Methods: The study was conducted in two Italian hospitals participating in an organizational intervention (N = 1,654 healthcare workers). We conducted exploratory factor analysis (EFA) on one half of the sample and we cross-validated the best factor structure identified through confirmatory factor analysis (CFA) on the other half of the sample. To perform nomological validation, we correlated the IPT with seven psychosocial risk factors (demand, control, peer support, management support, roles, relationships, changes) and job satisfaction.

Results: Results of the EFA and CFA showed that the IPT composed of 7-items has a three-factor structure (readiness for change, intervention-context fit, and communication). In test of the nomological validity, we found that the dimensions of the IPT were significantly related to psychosocial risk factors and job satisfaction.

Conclusions: The main contributions of this study are that we developed and validated the IPT for evaluating key elements, readiness for change, communication and intervention-context fit, of the preparation phase of organizational interventions. It is our hope that the IPT can be used to develop supportive activities to ensure the subsequent phases of the organizational intervention run smoothly, thus increasing the chances that the intervention succeeds.

Development and Results of the Meta-Process Organisational Intervention Evaluation Interview for Organizations
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Research goals and theoretical background: The participatory process of organizational interventions requires the active involvement of organizational key stakeholders that form a steering group that drives all aspects of the interventions. The steering group is in charge of: a) determining how initiatives may be planned and implemented; b) monitoring the progress of implementation; c) planning the evaluation of initiatives (Cox et al., 2000). Despite this crucial role, there is a lack of studies exploring the perceptions of key stakeholders in order to understand how they have worked to design and implement the organizational intervention. Evaluation of organizational interventions should include process evaluation as it allows to gain insight into the complex processes of organizational interventions and may be used to develop supportive activities to ensure successful implementation of the intervention (Nielsen & Randall, 2013). In the present study, we will present the results of a meta-process evaluation interview dedicated to organizational key stakeholders, which has been developed on the five-stage model of organizational interventions (Nielsen et al., 2010).

Methods: The present study involves the members of the steering group of an healthcare organisation composed by three hospitals, which is conducting an organizational intervention aimed to promote employees’ well-being. A semi-structured interview based on the model of organizational interventions has been developed. The completion of the interviews is planned in the period November/December 2021. Interviews will be conducted online and audio-recorded and data collected will be analysed through NVivo. A codebook based on the model of organizational interventions will be developed in order to analyse the data. We will use a template analysis to analyse the interviews.

Results: We will present results based on the template analysis technique. Results will be analysed through five main stages according to the model used: preparation, preliminary assessment, in depth assessment, action planning, and implementation and evaluation.
Conclusions: This study contributes to advance the knowledge about evaluation of organisational interventions to better understand how the sensemaking of steering group members influence how they design and implement an organizational intervention. Moreover, the interview developed will also be useful for organizational psychologists' practitioners who act as project champions, or are involved as consultants in organizational interventions. Practitioners could use the interview in order to gain relevant information about the project which can ensure the organizational intervention success.

Symposium 15: Teleworking: Lessons learned during the pandemic of COVID-19
Chair Jose M. Peiró, Jose Ramos

The lockdown established in many countries during the COVID-19 pandemic and the restrictions to mobility decided by Governments to cope with it produced during 2020-2021 an increase of telework in many regions. This situation took place often in an improvised and unplanned way. Often, personal (training, re-skilling) and material (technology, connectivity, proper space and equipment at home) resources were limited, and social conditions were also peculiar as often all family members were confined at home (with children tele-learning while parents were teleworking). Moreover, companies were not always fully prepared for these changes in the work systems and their digitalization was not sufficient to organize an efficient and effective work in the new circumstances. HRM practices and the supervisory styles were not fully adapted to the new way of working and the interpersonal and organizational relationships needed. However, this situation has represented an opportunity for accelerating the processes of teleworking and digitalization of organizations. Both phenomena, when properly designed and implemented, may lead to become more competitive and their workers may be healthier and happier if the opportunities that telework provides are used to promote employees' wellbeing and productivity. Thus, this “natural” experiment during the pandemics has accelerated the rate of digitalization and telework practice, with lights and shadows. Thus, it is important to draw lessons from this situation, learning how to cope with the potential detrimental consequences and enhance the positive spill overs, as well as identifying significant antecedents, boundary conditions and mediating variables required to produce a positive balance and to improve teleworkers’ job outcomes and well-being.

This symposium pays attention to specific changes derived from teleworking during the pandemic. In particular, motivational and emotional antecedents of attitudes and wellbeing of teleworkers are analyzed and the moderator and mediator role of several relevant variables are identified. Prof. Peiró, as convenor of the symposium, will summarize the main implications of teleworking. First presentation (van Veldhoven & Van Gelder) analyzes the adaptation or adjustment of line managers to forced teleworking. In their adjustment, experienced meaningfulness of work is considered as mediator, and the role of individual (digital leadership competences) and organizational characteristics (workplace innovation) are also researched. Second presentation (Martinez-Tur et al.) analyzes how daily changes in the levels of anticipatory happiness affect daily fluctuations in job satisfaction and job positive affect among work-based teleworkers. Third presentation (Molino et al.) analyzes the relationship between autonomy and supervisor support with well-being and self-evaluated performance among teleworkers. Mastery is considered a moderator of such relationship. Finally, Prof. Axtell will discuss the papers presented in this symposium aiming to analyze achievements and challenges and drawing issues for future research with implications from theory and practice, especially in what concerns the design strategies, implementation and evaluation of teleworking.

The symposium points out the relevance of personal and organizational resources, and the way people experience their job as antecedents of attitudes to teleworking, well-being indicators and performance among teleworkers.
Adjustment to Working From Home in Line Managers During Covid-19
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Literature on teleworking before Covid-19 holds that line managers play a key role in the successful implementation of teleworking in organizations. A key issue appears to be that line managers have trust issues regarding their remote employees and are not prone to adopting/promoting this work practice (Handy, 1995; Collins, Hislop & Cartwright, 2016; Silva-Cortes, Montiya & Valencia, 2019). During Covid-19, a lot of line managers have been forced to work from home because of societal restrictions. Some studies have been investigating how such forced working from home has impacted the attitudes of line managers towards teleworking (Parker, Knight & Keller, 2020; Knoesen & Seymour, 2020). The current study investigates to what extent line managers adjusted to forced working from home, whether such adjustment is mediated by the experienced meaningfulness of their work, as well as the role of relevant antecedents in the organization and the person of the line manager.

This study builds on the literature about PE-fitness and stress (Edwards, Caplan & van Harrison, 1998). We focus on relevant factors in the organization (level of workplace innovation before Covid-19) and person (digital leadership skills) that may determine to what extent line managers were prepared for dealing with forced working from home. We hypothesize that low adoption of workplace innovation in the organization before Covid-19 and low digital leadership skills in the person, have a negative impact on adjustment to forced teleworking, and that low experienced meaningfulness mediates this impact.

A cross-sectional, on-line survey study was performed during April/May 2021. Line managers were approached via personal networks. Respondents were approached only if they met the study's inclusion criteria: a. being employed in the same organization as a line manager for the past 2 years; b. working mainly at the office pre-Covid; and c. forced to working mainly from home since Covid-19. 275 line managers were invited. 156 responded (57% response rate) and 140 completed all survey questions (51% usable response rate). The sample contains adequate diversity in terms of gender, age group, and years of service in the organization. Education level is skewed towards higher education levels. The level of workplace innovation (before Covid-19) is measured with four scales (19 items) developed by Kibowski et al. (2019). Digital leadership skills are measured with the scale (6 items) created by Zeike et al. (2019). Experienced meaningfulness is measured with an adaptation to the work setting of the 10-item scale developed by Steger et al. (2006), and finally adjustment to working from home is measured by the 5-item "adjustment to virtual work scale" developed by Raghuram et al. (2001).

The data are currently being analyzed and will be presented at the conference. The results will contribute to better understanding of line managers as key players in organizations during the upcoming period, when discussion about structural working from home in organizations -based on the forced working from home experiments during the pandemic- will take shape.

Not Every Day Is Monday for Employees Who Telework Due to Strict COVID-19 Lockdown: Anticipatory Happiness Matters
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This study examines the pattern of change in anticipatory happiness during the week (current happiness but considering the rest of the week) in employees who telework due to strict COVID-19 lockdown. We also test whether daily variability in anticipatory happiness is related to fluctuations in work experiences. It is reasonable to argue that employees anticipate that the
weekend involves breaking with the discipline required by telework, engaging in pleasant individual and/or family activities at home, and having remote contact (electronic) with other family members and friends. Regarding the change pattern, Trope and Liberman (2003) proposed that proximity-distance from future events influences the way people mentally represent these events. According to the affect-dependent time-discounting hypothesis, temporal proximity increases the importance of affective experiences associated with the expected future event (Trope & Liberman, 2003). Similarly, Loewenstein (1987) proposed that the intensity of anticipatory present affective experiences increases as the future event approaches, accelerating right before the event. Transferring this argument to a normal work week (from Monday to Friday), current happiness—but considering the rest of the week—would follow a curvilinear (quadratic) pattern. Anticipatory happiness during the week would increase as workdays go by, and it would accelerate on Friday, right before the weekend.

In our Diary Study, 71 employees with home-based telework participated on five consecutive workdays (Monday-Friday). Researchers used social networks to recruit employees. Due to confinement, communication with participants and data collection were carried out remotely. Participants received an email every day at 2.30 pm with a reminder that they had to answer the questionnaire at the end of the workday (from Monday to Friday, with 355 daily diary recordings in all). To ensure anonymity and group each individual's five questionnaires together, participants created an individual code that was written on the questionnaire each day. They were working in a variety of sectors: Public administration; computer programming; administrative support in health care services; banking services; insurance; teaching; and professional services as freelancers. Participants reported their job affect associated with each workday, daily job satisfaction, daily emotional exhaustion, and anticipatory happiness. We found a quadratic change pattern with an acceleration of the increase in anticipatory happiness right before the weekend. Results also confirmed a positive association between daily variability in anticipatory happiness and daily fluctuations in job satisfaction and job positive affect. Once the daily data collection had ended, we asked the participants (as auxiliary information) whether, despite strict confinement, they engaged in pleasurable activities on the weekend that they did not do during the work week. Most of the participants (N = 67; 94.4%) reported one or more differential pleasurable weekend activities, despite strict lockdown (M = 5.9; SD = 2.65; Range = 1-14). In sum, anticipatory happiness fluctuations, as a facet of human affective travels, persist during strict COVID-19 confinement and contribute to daily work experiences.

We examine the daily change pattern in anticipatory happiness in employees confined due to COVID-19. The consideration of temporal dynamics is necessary in order to build organizational theory and accurately capture phenomena in the workplace (see George & Jones, 2000). Research has primarily focused on causal relationships, even in longitudinal studies, whereas time itself has been relatively neglected (see Roe, 2008). We investigate whether there is variability in anticipatory happiness throughout the week, despite confinement, through repetitive cycles or rhythms. We also test whether daily variations in both the job satisfaction (daily fluctuations in the extent to which employees like their job) and job affect (daily fluctuations in the cumulative mood associated with the workday) of confined employees would depend in part on daily changes in general anticipatory happiness based on the proximity or distance of the weekend. Although some indirect evidence has been found (Nicholson & Griffin 2017; Sonnentag, Mojza, Binnewies, & Scholl, 2008), this spill-over effect linking fluctuations in anticipatory happiness to daily job experiences has not yet been examined. Behind the possible appearance of monotony or emotional stability in confined employees, there may be significant anticipatory happiness variability associated with the distance or proximity of the weekend, contributing to daily fluctuations in work experiences.
Take Your Time Off to Recover When Working From Home. The Mediation of Mastery Between Job Resources, Performance and Insomnia at Covid-19 Time

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During the Covid-19 pandemic, many workers have been forced to work from home, a situation referred to in the literature as mandatory work-from-home. Governments also imposed lockdowns that prohibited people from leaving their homes. In this situation, the boundaries between work and private life have become blurred and finding time to recover from work has become even more difficult than in traditional times. As a result, levels of psycho-physical symptoms and sleep disturbances increased, while results on the impact on job performance were contradictory. Among the psychological experiences that could underlie the recovery process, mastery played a crucial role, since people sought new stimuli and challenging situations that could result in some kind of success or achievement. In this study, we aimed to investigate two job resources that are particularly relevant during WFH, namely job autonomy and supervisor support, as antecedents of mastery. In addition, we examined the effect of mastery on both self-evaluated job performance and insomnia problems. The study was conducted during the Covid-19 pandemic in Italy and had a three-wave design. A convenience sample of 130 employees (67% female) from different working sectors completed an online questionnaire. SPSS 27 and Mplus 8 were used to conduct the analyses.

The structural equation model showed a good fit to the data [χ²(88) = 101.16, p = 0.159, RMSEA = 0.03, CFI = 0.99, TLI = 0.98, SRMR = 0.04]. According to the results, both job autonomy and supervisor support at T1 predicted mastery at T2, which in turn significantly increased performance at T3 and decreased insomnia at T3. A bootstrap analysis confirmed the significance of the indirect effects and thus the mediation of mastery. The model included gender, living with children and remote working days per week as control variables.

Among the main limitations of the study, the self-reported nature of data should be mentioned, which increased the likelihood of common method variance effects. Other-reported or objective data (especially for the evaluation of job performance) would be useful to overcome this limitation. However, given that the design was longitudinal, this should have reduced the risk. As further limitation, the study used a small and heterogeneous sample of workers.

Results confirmed that mastery experiences have played a crucial role during Covid-19 mandatory work-from-home, which points to some potential implications in case of implementing telework beyond the emergency. First of all, awareness of the impact of recovery and mastery experiences should be promoted among workers. Through information and training processes, individuals may become more able to take time off and use it in the right way to recover from work. This study also highlighted the role of supervisors; they play a strategic role in the implementation of remote working and should be supported to understand how to manage new ways of working and move to a "managing by results" approach that allows their team more autonomy. Given the impact of the pandemic on well-being and insomnia, organizations should provide assistance programs and opportunities for counselling for all employees.
This discussant paper will draw together the lessons learned about teleworking during the pandemic from the papers presented within the symposium. With that in mind the presenter will discuss the papers presented in this symposium aiming to analyze achievements and challenges and drawing issues for future research with implications from theory and practice, especially in what concerns the design strategies, implementation and evaluation of teleworking.

The studies in the symposium have implications for work design as well as recovery literatures and associated theories. Key themes that have emerged include the importance of positive work and non-work experiences (i.e., work meaningfulness and mastery experiences) for employee wellbeing even within the relatively restricted circumstances of the pandemic. Whilst these experiences are valuable in normal times, such experiences might be even more important in the context of a pandemic and where activities were restricted and there are high work and non-work demands. Other themes of importance include support, and particularly from line managers. Managers have had to learn new ways of managing and keeping in touch with employees during the pandemic. Digital leadership skills are likely to continue to be valued as hybrid working becomes more common post pandemic. Of particular importance is the role line managers can play in supporting and facilitating recovery amongst employees (not just focusing on results but also focusing on employee wellbeing) and on promoting autonomy and work meaningfulness for employees. Lessons from these findings can be incorporated into training programmes for line managers and employees as well as included for considerations in relation to the design, implementation and evaluation of teleworking or hybrid working programmes in the future.

Symposium 16: Measuring Work Ability with the Mini-ICF-APP
Chair Michael Linden, Beate Muschalla

Psychological work demands are increasing, and increasingly often some employees have problems to fulfill them. This person-job-misfit may result in problems such as sick leave and work disability (Vornholt et al., 2018). Mental health problems are chronic conditions and common diseases. About a quarter of the general population suffer from common mental disorders, such as anxiety and depression (Wittchen et al., 2011). Most people with mental disorders are employed. Mental disorders in the workplace are therefore a normal phenomenon that cannot be ignored.

There is a number of psychological capacities (Mini-ICF APP, Linden et al., 2009) which can be impaired due to mental health problems, and may disturb work ability. The assessment of work ability involves the evaluation of whether or not a person can carry out certain professional activities despite a health problem.

For the description of work ability, the capacity level of the employee is needed, and a complementary description of the job demands. Practical and valid instruments are needed for the assessment and description of work ability. An internationally validated instrument for work capacity impairment is the internationally established Mini-ICF-APP (Linden et al., 2009). By means of observer- and self-rating instruments, psychological capacities and capacity demands can be measured on 13 capacity dimensions: adherence to rules and regulations, planning and structuring of tasks, flexibility, applying competencies, decision making and judgement, endurance, assertiveness, contacts to thirds, group integration, working in dyadic relations, proactivity, self-care, and mobility.
The symposium will present new reliability data on the internationally established Mini-ICF-APP capacity rating, and empirical findings for the distribution of capacity profiles and capacity impairments in people from different professions with and without mental health problems.

Speakers:
Prof. Dr. Beate Muschalla (PhD, Occupational Health Psychologist and Behavior Therapist): Introduction into the capacity concept of the Mini-ICF-APP
M.Sc. Lilly Werk (Occupational Health Psychologist): Observer-rating of work ability on 13 psychological capacity dimensions over the course of vocational training
Prof. Dr. Beate Muschalla (PhD, Occupational Health Psychologist and Behavior Therapist): Self-rating of work-relevant capacity profiles in general population and in persons with mental disorders: The Mini-ICF-APP-S
Prof. Dr. Michael Linden (MD, Psychologist and Psychiatrist): Capacity problems and work ability in employed people with mental disorders

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Observer-Rating of Work Ability on 13 Psychological Capacity Dimensions Over the Course of Vocational Training
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Research goal: Observer-rating of work ability using the 13 psychological capacity dimensions of the Mini-ICF-APP has been evaluated in several countries (Balestrieri et al., 2013; Molodynski et al.; 2013; Muschalla, 2018; Wciörka et al., 2018). This investigation examines the observer-rating of work ability in the context of a vocational training program for persons with chronic and psychomental health problems in Switzerland over time.

Design: A sample of training reports on 61 vocational training participants from three different disability insurance institutions in Switzerland were investigated between January 2018 and August 2019. At the beginning of the training intervention (t0), after three months (t1), and after six to nine months (t2), the 13 capacity dimensions of Mini-ICF-APP were rated by two independent professional raters (consultants, job attendant) each time in a semi-structured interview.

Results: There was no statistically significant change of capacity impairment over the course of the vocational training program. 10 capacity dimensions showed a decreasing tendency, three showed a tendency to improve capacity levels. An increase in observer-agreement was noted in all 13 dimensions of the Mini-ICF-APP over the course from t0 to t2. Spearman correlation in each capacity dimension reached sufficient to excellent values ($r = 0.55^* - 0.97^{**}$).

Practical implications: With concrete capacity assessments, evaluations of work ability can be done even more differentiatedly and with focus on behavior, activities and capacities – i.e., what is relevant in the concrete work settings. The slightly changes in the assessment of the capacity dimensions can be explained by an improved rater’s knowledge about the participants, as reported in another longitudinal study as well (Linden & Noack, 2017). The influence of the vocational training cannot be sufficiently assessed in this study, but the general effectiveness of such trainings has already been demonstrated (e.g., Bejerholm et al., 2017). Observer-agreement in the Mini-ICF-APP was improved over time, which can be attributed to learning effects and internalized rater rules. A concrete definition of the reference context of the capacity demands and a rater training (Linden et al., 2018) are mandatory.
Self-Rating of Work-Relevant Capacity Profiles in General Population and in Persons with Mental Disorders: The Mini-ICF-APP-S

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Research goal: Chronic illness must not only be described on the level of symptoms, but in respect to capacity restrictions and disability. This reflects a bio-psycho-social understanding of illness as outlined also in the ICF (WHO, 2001). For the measurement of capacities, special instruments are needed, such as the Mini-ICF-APP, an internationally validated and used observer rating instrument. This present research extends the capacity approach and presents data on a Mini-ICF-APP capacity self-rating.

Design: In addition to the observer rating, the self-rating Mini-ICF-APP-S (Linden et al., 2018) has been developed, which covers 13 capacity dimensions, 'soft skills', which are of relevance in mental disorders. Data from a clinical sample (N = 1143) and a general population survey (N = 102) are reported.

Results: Relevant differences in self-reported capacity levels are found between clinical and non-clinical samples, different diagnostic groups, patients who are unfit or fit to work, younger and older persons, and males and females. For example, men perceived stronger assertiveness, while women see themselves stronger in relationships. Persons with mental disorders who were presently unfit for work see their overall capacity level as lower than persons with mental disorders who were fit for work. From the patient sample, 31% reported a strong impairment in at least one psychological capacity dimension. There were significant negative correlations with age for the capacity dimensions of planning, proactivity, endurance, assertiveness, dyadic relations, self-care, and the total score. This means that the capacities are better rated with older age. The subjective rating of capacities was worse with higher symptom ratings. Finally, there were also significant negative correlations with the IQ for the dimensions of structuring, flexibility, competency, judgement, proactivity, endurance, assertiveness, group integration, mobility, and the total score. This means a higher IQ is associated with better capacity ratings.

Practical Implications: The Mini-ICF-APP-S is an economic and construct valid short rating for employees' self-perceived capacity profiles. It can support person-job-fit, mental hazard analysis, or planning of capacity training in occupational health activities. It may also serve as additional information within the occupational physicians' activities, e.g., in work ability exploration, diagnosis of individual employee (capacity) – job (demand)-fit, and work adjustment in cases of return to work after illness.

Capacity Problems and Work Ability in Employed People With Mental Disorders

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Research Goal: Psychological disorders are frequent in the general population – about 30% suffer from any mental disorder (Wittchen et al., 20211) - and typically take a chronic course. They are not only characterized by their symptoms but also by capacity limitations. That is also the case with patients in psychotherapy. A research question is which capacity limitations and participation restrictions can be found in these patients and whether they are targeted in treatment.
Design: Psychotherapists were asked to report on capacity limitations of their employed patients in reference to the Mini-ICF-APP observer rating (Linden et al., 2009; Molodynski et al., 2013), which covers 13 “soft-skills”.

The Mini-ICF-APP is an observer rating instrument that is internationally evaluated, translated and established in social medicine (e.g., AWMF, 2019) to measure psychological capacity impairments (i.e., impairment of “soft skills”). It offers a selection of capacity dimensions derived from the WHO’s International Classification of Functioning, Disability and Health, ICF (WHO, 2001). The Mini-ICF-APP capacity assessment has been validated with the Groningen Social Disability Interview (Wiersma et al., 1990). The Mini-ICF-APP assesses psychological capacities which are often required in modern work contexts, and which are often impaired due to mental health issues. The capacity dimensions have been derived by content analysis with reference to the chapter of activities and participation of the ICF (WHO, 2001). Inter-rater reliability varies from \( r = .70 \) (untrained raters) to \( r = .90 \) (trained raters) (Linden et al., 2009). The thirteen capacity dimensions are assessed with the Mini-ICF-APP: (1) adherence to regulations, (2) planning and structuring tasks, (3) flexibility, (4) applying expertise, (5) capacity to judge and decide, (6) endurance, (7) assertiveness, (8) contacts with others, (9) teamwork and group interaction capacity, (10) dyadic relationships, (11) proactivity, (12) self-care, and (13) mobility. Each dimension is rated on a five-point Likert scale: 0 = no limitations, 1 = mild limitations without problems in the environmental context, 2 = moderate limitations causing problems in the environment, 3 = severe limitations causing problems and the necessity for assistance, and 4 = total limitations and exemption from all specific role duties in the context of reference. Anchor definitions for each item are provided in the rating manual (Linden et al., 2009). Practically relevant capacity impairments occur when an impairment has reached a quality which make assistance by thirds necessary. In the Mini-ICF-APP assessments, practically relevant impairments are those rated with “3=assistance is needed in order to fulfill the activities related to this capacity” or “4=complete impairment”.

Results: Most frequent capacity limitations of the employed patients were reported for “assertiveness” (64.9%), and “flexibility” (50.5%). In 51% of the patient’s “assertiveness” and in 44% of the patient’s “flexibility” were also targets during the therapy and behavior training.

Practical implications: The data show that capacity limitations - which also affect the work ability - play an important role in persons with mental disorders. In reference to a bio-psycho-social model according to the ICF (WHO, 2001), occupational physicians, psychologists and psychotherapists should consider not primary “symptoms”, but work-relevant “capacities” and work participation.

Symposium 17: From dusk till dawn till dusk: New insights from research on nonwork time and the boundaries between work and nonwork in relation to employee well-being
Chair Laura Venz

Previous research on sleep and work-stress recovery highlighted the important role of nonwork time for at-work behaviours and employee well-being. Nevertheless, the changes in everyday work that the COVID-19 pandemic brought about, especially the switch to working from home for many employees, has given the consideration of nonwork time and of the boundaries between work and nonwork new relevance. Hence, research is needed that goes beyond looking ‘from nine to five’ and instead considers all nonwork time, including mornings before the start of work, evenings until going to bed, and weekends, as well as the transitions between nonwork and work. The present symposium subsumes five empirical experience sampling studies that tap into exactly these aspects. The first presentation shows how bedtime procrastination (i.e., going to bed later than planned) relates to well-being (i.e., depletion) in the next morning before work, which then harms at-work behaviour (i.e., work engagement) and
cognitions (i.e., cognitive failure). The second contribution, in turn, sheds light on the role of cognitions (i.e., perfectionistic cognitions) experienced at work for recovery (i.e., psychological detachment) in the evening after work and well-being (i.e., exhaustion) in the next morning before work. Likewise looking at detachment and well-being, the third presentation brings the work-nonwork boundary into focus and examines the role of employees’ active boundary creation behaviour at the end of work for evening supplemental work, detachment, and subsequent well-being (i.e., exhaustion and positive affect), again up to the next morning before work. The morning before work is what the fourth contribution focusses on, presenting findings on the role of sleep for different forms of morning work anticipation and on their role, in turn, for morning well-being (i.e., vitality). Finally, considering a specific workday morning, the Monday morning, the last presentation shows how different trajectories of detachment over the weekend relate to sleep and Monday morning well-being (i.e., fatigue) and which role Friday evening supplementary work and problem-solving conversations play for the form of detachment trajectory employees experience over the weekend.

Taken together, the five presentations of this symposium provide new insights into cognitive and behavioural antecedents and mechanisms underlying employee well-being and recovery along the boundaries between work and nonwork life. With considering different cognitions (e.g., perfectionistic cognitions and anticipatory appraisals) and behaviours (e.g., supplemental work at night, bedtime procrastination, and active boundary creation), this symposium provides manifold starting points for interventions, such as boundary management training or cognitive change interventions, to help employees create healthy work-nonwork boundaries and recovering nonwork times.

Overall, this symposium shows the important role of employee behaviour and thinking along the work-nonwork boundary for well-being before work (i.e., the energy with which an employee starts into each new working day), subsequent at-work behaviour, cognitions and well-being, and in turn well-being after work.

S76
Did You Go to Bed on Time? Detrimental Effects of Going to Bed Later Than Intended for the Next Workday
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People often end up going to bed later than intended, a phenomenon we term bedtime procrastination. The current study investigates detrimental effects of this behavior for the next workday. Research on whether going to bed later than intended has implications for work is just in its beginnings (see Liu, Ji, & Dust, 2020). With the current daily diary study, we examine how the detrimental effects of going to bed later than intended unfold and eventually result in cognitive failures and lower engagement the next day at work. Specifically, we propose that going to bed later than intended compromises sleep and thus results in a state of depletion in the morning and, consequently, in cognitive failures and lower engagement at work (Åkerstedt, Nilsson, & Kecklund, 2009; Kühnel, Zacher, de Bloom, & Bledow, 2017). Moreover, we contribute to previous research by exploring whether everybody is affected to the same extent by this unfavorable chain of events; specifically, we explore whether conscientiousness plays a moderating role. Based on evidence from more than 100 years of research, conscientiousness has been identified as the “most potent noncognitive construct for occupational performance” (p. 23004, Wilmot & Ones, 2019). Questions remain, however, about how conscientiousness functions in occupational settings. We propose that conscientiousness may exert beneficial effects in work contexts because people are more or less affected by depletion in the morning depending on their standing on the conscientiousness continuum. Specifically, the unfavorable chain of events linking going to bed later than intended to cognitive failures and lower work engagement should be less pronounced for conscientious people.
We conducted a daily diary study with 212 participants working in diverse industries. Over the course of two work weeks, participants were asked to answer two daily online questionnaires. Results from multilevel analyses showed indirect within-person effects linking bedtime procrastination to more cognitive failures and lower work engagement on the next workday via shorter sleep duration / worse sleep quality and higher depletion in the morning. Conditional indirect effects showed that highly conscientious people were unaffected by detrimental effects of going to bed later than intended regarding cognitive failures, but still affected regarding lower work engagement.

The current study is one of the first studies to show that bedtime procrastination matters for the next workday, and demonstrates how this detrimental process unfolds. Moreover, we reveal that not everybody is affected to the same extent. Thus, our study adds to the understanding of how conscientiousness may exert beneficial effects in occupational settings, and that its beneficial effects may be limited to certain outcomes. Our study suggests going to bed later as intended as a lever to avoid workplace cognitive failures and to foster work engagement the next day at work.

S77
Thinking Like a Perfectionist? an Experience Sampling Study on Interruptions, Perfectionistic Cognitions, and Stress-Recovery Processes
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Research goals and why the work was worth doing: Perfectionism in the workplace is related to several negative consequences for employees, including mental fatigue and increased risk for cardiovascular and somatic illnesses. Recently, state perfectionistic cognitions, the fluctuating state component of perfectionism, garnered increasing research attention as it was suggested that they are key in explaining its negative consequences (Flett et al., 2018). However, state work-related perfectionistic cognitions and their role in work stress and recovery are barely researched (Reis & Prestele, 2020). We address this gap and investigate the role of perfectionistic cognitions in the stressor-recovery-strain process, aiming to advance knowledge about the cognitive mechanisms underlying the well-established negative stressor-recovery relationship.

Theoretical Background: State perfectionistic cognitions are a type of preservative thinking related to rumination and automatic negative thoughts (Flett et al., 2018). Two dimensions of perfectionistic cognitions have been proposed, namely perfectionistic striving cognitions (i.e., having overly high performance standards) and perfectionistic concern cognitions (i.e., being scared of making mistakes and being negatively evaluated by others). Drawing on the stressor-detachment model (Sonnentag & Fritz, 2015), we examine the role of work-related perfectionistic cognitions in the daily (i.e., within-person) relationships between work interruptions (a common and impactful workplace stressor), psychological detachment (i.e., being mentally away from work), and subsequent (i.e., next-morning) strain in terms of exhaustion. Specifically, we expect interruptions to trigger perfectionistic cognitions, which, in turn, should function as a cognitive mechanism underlying the relationship between interruptions and psychological detachment and subsequent strain.
Design/Methodology: We conducted a ten-day experience sampling study with four daily measurement points per workday, in the morning, at noon, at the end of work, and in the evening, separating measures of all variables in the proposed mediation chain. Eighty-five employees from various industries provided data on 627 days.

Results obtained: Multilevel mediation analysis (Preacher et al., 2010) revealed that, within person, before-noon interruptions positively related to afternoon perfectionistic striving cognitions but had no relationship to afternoon perfectionistic concern cognitions. Neither perfectionistic striving nor concern cognitions were related to evening detachment. Accordingly, although before-noon interruptions were negatively related to evening detachment, interruptions did not indirectly relate to psychological detachment via perfectionistic cognitions, and perfectionistic cognitions did not indirectly relate to next-morning exhaustion. However, a supplementary, exploratory analysis demonstrated that perfectionistic concern cognitions were indirectly positively related to next-morning exhaustion via evening exhaustion. Considering the role of perfectionistic cognitions on the between-person level revealed that interruptions were positively related to both perfectionistic striving and concern cognitions. Perfectionistic concern but not striving cognitions were negatively related to detachment and positively to exhaustion; the indirect interruption-detachment effect via perfectionistic concern was significant.

Limitations: All variables were assessed through self-reported measures, increasing the chances of common-method bias and thus biased findings.

Research/Practical Implications: We extend knowledge on daily perfectionistic cognitions in work settings as well as on the stressor-detachment model. Specifically, although our findings indicate that state perfectionistic cognitions might matter for employee well-being, their role in work-stress recovery is equivocal. As such, our results indicate that cognitive processes might not be the key mechanism that explains the stressor-detachment relationship. Further, only perfectionistic concern cognitions were related to exhaustion. This finding points toward perfectionistic striving cognitions being the more adaptive perfectionism dimension, possibly due to their motivational content that might – similar to challenge appraisal cognitions – relate to higher task accomplishment during the day; future research should examine this possibility. Our results imply that perfectionistic concern cognitions should be diminished. Yet, research is needed that shows how this can be achieved, for example by examining the day-specific antecedents of work-related perfectionistic concern cognitions.

Originality/Value: By using an experience sampling method with four daily measurements, we provide a fine-grained investigation of work-related perfectionistic cognitions, which have been primarily studied with cross-sectional surveys before. The design allows a valid assessment of antecedents and temporal dynamics of perfectionistic cognitions and their role in work-stress recovery.

S78
Drawing Lines – a Daily Diary Study on the Recovery Consequences of Boundary Creation Behaviors at the End of Work
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Being asked to work from home during the COVID-19 pandemic, many people struggled with drawing the line between work and private domains. These employees may have felt the need to re-invent their boundaries as their “normal” working routine were demolished. Many organizations have already expressed their interest in hybrid models that combine working in
an office environment with working from home in a post-pandemic world. Thus, also in the future, employees are likely in need to actively create their boundaries. This study aims to examine the daily consequences of boundary creation behaviors, which we define as strategies to draw a line between the end of one’s working day and the beginning of one’s free time for recovery and well-being.

We integrate boundary theory with the stressor-detachment model to derive our research model. Ashford and colleagues’ (2000) postulate that individuals create boundaries between all sorts of spheres such as work and private life. Importantly, not all boundaries are the same. Some are impermeable and inflexible, whereas others are permeable and flexible. We argue that by actively engaging in boundary creation behaviors, employees draw firm lines between work and private life that reduce the likelihood of work-home transitions. Further, we hypothesize that work-home transitions harm detachment which, in turn, should have a negative effect on well-being. Specifically, we consider the energetic and the affective side of well-being and propose effects on same-day (i.e., evening) and next-day (i.e., morning) exhaustion and positive affect. Finally, we posit that boundary creation behaviors have an indirect effect on the outcomes via, first, lower work-home transitions and, second, better detachment.

We conducted a daily diary study with 91 employees for ten consecutive working days ($N_{\text{day-level}} = 640$). Boundary creation behaviors were assessed with a newly developed formative measure consisting of four items (Cronbach’s alpha = .72).

A two-level path analysis showed that the fit of our research model was good and most of our hypotheses were confirmed. We found a significant negative relationship of boundary creation behaviors and work-home transitions, which, in turn, negatively related to detachment. Moreover, detachment had a significant negative effect on evening exhaustion, whereas the relationship between detachment and evening positive affect failed to reach significance. The positive effects of evening exhaustion and positive affect on next-morning exhaustion and positive affect, respectively, were significant. The serial negative indirect effect of boundary creation behaviors on evening exhaustion was significant, whereas the serial indirect positive indirect effect on evening positive affect was not significant.

This is the first study to investigate the active boundary creation behaviors employees may or may not use on a daily basis to draw a line between the end of their working day and the beginning of their free time. Our research expands the boundary spanning literature, thereby inspiring future work to build on our preliminary evidence. The findings indicate that organizations are well advised to avoid inciting work-home transitions.

S79  
In Anticipation of Work – An Experience Sampling Study on Prospective Workday Appraisals and its Links to Sleep and Energy  
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Theoretical Background: Anticipation of stressful events has a major impact on employee well-being even before work has started. The conceptual overlap among different conceptualizations of anticipation is underexplored. We study the major aspects of anticipation in an integrated way and focus on empirical distinctiveness and differential links to sleep quality and energetic activation. We focus on seven aspects of anticipation, namely:
(1) prospective challenge appraisal in terms of potential for learning and growth (Searle & Auton, 2015),
(2) anticipated demands-abilities fit (Ohly & Fritz, 2010)
(3) state self-efficacy (Ragsdale & Beehr, 2016)
(4) positive anticipation in terms of looking forward to work (Weigelt et al., 2021)
(5) anticipated workload (Casper et al., 2017)
(6) prospective hindrance appraisal (Searle & Auton, 2015), and
(7) prospective threat appraisal (Tuckey et al., 2015).

Our aim is to factor analyze major scales tapping into anticipation of work to determine overlap and uniqueness across the most common facets of anticipation. Given the inconsistent evidence on links between aspects of anticipation and energetic well-being, we study differential links between facets of anticipation and (1) sleep quality as a potential antecedent of anticipation and (2) vitality as potential outcome of anticipation.

Methods: We conducted an experience sampling study across two workweeks among 97 employees and received 606 self-reports on the focal variables in the morning before the start of work. We applied established three-item scales and conducted multilevel factor analysis. We compared model fit across concurring models ranging from a single factor model to a nine-factor homologous model (7 aspects of anticipation + sleep quality + vitality).

Results: The focal nine-factor model yielded good fit to the data (CFI = .959, TLI = .950, RMSEA = .031, SRMRwithin = .041, SRMRbetween = .075) and achieved superior fit when compared to alternative models combining facets of anticipation to common factors (e.g., challenge+demands-abilities fit). We found that (1) challenge, (2) anticipated demands-abilities fit, (3) state self-efficacy, and (4) positive anticipation, (5) anticipated workload, (6) hindrance, and (7) threat emerge as empirically distinct factors at the within-person level of analysis. Challenge and anticipated demands-abilities fit are barely distinguishable empirically (ψ = .82). All other facets covary only moderately (ψ < .60) and hence capture largely unique aspects of anticipation. Positive anticipation (ψ = .46/.21), self-efficacy (ψ = .40/.37), challenge-learning (ψ = .34/.10), challenge-fit (ψ = .33/.20) relate positively to state vitality in the morning/sleep quality from the previous night. Threat relates negatively to state vitality, but is unrelated to sleep quality (ψ = .20/.11). Anticipated workload (ψ = .03/.05) and hindrance (ψ = -.14/.14) are unrelated to state vitality and sleep quality.

Discussion: Each aspect of anticipation studied emerges as a unique factor, although challenge and anticipated demands-abilities fit can be used largely interchangeably. Positive anticipation, self-efficacy, and challenge relate to sleep quality and have the highest potential to be energizing and hence to support performance (Quinn et al., 2012). By contrast, anticipated workload, hindrance, and to some extent threat seem to have either negligible or ambivalent links to these variables.

S80
Trajectories of Psychological Detachment Over the Weekend: Investigating Antecedents and Consequences
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Research goals: For many employees, weekends provide an important opportunity to get a break from job demands and recharge their batteries. While research generally supports the notion that psychological detachment from work during off-job time (i.e., mentally switching off from work) plays an essential role in the recovery process, research on the effects of detachment during the weekend has yielded inconsistent findings (e.g., research showing
positive and negative relations between detachment and engagement). We propose that an explanation for these mixed findings—that has largely been neglected—is that the time point when employees detach or think about their work during the weekend is decisive. Our study aims to address this gap in the literature by investigating potential trajectories of detachment over the course of the weekend. First, we explore if different trajectories exist and if these trajectories are differentially associated with fatigue, sleep impairment, and engagement at the start of the next workweek. Second, we investigate problem-solving conversations and supplemental work on Fridays as antecedents of these trajectories building on the notion that detachment should be easier to achieve if work matters are brought to cognitive closure at the end of the workweek.

**Design:** A sample of 175 employees reported their detachment from Friday to Sunday on bedtime on up to four weekends, resulting in a total of 608 weekends. Additionally, supplemental work and problem-solving conversations were assessed on Fridays, fatigue and sleep impairment on Monday mornings, and engagement on Mondays after work. Using a person-centered approach, we employed latent class growth analyses to identify trajectories of psychological detachment over the weekends. We used the automatic three-step approach with auxiliary variables to examine antecedents and outcomes.

**Results:** Our analyses revealed four different trajectories of detachment throughout the weekend: (1) consistent high (53% of all weekends), (2) increasing (23%), (3) consistent low (15%), and (4) decreasing (8%). When employees engaged in problem-solving conversations or supplemental work on Fridays, they more likely were in the increasing rather than in the consistent high profile, but not more likely than in the consistent low profile. Unexpectedly, we did not find any significant differences in fatigue on Monday morning after the weekend. However, we found that after weekends with a consistent high or increasing trajectory, sleep impairment was lower than after weekends with a decreasing or consistent low trajectory. Further, we found that after weekends with an increasing trajectory, engagement was higher than after a consistent high or a decreasing trajectory.

**Limitations:** As we assessed detachment only once per day resulting in three measurement time points, we were not able to model curvilinear trajectories.

**Practical Implications:** Given that increasing trajectories were associated with higher engagement and better sleep, interventions to increase detachment might be particularly beneficial and necessary on Sundays.

**Originality/Value:** By taking a closer look at the role of time in recovery processes during the weekend, our study helps to reconcile previous inconclusive findings and extends and adds precision to the propositions of the stressor-detachment model.

**Symposium 18: Healthy leadership: New insights on well-being and situational influences in challenging times**
Chair Katharina Klug, Laura Klebe

Leadership is an important determinant of employee health: Numerous studies linking leader behavior to well-being at work document that leaders can be a source of stressors and resources for their employees. Accordingly, protecting employee health has been acknowledged as a leadership task, which becomes ever more important as increasing numbers of employees struggle with high demands and mental health problems. At the same time, leading others is a demanding task and leaders have to balance their own stressors and resources to maintain well-being. Reaching a leadership position in the first place often
requires putting work first and sacrificing self-care, especially for women. Additionally, little is known about organizational and situational conditions that render healthy leadership more or less feasible or effective. As the past two years have vividly illustrated, working situations can rapidly change, making it difficult for leaders to keep track of their employees’ health. More long-term trends in the working world toward flexibility and agility emphasize self-organization and individual autonomy, potentially challenging healthy leadership by reducing the influence of leaders on employees. The symposium presents a collection of studies on leadership and well-being, using a range of different methods to address these issues: Pischel, Felfe and Krick investigate the effect of health-oriented leadership on employees’ willingness to disclose mental health problems in a mixed-methods study (survey and vignette experiment). Klug, Klebe and Felfe examine week-level effects of healthy leadership on employee self care and well-being in a shortitudinal study, taking flexibility in working times and locations into account as a moderator. In another mixed-methods study based on surveys and vignette experiments, Klebe and Felfe examine whether the effectiveness of health-oriented leadership is weakened with increasing amounts of ICT hassles while working from home. Schübbe, Krick and Felfe investigate different profiles of health-oriented leadership, job demands as predictors and differences in employee health and organizational outcomes in a sample of employees working from home. McDowall and Stringer conclude the symposium with a qualitative interview study on the toll of leadership on well-being and the sacrifices female leaders make with regard to self care and work-life balance.

Considered collectively, the findings illustrate the complexities in the relationships between leadership and well-being: Leaders’ health-orientation represents a resource, but it is not independent from situational constraints. Healthy leadership matters not only for employees’ general state of well-being, but also for practical health-related matters like disclosing a depression. While ICT hassles pose a challenge to the effectiveness of healthy leadership, larger trends toward flexibility do not seem to create conflicting goals for healthy leadership toward employees. However, occupying leadership positions in the first place seems to create goal conflicts for female leaders’ well-being. Future research should continue to delve into antecedents and moderators of healthy leadership, and leaders’ own well-being, to refine theoretical frameworks and help organizations create healthy environments that enable self care for both leaders and employees.

S81
“A Shut Mouth Catches No Flies?” Antecedents of Employees’ Mental Health Information Disclosure Intentions at Work
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Problems and illnesses at the workplace mean a great financial, emotional, and social burden for individuals and organizations. Only if leaders are aware of employees’ current mental struggling, they can offer tailored support (e.g., job accommodations) that may help in avoiding more severe mental conditions and losses in performance. Yet, many employees decide to hide their mental health condition. In two studies, an experimental vignette (N = 73) and a cross-sectional study (N = 220), we investigated which antecedents facilitate or impede employees’ disclosure intentions to leaders.

The experimental vignette Study 1 examines the impact of health-oriented leadership as a specific leadership style on disclosure intetions, the interplay between health-oriented leadership and stigma, and aims to prove the health-specific impact of health-oriented leadership on disclosure intentions by comparing the willingness for disclosing a depression vs. a severe error. We systematically varied staff-care (factor 1), reason for disclosure (factor 2), and stigma (factor 3), resulting in a 2 (low staff-care vs. high staff-care) x 2 (mental illness vs.
severe error) x 2 (low stigma vs. high stigma) within-subject factorial design. While Study 1 uses an experimental setting to control for confounding variables and to enable causal inferences, the first goal of the cross-sectional Study 2 is to replicate the findings of study 1 in the field. The second aim of Study 2 is to extend our findings concerning the specific role of a health-oriented leadership for disclosing by including another positive leadership style, more precisely transformational leadership, and compare their respective contributions.

Findings provided evidence that health-oriented leadership fosters disclosure intentions (Study 1 & Study 2), also above and beyond transformational leadership (Study 2). Health-oriented leadership slightly mitigated the negative relationship between stigma and disclosure (Study 1). Comparing the willingness for disclosing a depression vs. a severe error, we proved the health-specific impact of health-oriented leadership on disclosure intentions to leaders (Study 1). There was no influence of employees’ current mental health status (Study 1 & Study 2). The intention behavior gap, sampling effects, the cross-sectional design of Study 2 and the neglect of antecedents identified by past research (e.g., job insecurity) may limit our findings. We consider directions for future research. Findings contribute to existing models of disclosure in terms of concrete leadership behaviors and the potential buffering effect of leadership on the negative relationship between stigma and disclosure. Furthermore, our work adds to the few existing studies establishing evidence of the incremental validity of health-oriented leadership above and beyond transformational leadership. In terms of practical implications, our study offers recommendations for practitioners designing interventions that aim at strengthening employees’ disclosure.

S82
Does Flexibility in Schedules and Locations Influence the Effects of Health-Oriented Leadership? A Week-Level Study of Staff Care, Self Care and Well-Being
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There is increasing evidence for the validity of health-oriented leadership (HoL), as in leaders’ behavior toward employee health (staff care). To understand how and when HoL is effective, it is important to consider a) within-person changes to gain insight into employee reactions to short-term fluctuations in staff care and b) situational influences that may moderate its effects. Regarding situational influences, self-directed flexibility in schedules and locations increases individual responsibility for balancing demands and resources. This implies that the leader’s influence on well-being could be reduced whereas employees’ own self care becomes more salient. This study aims to investigate the implications of short-term fluctuations in staff care at the week level and test flexibility as a moderator of both staff care and self care.

This study is based on the HoL framework, which comprises supervisors’ attitudes and behavior toward their employees’ health (staff care), and employees’ own health attitudes and behavior (self care). A central notion is that staff care encourages employee self care which mediates the effect on well-being. We therefore investigate whether employees react to changes in staff care with more or less self care and, in turn, changes in well-being. We further argue that flexibility reduces effects of staff care while strengthening effects of self care.

We tested our hypotheses with N = 349 German employees who provided weekly surveys on staff care, self care, flexibility, exhaustion, engagement and recovery across three weeks. We calculated multilevel models to separate week-level effects from person-level effects. Changes in staff care were positively associated with changes in self care, recovery and engagement, but not exhaustion. Self care was related to exhaustion and recovery and mediated the effects of staff care both at the person level and the week level, but self care was not related to engagement. Flexibility strengthened the effects of self care on exhaustion and recovery, but, contrary to our expectations, reduced the effect on engagement. A moderating effect of flexibility on staff care was only supported for recovery.
Regarding causality, our analyses cannot establish a temporal order of effects, but the week-level effects control for stable third variables. The convenience sample may limit generalizability to the general working population. It should also be noted that data were collected during the early Covid-19 pandemic, so that study participants were not working under their usual conditions. However, the results were in line with previous findings from before the pandemic.

The study refines the theoretical framework of health-oriented leadership by investigating change over time and identifying workplace flexibility as a moderator. In practice, the findings show that employees could benefit immediately from short-term increases in staff care. With flexible working times and locations, it is particularly important to provide employees with the necessary resources for self care. At the same time, our findings give little reason to suspect that leader behavior would no longer matter for well-being in the modern, flexible working world.

S83
The Shadows of Digitization: On the Losses of Health-Oriented Leadership in the Face of ICT Hassles
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Existing research shows positive effects of health-oriented leadership (HoL) and particularly its component staff care (i.e., health-promoting employee-leadership) on employee health and work-related attitudes. However, the increasing amount of working from home may challenge the effectiveness of leadership. Up to now it is an open question, whether the positive effects of health-oriented leadership decrease when leaders and followers lack direct face-to-face contact and primarily communicate via digital media. In particular technical issues that frequently occur in a digitalized working world may impair the effectiveness of health-oriented leadership. This study examines whether information communication technology (ICT) hassles weaken the positive relationships between staff care and employee health and performance while working from home. We tested the effectiveness of staff care in a sample that exclusively works from home for 1) employee exhaustion with an experimental vignette study (N = 138) and 2) employee irritation and performance in terms of their engagement in a survey study with two measurement points (N = 214). As expected, results provided evidence for an increase of employee health and performance with more health-oriented leadership in terms of staff care, but a decrease of employee health and performance with more ICT hassles. Moreover, the positive relationships of staff care with follower health and performance were both weaker with more ICT hassles. Our findings provide initial evidence that health-oriented leadership positively affects employees also when working from home, but that the effectiveness may be impaired by the occurrence of technical issues. Findings suggest that in order to maintain the effectiveness of positive leadership while working from home, organizations must provide sufficient and reliable IT equipment and technical support for employees. The study ties in with research on digital leadership and leadership effectiveness, and contributes to the deeper understanding of situational contingencies of health-specific leadership during the process of digitization.

S84
Is Your Leader or You Putting Your Health at Risk? Profiles of Health-Oriented Leadership Within the Home Office Context, its Predictors, and Differences
Katharina Schübbe, Annika Krick, Jörg Felfe
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Since the outburst of the COVID-19 pandemic, the work context has changed dramatically. Most of employees had to transfer their work into the home office which has advantages but also disadvantages. Employees working from home are more flexible, but above all, there is
often an intensification of work, less breaks, and a faster blurring of the boundaries between work and private life. This can quickly put employees' health at risk. Especially, health-oriented self-leadership (selfcare), but also leaders taking care for employees’ health (staffcare) can be of central importance here. Selfcare and staffcare are components of the health-oriented leadership concept and both include three facets: awareness, value, and behavior (encompassing lifestyle, health promotion, and health endangering). Employees who take good care of themselves do not always have leaders who care for their employees’ health to the same extent. So far, profiles of health-oriented leadership were examined in the traditional working environment, but not in the home office context. Therefore, we examined different constellations of selfcare and perceived staffcare in employees working from home and investigated job demands as predictors and differences in health and organizational outcomes.

Based on a sample of N=1753 employees from a representative longitudinal dataset in Germany, we identified four distinct groups with different constellations of selfcare and staffcare via latent profile analysis: Profile 1 is characterized by moderate employee selfcare, but low leader staffcare (20.8%). Both self and leader’s “health endangering” facets are higher than the other facets. Profile 2 (9.7%) is described as consistently high showing high employee selfcare and high leader staffcare with low values in the health-endangering facets. Profile 3 (31.1%) is characterized by moderate selfcare and lower staffcare. Furthermore, employees report high values in “self awareness” and “staff awareness” in comparison to the other facets. The last profile can be described as consistently moderate showing moderate levels of selfcare and staffcare (38.2%). Using a multinomial logistic regression, different work demands (e.g., workload, supervisor support, communication frequency, and communication barriers) predicted employee’s assignment to these profiles, while socio-demographic factors did not predict the profile assignment. However, voluntariness regarding working from home significantly predicted the consistent high profile of selfcare and staffcare. Regarding differences of these profiles in health and organizational outcomes, ANOVAs revealed the lowest values in health, engagement, productivity, and commitment in profile 1 (“moderate selfcare, but low staffcare”), the highest values were shown in profile 2 (“consistent high selfcare and staffcare”). These differences also were shown when considering outcomes two (t2) and four months later (t3). Identifying different constellations of health-oriented leadership and examining job demands as predictors and differences in health and organizational outcomes help organisations to better address health-promoting interventions and provide knowledge on beneficial and hindering factors for healthy and unhealthy constellations of health-oriented leadership to improve employees’ health and thus contribute to occupational health promotion.

**S85**

**The Song Remains the Same. It’s a Sad Song, and It’s Getting More and More Absurd…**

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**Context:** Gender equality is progressing at snail’s pace, as FTSE 100 boardrooms are about a fifth female and only 10% of top level jobs are held by women, only six out of 100 CEOs are female. Data is also bleak in the public sector and in academia, where dedicated leadership programmes to support for instance women in STEM subjects exist, yet do not appear to trigger sufficient change. So why is this happening and what is the impact on females who have progression aspirations with regards to their work-life balance and wellbeing?
**Previous research:** Female progression has been researched from a number of perspectives including ‘think manager think male’ about what is expected as typical performance and competence (e.g., Schein, 1993), the ‘Glass Cliff’ which describes the phenomenon where women are deliberately put into more precarious leadership positions (e.g., Ryan & Haslam, 2005) as well as more generic gender-based barriers to senior management (Oakley, 2000). With regards to wellbeing and work-life balance, there is increased recognition that gendered effects are part of a complex puzzle which needs to include societal and organisational context (McDowall & Kinman, 2020).

**Methods:** We are undertaking a qualitative interview-based study of the perspectives of female senior leaders with board aspirations (current N = 15, we are completing seven more interviews to take us to 22). All interviews took more than one hour, are being fully transcribed and analysed with heuristics (e.g., Gjerde, 2020) using our own experience as a former male HR director and female in a leadership role to contextualise and interpret findings.

**Findings:** We are interpreting the data framed with song titles and musical analogies to inject our own interpretivist stance. The overarching theme is one of “the song remains the same” – barriers continue to exist in terms of organisational structures and requirements. There is the missing “Part of me”. Women make sacrifices such as no time for self-care, or deep regret not being able to spend time with a dying relative due to work demands, and a hidden undertone of dark dynamics. The implications for health and wellbeing are that choices to put work first mean that for instance reproduction is put on hold, negative emotions put to one side but not unearthed and a long-term cost of living with blinkers.

**Limitations:** Although we sampled a range of females across public, private and third sector to date, we are making conscious efforts to also include sectors with underrepresentation of females, such as oil and gas, or Fin-tech. This is currently in progress.

**Research/Practical Implications:** Although structural barriers to female progression are clear, less is understood about individual psychological experience of what happens when women endeavour to address such barriers and face personal choice. The tone of regret and sacrifice interpreted here to date points to profound personal and health implications.

**Originality/Value:** There is to our knowledge no previous study using musical metaphors and allegories in interpretation for this topic.

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**Symposium 19: When it may be here to stay! Engaging in well-rounded discussions about challenges and benefits of the remote e-working experience and individuals’**

Chair Maria Charalampous

**What will be covered and why?** Living in an era of increasing technological change has revolutionised the way people work. To add to its already high use, remote e-working was further implemented by many organisations across the world to prevent and slow down the transmission of COVID-19. Scholars in the field have been discussing how COVID-19 could permanently shift working patterns as companies are forced to embrace remote e-working by the pandemic, with many employees and/or organisations desiring and/or considering a shift to a hybrid work model with a partial remote workforce.

This symposium brings together five papers discussing remote e-working and its impact on different employee outcomes. The first four studies presented collected data during the first months of 2020, in the beginning of the COVID-19 outbreak, and the last study collected data in 2021 when people got more accustomed to working from home. Using different and
sophisticated research designs, the studies draw upon and discuss the quality of the remote e-working experience, its antecedents, and impact on well-being and employee outcomes. In particular, the symposium discusses how technostress may not only lead to impaired affective, social, and psychosomatic well-being, but it may also predict remote e-workers' effectiveness and productivity, as well as their enactment of counterproductive work behaviours.

The quality of the 'e-work life' (including effectiveness, flexibility, and work-life interference) is also proposed to associate with greater e-work wellbeing. The symposium also discusses the role of diversity management on the diversity climate and subtle and overt discrimination. Lastly, light is shed into the effects of personality and mood on the remote work experience.

**Research/Practical Implications:** Together, these papers will inform both practitioners and researchers interested in the field of remote e-working. Challenges and advantages of working remotely will be discussed, outlining a clear agenda about best ways to improve our working remotely practices. Considering that organisations are called to become more agile to deal with the economic, social, and environmental challenges of the future, scientific findings presented in this symposium engage in meaningful conversation and raise issues that need careful consideration.

**Overall conclusions:** In this symposium, we draw on a wide range of research and expertise hoping to make a significant contribution to both academic literature and practice. Since the COVID-19 pandemic prompted a magnitude of change in the world of work, the speed with which new practices were implemented was in many cases rapid and reactive. This symposium encourages both academics and practitioners to rethink how remote e-working practices should be operated and implemented. As an ultimate goal, organisations, managers, and employees should be enabled to get the most out of remote e-working practices, tackling any issues that may arise with its use.

**S86 The Role of Technostress on Remote Workers' Affective, Social, and Psychosomatic Wellbeing at Work**
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The central objective of the present study was to investigate whether digital technologies when working from home can increase technostress and, in turn, lead to remote workers' impaired affective, social, and psychosomatic well-being. Although previous studies have supported the positive effects of using digital technologies, research also provides evidence of the drawbacks related to the use of digital technologies with one of the most common ones being technostress (Ragu-Nathan et al. 2008). The COVID-19 pandemic and shift to remote working, revealed challenges of digital technology use, something that will be discussed in this study.

Scholars have supported that technostress creators (i.e., technology overload, technology invasion, and technology complexity; Ragu-Nathan et al. 2008) can lead to poor well-being at work as it can impact individuals' job satisfaction and decrease organizational commitment. In this study we seek to explore further which aspects of well-being does technostress impact. Previous studies have also supported that technostress undermines the benefits and quality of relationships that individuals have at work (Lavner & Bradbury, 2017). This study seeks to investigate whether technostress in particular can diminish the quality of remote e-workers' relationships, as individuals who are techno-stressed may find themselves being in a negative psychological state, anxious and mentally fatigued.
The study hypotheses were assessed using a cross-sectional study design. A total of 143 remote workers in Cyprus completed the online questionnaire during the first nationwide lockdown implemented in the island as an attempt to contain the spread of Covid-19. At the time of the study 119 participants (89%) were working from home for less than a month; and more than half of participants were working from home five days per week (77%). Participants’ wellbeing was assessed using the E-work well being scale (EWW, Charalampous et al., 2021), which comprises five dimensions: (a) affective, (b) cognitive, (c) social, (d) professional, and (e) psychosomatic. Technostress was measured using Tarafdar et al., (2007) scale comprising three subscales; techno-complexity, techno-invasion, techno-overload. Hassles using Information and Communication Technologies (ICT) and the experience of technology malfunctions (e.g., crashes, freezes) was measured using the ICT demands scale by Day et al. (2012).

Regression analysis indicated that technological overload significantly predicted an increase of emotional exhaustion when controlling for software issues. Technological overload also predicted a significant increase in remote workers’ cognitive weariness, as well as psychosomatic symptoms. Hypotheses were further tested using mediation analysis. Technological overload indirectly influenced emotional exhaustion and psychosomatic symptoms through its effect on software issues. No mediation effect of technological complexity through software issues for its effect on cognitive weariness was found. Technology complexity was found to significantly predict relationship with supervisors and colleagues.

As the present findings suggest, ICTs have placed a cognitive and emotional burden on employees due to the perceived overload (e.g., working faster and longer). This highlights the importance of organisations promoting a positive work experience and ensuring that support is provided when employees are required to work with fast pace and manage new and complex sources of information and new technologies.

S87
How Can Technostress Impact How Remote E-Workers Feel and Behave. An Exploratory Longitudinal Study
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Research and Theoretical Background: During the first months of 2020, countries around the world including Italy, saw an increase in their remote e-working to face Covid-19 pandemic. The use of remote working increased during the pandemic and is expected to maintain high levels of application even after this emergency. Notwithstanding its benefits, remote working is proposed to entail negative consequences, such as technostress. The present study aimed to test how technostress creators, and particularly technology overload, technology invasion, and technology complexity impaired individuals’ well-being, as well as individuals’ their sense of effectiveness and their enactment of counterproductive work behaviours (CWB). Scholars have suggested that technostress can harm individuals in various ways such as decreasing their wellbeing and impairing their cognitive abilities and concentration (Tarafdar et al. 2019). Gaining further insight into how technostress may impact individuals’ well-being is of great importance considering that remote e-working and its embedded used of ICTs was forced on individuals during the pandemic, instead of being thoroughly implemented. This study aimed to also investigate the impact of technostress on remote e-workers’ sense of effectiveness as techno-stressed individuals have the risk of feeling ineffective (Salanova et al., 2007). Lastly, CWB were assessed, as they may be extremely harmful for both individuals and organisations. The stressor-emotion model of CWB (Spector & Fox, 2005) was considered as a meaningful model assessing whether: individuals’ perception of a job stressor (i.e., technostress), can increase negative feelings and consequently lead to CWB, as a coping mechanism when reducing the emotionally unpleasant condition derived from organizational frustrations.
Design/Methodology: A longitudinal design was employed, collecting data from two time points and one-month time lag. A total of 96 participants participated (52 females) to both time points with a Mean age of 41.73 (SD = 11.50). Data collected through an online survey, during COVID-19 pandemic. We assessed technostress levels and precisely techno-overload, techno-invasion, and techno-complexity (Tarafdar et al. 2007); positive mental health (Stewart-Brown et al., 2009); the individual factors to well-being (i.e., negative emotions, emotional exhaustion, and cognitive weariness; Charalampous, 2020); effectiveness/productivity (Grant et al. 2019), CWB (Spector et al. 2010).

Results: Regression analyses were performed to assess the hypotheses of the study. For all regressions tested, gender, days working remotely, and (respective) outcome variable in Time 1 were controlled. Regression analyses indicated that technological overload in Time 1 predicted remote workers' wellbeing in Time 2 and precisely: increased emotional exhaustion, increased negative emotions, as well as decreased positive mental health. Technological overload in Time 1 significantly predicted decreased effectiveness in Time 2; and an increase in remote workers' CWB in Time 2.

Research/Practical Implications: Findings allow researchers and practitioners to untangle why individuals may feel exhausted, experience negative emotions, feel less effective and lead to enact CWB. Organizations can design interventions to ameliorate remote e-workers technostress levels so as to hinder exhaustion, and negative emotions, increasing individuals' positive mental health and effectiveness. That way, it can be ensured a decreased risk of behaviors that violate organizational norms that interfere with organizational functioning.

S88
It's an E-Work Life! A Longitudinal Exploratory Study on Remote E-Work Well-Being
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Research and Theoretical background: The COVID-19 pandemic advent continues to have a serious impact on workers' health, both directly (by contraction of the virus) and indirectly (Sinclair et al., 2020). Specifically, a significant part of the working population took advantage of the smart working legislation (agile work), yet had to quickly change both the workplace and the work methods without proper preparation and change management. Considering the case of Italy, before the pandemic only 220,000 workers were e-working, while during the pandemic this number increased to 1,827,792 and is now around 7 million. In this context, it is important to understand the relationships between remote e-working and employees' well-being. Previous studies (e.g., Grant et al., 2019) on remote e-work identified four relevant aspects of employees' remote e-work experience: work-life interference, productivity, organizational trust, and flexibility. Remote e-working is often associated with positive effects on employees' lives and agile regulations and policies are often implemented in order to facilitate work-life balance and productivity. Nonetheless, literature provided conflicting results concerning the relationship between remote e-working conditions and their relationship to employees' well-being. The recent systematic review of Charalampous and colleagues (2019) highlighted a lack of longitudinal studies in this field. Thus, we developed this study with a twofold aim: a) to analyse the psychometric properties of the e-work scales also in the Italian context; b) to investigate which e-work dimensions are related to employees' well-being.

Methodology: We developed a longitudinal study with two time-point and a 1-month time lag. Via e-mail, we invited workers who worked remotely at least one day in the week to participate in the study anonymously. Data were collected during the spring 2021 through the
Qualtrics software. The final sample of employees who responded to both questionnaires consisted of 133 participants (64.9% women). Participants worked remotely 3.77 days on average per week ($sd = 2.12$). In regards of age, 45.76% were younger than 36 years old, 39.55% were aged between 36 and 55 years old, while 12.69% were older than 56 years old. Moreover, 38.6% were supervisors. In order to test the relationship between the e-worklife characteristics and well-being outcomes, we conducted structural equation modeling using maximum likelihood estimation in R with the lavaan package (Rosseel, 2012).

**Results:** Overall, our hypothesized model showed a good model fit ($\chi^2 = 20.68$, $df = 12$, $p = ns$, RMSEA = .07, CFI = .99, TLI= .94, SRMR =.02). Controlling for the auto-regressive effects of all 4 outcomes, results showed that perceived productivity influenced positively job satisfaction, and negatively both physical conditions and negative emotions. Integration between work and family during remote e-working negatively affected exhaustion and negative emotions. Remote e-working flexibility negatively influenced exhaustion and negative emotions. We did not find any significant relationship between organisational trust and the outcomes investigated.

**Research/Practical Implications:** These findings are useful to better understand which factors of remote e-work is related to different well-being outcomes. Results of this study will inform organisational interventions aimed to increase employees' well-being working remotely.

**How Remote-Working Management and Diversity Climate Can Affect Perceived Discrimination at Work: A Longitudinal Study**

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**Research goals and why the work was worth doing:** The present study intends to investigate the level of perceived discrimination among employees in the context of remote working. In particular, the aim of the present study is to analyse the relationships among diversity and equality management, and diversity climate, and to focus on possible new subtle discriminations arising due to the use of a digital communication. The study, thus, aims at investigating the relationship between remote working and perceived discrimination among workers in order to understand and verify whether employees feel a significant difference between discriminating acts lived face-to-face and behind the screen.

**Theoretical background:** The Sars-CoV-2 pandemic caused a shift in working methods and processes leading organisations to apply and maintain agile working procedures, namely, remote working. In this context, organisational processes towards remote working practices have been facilitated by the presence of management sensitive to work-life balance dimensions while respecting the socio-demographic characteristics of employees. However, questions remain open on how and to what extent organisations can have substantial level of equality and diversity management, and in general to diversity climate in the context of remote working. That is, the presence of a scarce management of diversities and an already ineffective climate of diversity could lead to counterproductive effects in the remote working conduction. With a lack of inclusive practices, remote working may be related to higher levels of inequity as it is easier to exert new forms of discrimination such as cyberbullying and digital micro-aggressions.

**Design/Methodology/Approach/Intervention:** Given these considerations, the study aims at exploring the level of perceived discrimination in the context of remote working via a longitudinal survey. An online questionnaire has been submitted to 24 SMEs employees in three different time sessions, one month apart ($N = 163$). It was submitted between February and May 2020 and was adapted to investigate any change during the lockdown period. The
constructs concerning the climate of diversity (i.e., (a) Subtle and Overt Discrimination, (b) Diversity Climate, and (c) Diversity and Equality Management) were investigated in association with different types of discrimination (e.g., gender, age, ethnicity).

Results obtained or expected: In our study, we found evidence concerning the role of diversity management on the diversity climate and subtle discrimination. We found that the level of diversity climate negatively affects the positive association between diversity management perceived subtle discrimination (i.e., the level of everyday discrimination perception). However, the analysis did not reveal any significant relations with overt discrimination suggesting that in the context of remote-working overt discrimination difficulty occur.

Limitations: Part of the sample gradually left the longitudinal survey at different stages.

Research/Practical Implications: The results of the present study are relevant both for directing further studies on the topic of remote working and for organisations wishing to implement remote working effectively. Additionally, such results could increase the awareness about the management of discrimination-oriented behaviour.

S90
Remote Work at Home and the Office: Separating the Effects of Where the Work Is Done on Employees’ Work Perceptions
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Research goals and why the work was worth doing: After the outbreak of the COVID-19 pandemic, organizations have significantly increased the use of hybrid remote work, allowing employees to work, in the same week, at the office on some days and at their homes on other days. Few studies have confronted employees' perceptions when working at home and at the office. This study highlights the dis/advantages of each work mode by examining the day-to-day experience of workers in the hybrid home-office mode.

Theoretical background: Previous studies suggest that remote work has different outcomes across different types of remote work arrangements and different employees (Allen et al., 2015; Charalampous et al., 2019; Gajendran & Harrison, 2007). Therefore, it is necessary to compare hybrid telework to remote work experimented during the lockdown in which the whole week was spent working at home. Now that health conditions allowed to come back to hybrid remote work, it is possible to test if this arrangement offers the best results for organisations and workers, and also to test mediators and moderators affecting the relationship between working at home and its outcomes (Anderson et al., 2015).

Methodology: Two diary studies were conducted in April and June 2021 and investigated, respectively for five and eight days, the daily perceptions of workers working at home and/or at the office about perceived isolation (Golden et al., 2008), concentration (Nohe et al., 2014), mood (Wilhelm & Schoebi, 2007), work satisfaction and perceived productivity (Pettit et al., 1997). A short measure of the Big Five personality was also included (Rammstedt & John, 2007). The participants of this study were respectively graduated students working in public offices and law firms, and civil servants of an Italian municipality. In both cases data were collected online, using the Qualtrics platform. Multilevel analysis was used.

Results: Preliminary findings show significant differences in employees' perceptions of their work performance depending on whether they work at home or at the office. In the first diary study, employees working only at home showed better results in concentration and perception of performance than hybrid teleworkers and non-teleworkers. Taking into account day by day
intrapersonal differences, work and personal variables seem to play a role in determining these differences, by moderating the relationship between telework status (working at office vs. at home) and some daily outcomes (perception of isolation, job satisfaction, perception of job productivity). The results of the study are preliminary and new analyses are being done to deepen the described experiences.

**Research/Practical Implications:** This study disentangles employees’ perceptions when working at home and at the office and examines the effects of personality and mood on remote work. It also suggests areas for improvement in remote work programmes and insights into employees’ characteristics that facilitate acceptance of this type of work arrangement.

**Originality/Value:** This study applies the diary methodology to the hybrid remote work experience, and underlines the need to investigate remote work as an experience that considers both work at home and work at the office together.

**Symposium 20: Theory-Based Interventions in Health Care: Using Applied Psychology to Improve the Experience of Patients and Staff**

Chair Hadar Nesher Shoshan

In this symposium, we present five empirical papers based on interventions, planned, or implemented, in various healthcare organizations including hospitals and an elderly care organization. Our motivation is to improve different aspects of the work-life of service employees and the experience of patients and/or customers of healthcare organizations.

Two papers focus on interventions targeting service employees. The first paper by Tschan et al. describes an intervention with surgical teams in hospitals, aiming to improve teamwork and communication within the team. By using a new briefing protocol (i.e., the StOP?), the authors show positive effects on patients and team members including a lower mortality rate, less reoperation, and shorter hospital stays. The second paper, by Fischbach, describes plans for intervention for improving the emotional labor climate in an elderly care organization. The intervention is based on developing a better understanding of emotional labor through professional workshops. The expectation is that such understanding will lead to a stronger and more positive emotional labor climate that in turn will improve commitment and engagement in emotional labor. The ultimate goal is to improve employee wellbeing, work engagement, and satisfaction. In addition, the intervention is expected to improve patients' satisfaction and their perceptions of the quality of service.

Three additional papers, present interventions in hospitals. Two of these papers, authored by Rafaeli et al. and Westphal et al. focus on improving patients’ understanding regarding the ‘journey’ that they must go through in the hospital. The third paper, authored by Efrat-Treister et al. describes an investigation of the link between patients’ cultural values and aggression toward hospital staff. The paper shows that providing patients with explanations regarding the hospital policies that are adjusted to patients' cultural values assisted with people’s interpretation of the policy and helped reduce aggressive reactions against emergency medical staff. In the fourth paper, Westphal et al. developed and tested the effects of a system that helps patients understand their hospital experience in real-time. This system extracts information from the hospital systems and allows patients to access information that was previously accessible only to physicians through their mobile phones. Preliminary results demonstrate that patients’ use of this system improved their understanding, their feelings of progress, and their satisfaction with the hospital service. The final paper examines a novel process of routing patients within a hospital, a process that includes more procedural justice. The authors report positive effects of this system (which the hospital labeled “The Justice Table”) both on medical staff and on aspects of hospital operations such as the amount of waiting time and the total amount of time people stayed in the hospital.
Together, these five papers demonstrate the integration of strong research and ‘real world’ impact. The propositions and the findings of the papers show that theoretical-based and evidence-based interventions can significantly improve the “joint journey” of service employees and patients in health care organizations. All five papers empirically test the effects of the interventions, committing to high research standards, along with the practical implementation of innovative ideas.

S91
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Introduction: Surgery requires close team-cooperation, and teamwork quality influences surgical outcomes. Intra-operative teamwork, including the responsible surgeon’s communication and leadership, is often suboptimal (ElBardissi et al., 2007), which implies risk for errors (Lingard et al., 2004) whereas good information exchange during operations improves patient outcomes (Mazzocco et al., 2009; Tschan et al., 2015). We designed and tested an intervention to assure structured information exchange within the surgical teams during operations. The intervention is based on the “cognitive underpinnings of coordination”, notably communication, and its role in supporting team situation awareness (SA) (DeChurch & Mesmer-Magnus, 2010). SA entails perceiving and understanding information about the current situation, and using it for anticipating (Endsley & Jones, 2004), which enables smooth coordination (Gaba et al., 1995).

The StOP?-intervention is an intraoperative briefing led by the responsible surgeon, who informs the team about the current status of the operation (St), next objectives (O), possible problems (P), and encourages team members to speak up (?) (Edmondson, 2003). In contrast to existing briefings, StOP? is not done before (time-out) or after (sign-out), but during the operation; it is addressed to the whole team, and team members must attend to it. To avoid additional mental demands on the surgeons by having to shift attention between a demanding manual task and team issues should be avoided, StOP? is performed at natural breakpoints of the operation. We expected the StOP?-intervention to reduce patient complications (surgical site infections (SSI), mortality, unplanned reoperation and length of hospital stay), and expected increased SA of team members.

Method: This is a pre-post study comparing a nine-month baseline with a nine-months intervention period. Patient outcomes data were available for >7700 operations; SA was assessed in a subsample of 371 operations.

Results: Patient Outcomes. Multivariate logistic regression with stabilized inverse probability of treatment weights using propensity scores as covariate (Austin & Stuart, 2015) analyses showed that the StOP?-intervention had no significant effect on the incidence of SSI, but was related to significantly reduced patient mortality, fewer unplanned reoperations, and shorter hospital stay.

Team Outcomes. Effects of the StOP? on SA (ANCOVA, controlled for difficulty of surgery and operative access) were found anesthesia and circulating nurses, but not for residents and scrub technicians.
Discussion: Whereas the StOP? protocol had no effect on SSI, it was related to reduced mortality, a lower probability of unplanned reoperations and a lower probability of a long hospital stay. We assume that exchanging important information enhanced SA, reduced mental workload (Weigl et al., 2016) and smoother coordination (Koch et al., 2020). SA improved for members of the OR team that are NOT directly working at the operating table and had not direct access to information but relied on communication by the surgeon. A limitation is that the study was not a randomized controlled trial and therefore cannot rule out the influence of unmeasured third variable. Nevertheless, the effects on patient outcomes may encourage surgical teams to adopt the protocol, which may be a practical implication of the study.

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Professionalism in Emotional Labor: An Emotional Labor Climate Intervention in an Elderly Care Service Organization
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Work-related negative emotional exposure is a fundamental job characteristic in service work. But there is a general lack of acknowledgement in a service organization about the nature of emotion labor accompanying the jobs and roles service workers perform. Our research goal is to demonstrate how a shared professional understanding of emotional labor within work units can be developed that foster a positive and strong climate for emotional labor and to examine the beneficial effects of such an intervention for workers, targets, and the organization. Based on the literature on emotional labor, service climate, and mental models, we created an emotional labor climate intervention in an elderly care service organization. Professional mental models for emotional labor tasks, roles, and professionalism allow service workers to describe, understand, and take personal responsibility for moral engagement, self-reflection and emotion regulation in emotional labor work. Based on service-linkage theory we propose a shared professional understanding of emotional labor in a service organization is a key element of a positive and strong emotional labor climate and fosters the positive outcomes associated with the wide range of emotion labor tasks, roles, and professional responsibilities.

Emotion labor has effects on workers, organizations, and target outcomes but some such effects, while they have been found to be beneficial for customers, they can also be harmful for workers. The few intervention studies that have been conducted to examine the question of what can be done to reduce stress and negative outcomes of emotional labor have exclusively focused on service workers’ emotion regulation strategies (deep acting and surface acting) and coping abilities. Our intervention study may stimulate other emotional labor climate research that focuses on job design, redesign, leadership, and HR practices all working together to build a positive and strong emotional labor climate that foster the quality of the service offered to external customers, and the quality of the working conditions for employees needed to achieve these quality standards.

Emotional labor research so far has focused on emotion regulation and coping but little is known about the larger context of emotional labor, the emotional labor climate and the likely antecedents of such a climate—HR practices, leadership, work design and redesign and professional development and self-development. Our study is the first that examine the effects of service workers’ professional emotional labor task understanding on service workers’ emotional labor climate perceptions. With this new perspective, we provide insights how HR practices and leadership can focus on managing a shared professional emotional labor task understanding that help and ensure that employee responses to targets are in keeping with target needs but not as emotionally demanding or depleting.
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Using a Patient-Centered Information System to Promote Patients’ Understanding About Their Personal ED Medical Care Journey

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Emergency department (ED) medical care journeys may involve multiple treatments, assessments, resources, and stakeholders. Typically, parts of the journey remain unpredictable until the patient’s ED exit, posing operational and managerial challenges for sharing such information with patients. Medical staff struggle to find time to inform patients about specific procedures, and there is typically no system that makes this information transparent to all patients. The lack of such information, however, induces helplessness in patients. To address the patients’ lack of understanding, we developed a system – called MyED – that unravels the specific procedures of their personal medical journey in real-time, providing \textit{Personalized Information about Operations and Time} (PIOT).

Our work is based on research on operational transparency, which refers to revealing entire service processes to the consumer. Consumers highly appreciate the effort made by the company and respond with increased purchase intentions, satisfaction, value perceptions and engagement in general. We also build on research on (updated) delay announcements, increasing consumer satisfaction, and decreasing frustration and queue abandonment. We propose that PIOT will improve both patients’ (and family members’) attitudes (Analysis I) and behaviors (Analysis II). We expect PIOT will increase patients’ satisfaction with ED service (H1). A higher sense of understanding (H2), and progress (H3) during their ED medical journey will mediate this effect. Further, PIOT will reduce patients’ abandonment from the wait queue – potentially ensuring patient safety and decreasing mortality.

MyED translates patient data stored in the physician-oriented information system of the hospital’s ED into information that patients can access on their personal smartphone through a highly secure platform. We deployed the system in a medium-sized hospital in 2018, and since then about 25% of the patients arriving to the ED have been using it.

During 2019-2021, we conducted a field study (Analysis I: N=662; Analysis II: N=18,226) to test our predictions. Patients who arrived at the ED and decided to use MyED, received information about the procedure that they were currently waiting for, and the ones already completed. Depending on the week, they were assigned to one of two PIOT conditions, including either \textit{operational-only information}, or \textit{operational and (wait) time information}. Patients who did not use the system during their ED visit comprised the control condition. We provided patients with a survey including validated self-report measures of our variables of interest, and control variables. We extracted patient abandonment and additional control variables from the hospital database.

PIOT (both operational-only, and operational and time information) improved patients’ sense of understanding and progress, thus improving satisfaction (supporting H1-H3). Interestingly, only operational-only information reduced patient abandonment from the queue, thus partly supporting H4. We contribute to the research of information sharing in organizations by showing that patients react positively to personalized information about their ED medical journey. Providing such information has the potential to improve healthcare by addressing patients’ psychological need for information and understanding, which are often overlooked.
Aggression Towards Emergency Medical Service Staff: Viewing Situations Through Lenses of Individual Collectivism and Perceived Justice

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This research aims at reducing patient aggression against emergency medical service (EMS) staff. A main causes of such aggression is cultural misunderstanding. We examine how the cultural value of collectivism relates to perceived injustice of situations and to whether people respond with aggression following these situations. Existing research describes the scope of aggression, its consequences, and ways of coping with it, while research examining antecedents and buffers of such aggression is limited. To help reduce aggression, we examine what determines people’s reactions to situations with aggression, and propose that whether or not people react with aggression depends on their interpretation of situations.

We propose that interpretations of situations as unjust are driven by people’s values, and whether or not people’s values are offended by situations determines perceived injustice of situations, potentially eliciting aggression. We test this prediction and explore a way to mitigate this vicious cycle. We specifically propose that collectivism values determine the extent to which people perceive a situation as more or less just, which in turn influences their tendency to respond to the situation with aggression.

We test our predictions in two studies conducted in hospital EDs. In both studies participants arriving at the ED completed administration requirements, then went through a guarded gate (where only one escort was allowed to accompany each patient) for triage with a nurse and a doctor who, gave priority to severe cases, creating potential violations of service by order of arrival. While waiting for treatment, research assistants asked the participants to respond to a short survey. Participants reported their collectivism values, read a vignette describing violation of high or low collectivism (between-subject design), assessed the perceived procedural justice of the situation, reported their aggressive tendencies and demographics. In Study 1 we test and verify our research model in two hospitals. Study 2 replicates Study 1 in a different hospital, with an addition of distributing to people waiting for an explanation of hospital procedures.

Results indicate that individual levels of collectivism determine the extent to which people interpret a given situation as procedurally unjust. We show that collectivism level influenced perceived procedural justice of the situations and mediated the influence of situation type on aggressive tendencies, while an explanation enhanced perceived justice and reduced aggressive tendencies. Our findings advance understanding of what causes aggression in emergency departments and suggest insights for reducing such aggression.

The EMS context is difficult to manage because the work is urgent, involves high risk, and entails a high cost for failure. The current work provides insights as to when and why people are likely to respond with aggression in an EMS context. We show that values of collectivism determine what types of situations are perceived as unjust by whom; perceptions of injustice fuel aggression; providing people with culturally sensitive explanations of organizational procedures enhances perceived procedural justice and reduces aggression. This study offers a novel, and as yet not researched angle on the study of aggression, which offers a practical solution to this burning problem.
Procedural Justice in Patient Allocation: Improving Medical and Hospital Efficiency

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Research goals: Our goal is to examine the effects of procedural justice in routing of patients to hospitalization. We study the effects of a new routing procedure on medical staff; patients, and hospital efficiency.

Background: Research shows that procedural justice is important to employee motivation (cf. Colquitt, 2001). We propose that it can improve medical care, by improving the efficiency of patient allocation and routing. Hospitals must continuously route patients to labs or hospital units for tests or treatments (Diwas, Scholtes & Terwiesch, 2020). Research in Operations Research (OR) studies such routing within a given unit (e.g., within an Emergency Department (ED), cf., Song, Tucker & Murrell, 2015), looking at effects on external parties (e.g., patients). Scant research examines routing between different organizational units, such as between hospital units (e.g., between an ED and hospitalization wards). Effects of routing on employees and on long term effects, such as total Length of Stay (LOS) are also barely studied. We fill in these gaps by examining effects of procedural justice in allocations of ED patients to hospitalization units.

Design/Methodology/Approach/Intervention: We analyze a new system for allocating patients from the ED to hospitalization based on a cyclical (round-robin) order (Kleinrock, 1964) which accounts for patient types and ward size. We used data from two sources: (i) hospital patient records; (ii) interviews with nurses, physicians, hospital management and ward administrative staff. Using the hospital data we calculate patient waiting times and total time spent in ED and in other hospital units. We compare these times between one year before and one year after the new system, accounting for control variables. The interviews assess staff motivation and behavior.

Results: Our findings confirm the procedural-justice allocation improved hospital efficiency and effectiveness. Patients’ time in ED is substantially lower following the new system (8.7 hours after, vs. 12.2 hours before) as is total time patients are hospitalized (4.8 days after vs. 6.8 days before). Interviews confirmed positive staff reactions to new system and suggested mechanisms to explain these effects, such as improved employee motivation and load balancing, and reduced employee burnout and social-loafing.

Limitations and Future Research: This research started a few months before the Covid 19 pandemic (January 2020), so we need to partial out effects of Covid from our analysis. We rely on archival data of hospital records, and must account for possible errors or biases. Most interviews were through Zoom, which may exacerbate biases. We are certain these limitations can be moderated, and our research will try to decipher their effects.

Implications and Value: Developing novel routing procedures can improve medical staff motivation and improve hospital care quality and efficiency, suggesting broad implications of our research and for integration of procedural justice into routing between organizational units for health management.

Symposium 21: Best Practices Implementing IGLO Health Interventions In Organizations: The EU H-Work Framework
Chair Marisa Salanova

Introduction: World reports indicate an increase in the spread and severity of mental health problems among the general population in recent years. In addition, the current Covid-19 pandemic outbreak has triggered high levels of mental unhealth among workers and people
in general all around the planet. Specifically, organizations (and their people inside) are suffering the consequences of that crisis and health interventions in work and organizations are welcome to palliate them. More concretely Small and Medium-sized Enterprises (SMEs) and public organizations are particularly vulnerable as they have often scarce knowledge and resources to effectively manage workers’ mental health and wellbeing. Workplace mental health interventions refer to formal or informal, planned, science-based, behavioral, or psychological actions facilitating employee well-being by either increasing individuals’ resilience and coping resources or removing or modifying job stress causes (Silvaggi & Miraglia).

Workplace well-being interventions should introduce changes, new work practices, programs, training, processes, and policies at different levels of the organization (De Angelis, et al., 2020).

In that context, the EU H2020 H-WORK has as goals the design, implement and validate effective multi-level assessment and intervention toolkits providing new products and services to promote mental health in public organizations and SMEs, evaluate individual and organizational outcomes of the adopted measures, and provide recommendations for employers, occupational health professionals and policymakers. The Consortium’s experts oversee evaluating the interventions carried out by gauging participants’ perception of the intervention activities implemented and their impact at all levels of the organization (e.g., employees, work groups, leaders involved in training courses and middle/senior managers, representatives of the organization) to understand the working mechanisms and outcomes of these multilevel interventions.

The H-WORK project is based on four main theoretical pillars: (i) the integration of the principles from Positive Psychology, (ii) the IGLO model, i.e., multilevel interventions at the Individual, Group, Leader and Organizational levels, (iii) the adoption of a participatory approach, and (iv) the use of digital technologies.

The five contributions to that symposium claims to oversee some best practices for the design and implementation of IGLO mental health interventions in SME organizations in the context of the EU H2020 H-WORK framework based on its four main theoretical pillars. Specifically in the first contribution Vince Pelzer shows the current state of the art of multilevel mental health interventions in the work domain is, as well as the key practices and policies about the effects of these strategies on mental health and well-being outcomes. Secondly, Peláez describes results from the design and the implementation process of multilevel positive psychological interventions (PPIs) in three Spanish SMEs from the IT (N = 99), industrial (N = 45), and business performance consulting (N = 133) services sectors, where Eight IPPs have been applied for 10 months. Next, contributes our symposium showing best practices implementing four IGLO interventions in a Czech retail SME at the individual (i.e., mindfulness and hellobetter), group (i.e., sociomapping) and leader (i.e., positive leadership coaching) levels.

Pische discusses the experience of implementation of positive psychology interventions (i.e., Positive Stress Management and Positive Social Interactions) and at enhancing the knowledge and awareness of such interventions in the Italian context, considering the peculiarities of the healthcare work environment, and providing first qualitative and quantitative results of the perceived effectiveness of these interventions. Finally, Christensen explores senior managers’ perception of their role in implementing interventions for mental health and well-being at the workplace, by conducting needs analyses in five different countries and six different small and medium sized enterprises (SMEs) and public organizations. They showed how contextual factors, such as size and type of organization, the culture of the country regarding how they relate to cooperation, and participation of the employees throughout implementing organizational health intervention processes for mental health and well-being.
A Systematic Review of Multi-Level Interventions Regarding Mental Health Outcomes in Organizations
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Research goal: Mental health problems at work can arise as a result of a suboptimal balance between job demands and resources (Bakker & Demerouti, 20018). To sustain and improve employee mental health and well-being, organizations can implement specific interventions in the workplace. In the scientific literature, a state-of-the-art overview of multi-level interventions to combat mental health issues and boost well-being and motivation is lacking. This systematic review will provide information about the current state of the art of multi-level mental health interventions in the work domain and inform both practice and policy about the effects of these strategies on mental health and well-being outcomes. Furthermore, the scope of this systematic review will be on the effectiveness of these multi-level interventions.

Theoretical background: According to the IGLO model, job demands and resources can emerge on four levels of the organization: Individual level, Group level, Leadership level, & Organizational level (Day & Nielsen, 2017). Subsequently, interventions can be implemented at these four levels and research has shown that focusing on two or more levels seem to have greater impact than interventions focusing on only one level (Day & Nielsen, 2017; Nielsen et al., 2017).

Design: A systematic literature review was conducted to provide an overview of papers that assessed primary multi-level interventions, following PRISMA-P principles (Shamseer et al., 2015). In total, 9051 articles were screened and assessed. Multi-level interventions will be assessed on effectiveness by looking at the research designs and IGLO-level combinations that were used, and what mental health outcomes have been assessed.

Results: This systematic review will reveal multi-level workplace interventions between that will promote mental health. An overview will be presented of the different interventions, including information about the sample, research design, IGLO-levels, and mental health outcomes. The risk of bias for the primary studies was assessed by utilizing domain-based evaluation as recommended by Cochrane handbook.

Limitations: Due to the novelty of the focus on multi-level interventions in the scientific literature and the corresponding IGLO model, it wasn’t always clear whether an (older) article is correctly rejected as multi-level intervention study. As a consequence, possible articles that in fact do describe a multi-level article, might have been missed in this current systematic review.

Practical Implications: The results from the systematic review shows the state-of-the-art multi-level interventions that aim to increase workplace mental health. Moreover, the research uncovered the mechanisms that account of the effects of multi-level interventions. With this research, interventionists in theory and practice can determine adequate interventions at multiple levels of the organization.

Originality: Multi-level interventions are increasingly becoming a focus in workplace intervention research. The H-WORK project contributes to this by implementing multi-level interventions, and evaluating its’ effectiveness.
Theoretical background and research question: The aim of this study is to describe the design and the implementation process of multilevel positive psychological interventions (PPIs) in three Spanish SMEs, as part of the European research and innovation project H-WORK Horizon 2020 that intends to develop and test multi-level intervention and evaluation toolkits to promote mental health in public organisations and SMEs. The study is theoretically based on Positive Organizational Psychology, a framework that emphasises positive psychological characteristics and human strengths, rather than dealing only with weaknesses (Salanova et al., 2013). PPIs are the design and application of strategies implemented by individuals, groups, leaders and the organization (IGLO; Nielsen et al., 2018) as a whole, with the aim of strengthening the resources available and thus, promoting quality of work, flourishing, and performance (Salanova, 2021).

Method: The sample is composed of 3 Spanish SMEs, from the IT (N = 99), industrial (N = 45), and business performance consulting (N = 133) services sectors. First, a needs analysis was applied to gain a better understanding of the specific demands, resources and needs of each organisation, and select the most appropriate multilevel interventions. Based on theoretical review and on the results from the HAT, specific, tailored and evidence-based multilevel PPIs have been proposed for each test site. Finally, data is being collected to ensure a longitudinal approach and the evaluation of the procedural aspects and the economic impact.

Results: design and implementation: The results from the needs analyses were divided into two categories: 1) main resources (i.e., autonomy at the individual level, social support at the group level, and technical training at the organizational level) and 2) main demands (i.e., quantitative and emotional overload at the individual level, decreased contact and team cohesion at group level, and low feedback and recognition from leaders). Eight IPPs have been applied for 10 months. All of them represent a selection of best practices with evidence of their effectiveness and results linked to positive well-being outcomes. Based on the IGLO model, the interventions were categorised at the different levels: I: Positive Stress Management, Positive Social Interaction, Healthy Emotionality, and Compassion at Work; G: Strengths-based Coaching; L: Positive Leadership Development; and O: Appreciative Survey Feedback and Optimisation of Positive Organizational Practices. The IPPs (3 or 4 in each company) form an integrated whole rather than a collection of stand-alone tools. In each test site, at least three levels are covered. The design of the implementation phase ensures that each component is measured and linked to the outcomes at different levels.

Conclusions: The PPIs toolkits that prove to be effective in this context, will support policy makers, professionals, and researchers to develop healthy and positive workplaces. This process will be possible because of the flexible customization of the interventions and their link to the needs of the specific organizations. Within the project, the implementation of the PPIs on different European organizations will allow comparison on what works for whom under which circumstances.
Implementing Multi-Level Interventions to Support Mental Health in a Czech Retail Company

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Theoretical background and research question: The present contribution describes a process of implementing multi-level interventions to support mental health in a Czech retail SME. The study is based on the Job Demands-Resources model (Bakker & Demerouti, 2018) and the IGLO model (i.e., Individual, Group, Leader and Organizational levels; Day & Nielsen 2017) to promote mentally healthy workplace targeting job demands and resources at the different levels of the organization. Interventions were designed based on needs analysis using a participatory approach. For each intervention, appropriate proximal measures were chosen. Hypotheses were based on the Context-Measure-Outcome (CMO) configurations (Nielsen & Miraglia, 2017) defined for each intervention prior to the implementation.

Methods: Needs analysis was performed via focus groups with employees of the company and interviews with line managers. The final set of interventions was designed during a stakeholder meeting. Proximal measures were assessed via an online survey at three time points.

Results, design and implementation: Results from needs analysis were categorized into four target need areas: 1) Team mental models (e.g., need for a better overview of team members and colleague support); 2) Individual mental health (e.g., support individual mental health needs, empower employees); 3) Communication within the company (e.g., top down and in between teams); 4) Support for managers (e.g., provide resources to managers, support in how to communicate about mental health). The following interventions were designed to target the main areas:

1. Mindfulness based on principles and techniques of Mindfulness Based Cognitive Therapy (Segal et al., 2002) was an 8-week online course of two hours per week. 48 participants took part.
2. Mental Health Awareness Training was designed specifically for the H-WORK purposes and focused on structured discussions with employees and managers about mental health problems, and how to support mental health and well-being among their colleagues. Approximately 30-40 employees participated in this intervention.
3. HelloBetter Stress Intervention was an online course based on strategies and techniques from Cognitive Behavioral Therapy. It was composed of eight online training units for approximately one hour each. 10 employees participated in this intervention.
4. Sociomapping is a digital intervention which aims to foster better communication within teams using relational data and visualizations. The intervention was delivered to 15 teams (6 to 16 members) from 5 departments (N = 107).
5. Positive leadership coaching uses techniques and principles from positive psychology that aim to support managers in the development and improvement of leadership styles. The intervention consisted of six individual sessions one hour long. It was delivered to 39 participants in total.

We expect improvements in proximal measures across the three measurement points. Results will also include qualitative data from the needs analysis and they will be discussed in relation to contextual variables as the company underwent a merge with another company during the time of implementation, and the Covid-19 pandemic also significantly affected all procedures.

Implications: This contribution describes the implementation process under the Covid-19 specific circumstances as well as the outcomes of the interventions, and provides practical recommendations for the implementation of multi-level interventions based on participatory needs analysis.
Implementing Positive Psychological Interventions in an Italian Healthcare Organization

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Theoretical background and research question: Based on an integration between the IGLO (Day & Nielsen, 2017) and the JD-R model (Bakker & Demerouti, 2018), job demands and resources can be identified at four organisational levels: Individual, Group, Leader, and Organisation; which workplace interventions should tackle as the main sources of either workers’ well-being or impaired health. This contribution aims to describe the design, implementation process, and first results of two interventions targeting two levels of those: Positive Stress Management (PSM) at the individual level, and Positive Social Interactions (PSI) at the group level. Both PSM and PSI are based on previously validated positive psychological approaches (Coo et al., 2018; Coo, 2020), tailored to an Italian healthcare environment.

Method: The intervention site is one of the largest public healthcare organisations in Italy in terms of size and care complexity. Three Areas have been involved: Department of Medicine, Emergency Department, Institute of Neurological Sciences. First, a needs analysis was conducted via the H-WORK Assessment Toolkit (HAT; De Angelis et al., 2020) to gain a contextualised understanding of the specific demands, resources and needs of the organisation under investigation. Based on these results and through consultation with key organisational stakeholders, a tailored and evidence-based multilevel interventions package has been suggested from the H-WORK Intervention Toolkit (HIT; ibidem).

Results, Design and implementation: Consistent to the needs identified through the needs analysis, PSM and PSI were selected and implemented to promote psychological well-being in the involved organisation.

- Focusing on employees’ individual strengths and resources, PSM aims to develop skills that workers can deploy for dealing with recurrent sources of stress both at work and at home, and for managing them effectively by using positive reappraisal and mindfulness as tools to explore their emotions, thoughts, and behaviours associated with their stressors. - Based on GRPI teamwork model (Beckhard, 1972), mindful reappraisal (Garland et al., 2015), non-violent communication (Rosenberg, 2015), and mindfulness practices, PSI aims at identifying employees’ most frequent sources of interpersonal conflict and at exploring their emotional, cognitive, and behavioural reactions. Effective social interactions skills are developed (e.g., mindful listening, non-violent communication) and mindfulness exercises are used as tools to reduce conflicts, enhance cooperation within teams, and generate an overall positive social climate.

In total, 76 participants (7 teams) were involved in PSI and 93 participants (9 teams) were involved in PSM. Due to the specific organisational needs, the interventions were structured slightly differently than the original versions, resulting in a total of 9 hours for each intervention. On the other hand, the interventions’ aim and overall structure, session's characteristics, and the theoretical and practical contents were maintained unchanged.

Implications: This contribution will provide guidelines concerning the implementation of mental health interventions based on positive psychology, addressing different levels of analysis (i.e., individual and group level). Main outcomes will be described, and best practices will be discussed referring to an Italian healthcare context, with specific attention to adapting the interventions according to the constraints and adjustments imposed by Covid-19 pandemic.
The Senior Managers’ Perception of Their Role in Implementing H-Work Interventions for Mental Health and Well-Being

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Theoretical background and research question: The aim of this study is to explore senior managers’ perception of their role in implementing interventions for mental health and well-being at the workplace. Research on organizational interventions show conflicting results suggesting that organizational health interventions are challenging to implement (Montano et al., 2014). A leader can for example make or break an organizational intervention dependent on their motivation and understanding of the process, but they are also dependent on readiness for change from the employees for a successful implementation process. Due to this complex nature of organizational health interventions, it is essential to understand how they may or may not achieve their goals to improve employee mental health and well-being (Nielsen & Miraglia, 2017). In that context, the role of the senior manager in organizational health interventions is an important topic that has not received much attention.

The H-WORK organizational intervention implementation process consists of five phases (Nielsen et al., 2010). The implementation process starts with 1) an initiation phase where good preparation and anchoring of the intervention in the top management are key factors for success. 2) The next phase is to conduct a needs-analysis in all levels of the organization before 3) Developing action plans using a bottom-up approach whereby employees and managers collaboratively agree on action plans. Further 4) Action plans implementation where the implementation of action plans is monitored and finally 5) the process and effect evaluation of the intervention. In these phases the senior management are expected to contribute with resources, motivation, communicating vision and drive and have a shared understanding with middle managers and employees to keep up momentum throughout the implementation process.

To develop an in-depth understanding of how senior managers influence intervention processes, there is a need to further explore how the senior management sees their role and actions during organizational interventions. The research questions will therefore be:

1) How do senior managers perceive their own role and what can they contribute with in implementing organizational interventions for mental health and well-being

2) What barriers do they experience in their work with organizational interventions for mental health and well-being and

3) What resources do they regard as essential to fulfill their work regarding interventions for mental health and well-being in a constructive way.

Method: Findings are based on results from the H-WORK project, more specifically the HAT (H-WORK Assessment Toolkit) needs assessment part of the project. We have conducted needs analyses in five different countries and six different small and medium sized enterprises (SMEs) and public organizations. Senior managers from the six SMEs and public organizations were interviewed through semi-structured interview guides. Critical thematic analysis will be used to analyze the transcriptions of the interviews.
Results: This study adds to the organizational intervention literature by adding knowledge on the senior managers role in implementing organizational interventions. The preliminary findings showed that most of the senior managers considered mental health and well-being to be important in their organization, and they managed in most cases to present an overview of the most important demands and resources in the work environment that would have an effect on their employees mental health and well-being. They were also able to discuss potential interventions at all IGLO-levels. The results were however influenced by contextual factors, such as size and type of organization, the culture of the country, regarding how they relate to cooperation, and participation of the employees throughout implementing organizational health intervention processes for mental health and well-being.

Implications: To include senior management more in the intervention processes shows promise to develop an understanding and cooperation between all the levels within an organization to achieve and implement participatory organizational interventions. The senior managers are important to ensure a successful implementation process because they anchor the project, communicate the vision of the interventions for mental health downwards and are important to allocate time and resources for working with interventions for improving mental health and well-being and reducing stigma within the organization.

Symposium 22: Dealing with Trauma in Organisations: creating real world evidence based practice
Chair Noreen Tehrani

Creating an evidence base for practice in organisations is challenging. However, organisations need to have the best possible evidence to enable them to develop policies, processes, and interventions that make a real difference to their workers’ health and wellbeing of their workers. This symposium brings together academics, practitioners and service users to present evidence on the effectiveness of their support programmes. There will be five papers; the first will set the scene by reviewing the nature of organisational trauma and the organisation’s need to maintain a healthy workforce. The subsequent three papers will present research undertaken in organisations that will: 1) Provide evidence on the need to prepare an organisation for a programme of psychological surveillance and support. 2) Assess the effectiveness of psychological assessments and trauma therapy programmes. 3) Present the latest results of a review of international research and clinical guidance on providing post-incident psychological interventions after a traumatic incident in the workplace. The final presenters will facilitate an interactive final paper with opportunities for the audience to engage with the challenges posed by the symposia in discussing building real-world evidence-based practice based on quantitative and qualitative research, expert opinions and evidence from service users.

S101
The Nature of Organisational Trauma and the Need to Maintain a Healthy Workforce
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It may be appropriate at this point to say a little about the traumatic nature of police work. Oft said, the police are very often running towards the danger. The National Police Wellbeing Service came into being in 2019 to address a range of unmet need in the UK police service. Much of this need was created by the gap between occupational health provision, the enormous range of services provided by different forces, using different models and the
changing dynamic of policing. This session will first outline the home for these interventions, describing the National Police Wellbeing Service, we call Oscar Kilo (OK). The Programme takes an adaptive approach to delivering “A Common Goal for Police Wellbeing” with an emphasis on continuous scanning and development of capability and real-time adjustment, which supports the key delivery activity and continuous performance improvement. The programme relies on a scan and development phase of our capability model, which allows the programme to effectively Pilot/Trial novel approaches and then scale up and exploit the most promising at a national level. Live services in the delivery phase are iterated and improved rapidly and effectively. We find this approach allows the programme, as a whole, to remain agile to changing Force, Officer and Staff needs, volatile demand and delivery relevant and engaging lives services and offerings.

A common goal for UK police wellbeing is to ensure that every member of the police service feels confident that their welfare and wellbeing is actively supported by their police force throughout their career, that a culture supporting this is embedded in every force, and that individuals have access to appropriate support when they need it. This includes physical and mental health as well as the broader concept of wellbeing, something which enables individuals to realise their potential, be resilient, and be able to make a productive contribution to the police workforce.

We will provide an example of the practical use of this model here, showcasing the evidence based research and how that is transposed into practical services officers and staff can utilise to aid them in this most challenging of environments. You will hear it from the horses mouth, so to say, as I was one of the founders of the College of Policing led Oscar Kilo programme. As such I can provide insight at testimony of both the challenges and the extremely rewarding work the service provides.

S102
Assessing the Effectiveness of Psychological Assessments and Trauma Therapy Programmes in Emergency Services
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There are many organisations where workers face physical and psychological danger. The Health and Safety Executive produce data on the number of workplace fatalities and severe accidents with construction, agriculture, waste and recycling at the top of the table. Other workers are exposed to psychological trauma, including train drivers, social workers and medical staff. For occupational health professionals (OHPs) working for these industries, it is essential to deal with the psychological and physical impact of traumatic events. Emergency Service Personnel (ESP), including police, firefighters and paramedics, are particularly vulnerable to regular traumatic exposure. Some ESP develop severe clinical conditions despite occupational health support. These conditions include generalised anxiety, major depression, post-traumatic stress disorder (PTSD) and complex post-traumatic stress disorder (C-PTSD). The development of these trauma-related responses may be delayed and go unrecognised, leading to increased sickness absence and lower productivity levels. Maintaining a healthy workforce has led to the introduction of psychological screening and surveillance by some occupational health departments to identify ESPs requiring a psychological assessment and referral for trauma therapy.

This paper will look at two studies where the ESPs were identified through a trauma surveillance programme, assessed by an HCPC registered psychologist, and referred to a therapist trained in one or both NICE recommended trauma therapy programmes (Trauma
Focussed CBT or EMDR). The therapy programme adopted by the emergency service organisations was short-term, involving six 90 minute sessions which could be extended by two sessions if requested and approved by the referring psychologist. At the end of therapy, the ESPs were re-screened, and changes in their clinical symptoms, workability, coping capacity and resilience were recorded.

The two independent evaluation studies found that the brief trauma-focused interventions effectively treated PTSD, C-PTSD, depression, and anxiety in ESPs. However, the baseline severity of symptoms of PTSD, depression, and anxiety were higher in police with C-PTSD than PTSD. Despite the difference in symptoms, there was no evidence of any reduction in treatment effectiveness between those with C-PTSD and PTSD.

An inspection of the ESPs satisfaction levels and comments showed improvements in perceived workability, levels of understanding and satisfaction with the service, indicating the service was highly regarded and helpful to ESPs in dealing with their symptoms. Future studies are planned to identify the potential financial and organisational benefits of introducing a comprehensive model of trauma support involving regular psychological surveillance, assessment and therapy for workers in roles posing a heightened level of traumatic exposure.

S103
The Evidence of the Benefits for Preparing an Organisation for a Programme of Psychological Surveillance and Support
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Hertfordshire County Council employs over 8,000 staff within six Directorates: Children’s Services, Adult Care Services, Public Health, Community Protection, Resources and Environment and Infrastructure, and trade services - Herts Catering Limited, school meals and Herts at Home, care provider. Since the COVID-19 pandemic, around 70% of staff have worked remotely, and the remainder in work locations (i.e. firefighters, social workers, health care workers, highways and environmental staff). Many staff working from home experienced anxiety, isolation and disconnection from colleagues. At the same time, our frontline staff have experienced new and challenging environments, including supporting clients with COVID and, sadly, their deaths.

A vital element of the Covid response has been managing and supporting our staff. As the pandemic continues, the adverse impact on staff mental wellbeing is acknowledged, including mental health needs, both newly formed and pre-existing (e.g. domestic abuse, bereavement, addiction problems, economic effects), post-traumatic stress and anxiety in those returning and continuing to work. When considering the needs of our staff, we felt it was important to adopted a suite of integrated activities and interventions, which created a pathway to improved health, wellbeing and resilience for individuals and teams. Acknowledging the differences between how different parts of the organisation operate.

The mental health and resilience of the workforce were identified as requiring immediate action. The councils undertook a review of interventions and decided to undertake online psychological surveillance of its high-risk roles. Our selected provider had been tested in other public organisations, including the police, fire service, and charities, and demonstrated its ability to meet the required level of services. Working in partnership, we ensured that the service model and processes would meet the needs of the councils and included clear roles and responsibilities and functions for the HR team to ensure the recommendations would be followed up and actioned.
Large groups of staff were in scope for this programme; a role risk assessment was used to review each directorate, and we worked with key leaders to identify the best places for the programme to be implemented. It was essential to the council that the programme was received by staff positively, and ensuring a sensitive and phased rollout was crucial. We piloted the approach with different teams across adult care, children's service, HR and public health. There was significant buy-in and working with the council Senior Leadership Team to ensure a strong desire for this staff support. Success for the programme is measured throughout, initially the organisation's response and engagement with the programme, feedback and case studies for both individuals and teams. Secondly, the data and information gathered to ensure we have reached all staff groups align with our diversity and inclusion strategy and ensure the offer is accessible and appropriate for all our staff. We have finally demonstrating positive changes within the organisation in identifying needs and supporting staff individuals and training, coaching, and upskilling for individuals and line managers.

S104
Post-Incident Psychosocial Interventions after a Traumatic Event in the Workplace - A Review of the Evidence and Guidelines for Best Practice
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Following a traumatic incident in the workplace, managers and leaders often feel compelled to provide some form of support for their workers. However, what is appropriate and safe to offer has not yet been established, despite many organisations still offering some form of intervention after a traumatic event. In the 1980s and 1990s, ‘Debriefing’ became a popular intervention, with workers who had been exposed to a traumatic event mandated to attend group sessions and encouraged to talk about their experiences. However, ‘Debriefing’ has since been contraindicated in NICE guidance as a review of randomised controlled trials (RCTs) published in the early 2000s showed that ‘Debriefing’ could actually make PTSD symptoms worse. Critics, however, have argued that this recommendation was based on methodologically flawed reviews only including a small number of RCTs with limited follow up and suggest some aspects of ‘Debriefing’ may still offer potential benefit.

In the last twenty years, other types of Post-Incident Psychosocial Support have been developed such as ‘Trauma Risk Management (TRiM)’, ‘Reflective Spaces’ and ‘Schwarz Rounds’. However, the evidence base for such interventions has not yet been reviewed, and nor have these different types of interventions been compared.

We will present the findings from a review of research and international clinical guidelines which describe different types of brief Post-Incident Psychosocial Intervention. We will compare the content, effectiveness and acceptability of these interventions. Based on the findings from this review, we will share clear guidance for clinicians, researchers and employers, outlining best practice principles for Post-Incident Psychosocial Support; specifically, what does and doesn’t work, for whom and in what contexts.

This project is co-produced by subject matter experts and experts by experience.
Creating Real-World Evidence-Based Practice: Interactive Round Table Discussion
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The final part of the symposium provides each of the participants an opportunity to respond to questions from the audience and demonstrate how they use evidence to support interventions in organisations.
Covid and the need to create global sustainability has demonstrated the need to respond rapidly to the urgent need for a consensus of experts. Differing views in science, particularly behavioural sciences such as occupational health psychology, are common and can make it difficult for organisations to know which evidence is most reliable or “best”.
In the past three years, there has been an increasing interest in identifying how groups of experts can strike a balance between rigour and rapidity through minimising bias, maintaining transparency and working within clearly defined constraints. The rapid review process requires a clear definition of the problem to be solved or questions to be answered. A group of expert users, stakeholders and subject experts prepared to consult, debate, engage and challenge as they work towards realistic solutions to real-world problems.

Symposium 23: Managing differently: Effects of empowering managerial practices on well-being and health at work
Chair Lucie Pierre, Adalgisa Battistelli

This symposium explores through five papers the importance of empowering managerial practices on health and well-being at work whether in normal working organization or in telework context. The first communication studies the effects of leadership on work-family conflict and insomnia. The second analyses the relationship between empowering leadership and perceived stress. The third investigates the effects of empowering managerial practices on managers' well-being. The fourth examines how virtuous organizational practices can lead to workers' psychological well-being. The last communication focuses on the effects of empowering leadership on employees' performance and well-being at work.

Have a Good Night's Sleep!” Juggling Between Work and Home Demands During Emergency Remote Working in Italy and in France
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Introduction: The COVID-19 pandemic outbreaks the organization of work, especially when the public authorities decided to confine the population. In this context, the psychosocial issues of the health crisis and the reorganization of work deserve to be studied (Kniffin et al., 2020, Rudolph et al., 2020), paying attention to the remote workers’ health and the management of their work-family balance. Within the framework of the Work-Home Resources model (Ten Brummelhuis and Bakker, 2012) and the Effort-Recovery model (Meijman and Mulder, 1998), the present study considers the role of leadership, the frequency of receiving emails or phone calls outside of working hours and the presence of children at home, focusing on the following outcomes: recovery, work-family conflict and insomnia.
Method: The study has been conducted during the first lockdown in Italy and in France. A convenience sample of 1084 employees, of which 553 remote workers in France and 531 in Italy (68% female), from different working sectors filled in an on-line questionnaire. The half of the total sample spent the lockdown with their children (8% of cases without a partner), the remaining 50% cohabited with a partner (37%), or with parents (11%) or with roommates (2%). Two separate multi-group structural equation models were tested to examine gender and countries differences in predictors of recovery, work-family conflict and insomnia symptoms.

Results: Results showed that for both women and men as well as for both remote workers in Italy and in France, a leadership characterized by high quality exchanges with their followers was indirectly and negatively related to insomnia symptoms through the mediation of recovery experiences, which were in turn negatively related to work-family conflict. Moreover, the invasion of technologies outside of working hours was directly related to recovery experiences and to work-family conflict and indirectly to insomnia. Finally, as assumed the presence of children at home during lockdown was negatively related to recovery experiences and indirectly to insomnia symptoms through the mediation of recovery and work-family conflict. Finally, the first model \( \chi^2 (610) = 2087.030 \ p < .000; \ RMSEA = .07 (.06, .07); \ CFI = .90; \ TLI = .90; \ SRMR = .06 \) showed that teleworking in the Italian context was negatively related to recovery, but also to work-family conflict and insomnia symptoms. The second model \( \chi^2 (609) = 1914.671 \ p < .000; \ RMSEA = .06 (.06, .07); \ CFI = .91; \ TLI = .91; \ SRMR = .06 \) showed that the female gender was negatively related to recovery experiences and positively to insomnia.

Discussion: Results could be useful for management of potential future lockdown and also to support the empirical understanding of the critical role of a positive leadership as well as the negative and generalizable consequences of a pervasive use of technologies on remote workers' well-being and their work-family balance beyond the COVID-19 crisis. Results seem to point out some differences between Italy and France and confirmed the importance of deepening the issues related to gender inequalities and family paradigms.

Main limitations: cross-sectional research and use of self-reported data.

S107
Empowering Leadership, Perceived Stress and Activation of the Biological Stress Response
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Introduction: Empowering leadership (EL), and more generally leadership styles that promote employee autonomy, are gaining increasing interest in organizations. However, the effect of EL on health is still understudied, and the literature on this subject is contradictory. While some studies indicate that EL decreases perceived stress by promoting resource development, others studies, conversely, suggest that EL-induced autonomization can represent a stressful demand for employees. In order to overcome the measurement biases of questionnaires, we investigated the effect of EL on the awakening salivary cortisol response that is considered as an indicator of the activation of biological mechanisms of the stress response. We also investigated the mediating role of perceived stress in the relationship between EL and cortisol levels. Furthermore, based on bifactorial analyses, we simultaneously considered the effect of EL as a whole and the effect of each of the behaviors that comprises the EL.
Method: We conducted a cross-sectional study, combining questionnaires and salivary samples on awakening, for the measurement of cortisol. The sample consists of 397 employees working in a French university hospital.

Results: First, EL shows a contrasted effect on perceived stress, characterized by a negative influence of the global factor and a positive influence of some specific factors (e.g., self-directed decision making). In addition, EL has a negative effect on the awakening salivary cortisol response. On the other hand, perceived stress is positively related to cortisol level, but perceived stress does not explain the relationship between EL and cortisol level.

Discussion: Overall, our results indicate that EL can simultaneously increase and decrease employees' perceived stress. On the other hand, EL exerts an unambiguous protective effect against the activation of biological mechanisms of the stress response. Considering the link between awakening salivary cortisol response and the emergence of chronic stress pathologies, our results suggest that EL is a protective factor for physical health.

S108
Managerial Practices of Managers During the Covid-19 Pandemic and Effects on their Well-Being at Work
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Introduction: The Covid-19 crisis and the sudden introduction of telework have shaken up traditional management practices. Indeed, the massive deployment of telework has contributed to highlight the inadequacy of traditional management models based on the control of job performance (Contreras, Baykal, & Abid, 2020). Beside, studies conducted in this context highlight the positive effects of enabling management oriented towards support and trust on employees' mental health and well-being (Haque, 2021). However, to date, while the positive effects of these managerial practices have been demonstrated on employees’ health and well-being, little is known about the effects of implementing these behaviors on the health and well-being of managers themselves. The purpose of this research is to analyze the effects of empowering managerial practices on remote managers well-being through the mediating role of perceived effectiveness in remote management.

Method: A cross-sectional study was carried out with 128 supervisors in a French organization. The sample consisted of 70.3% women with an average age of 43 years. To test hypotheses, mediation analysis was performed.

Results: Results highlight the mediating effect of perceived effectiveness in remote management in the relationship between flexibility, trust, empowering leadership, and remote managers well-being. Results also show a direct positive relationship between empowering leadership and remote managers' job well-being.

Discussion: Results highlight that in a telework context, empowering managerial practices contribute to foster remote managers' well-being. This study also invites managers to value the new managerial skills acquired while teleworking during the Covid-19 pandemic. Results also show that in the context of telework, it is also necessary to redesign the role of the manager in order to move from a controlling management to an empowering management based on support, trust and accountability.
Promoting the Psychological Well-Being of French Workers: Creating a Positive Spiral of Gains Through Virtuous Organizational Practice

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Introduction: Because workers’ psychological well-being is associated with a variety of positive consequences both for them and for work organizations, researchers are particularly interested in identifying its antecedents (Nielsen et al., 2017). One promising approach is the integrative construct of Virtuous Organizational Practices (VOP), defined as “formal organizational practices that focus on employees’ psychological well-being and optimal health” (Aubouin-Bonnaventure et al., 2021, p. 2). In line with the Job Demands-Resources model (Demerouti et al., 2001), VOP can be understood as organizational resources that have a salutary effect on workers’ psychological well-being. Furthermore, these practices could be associated with resource caravan passageways, described by Hobfoll (2011) in his Conservation of Resources theory as “environmental conditions that support, foster, enrich, and protect the resources of individuals, sections or segments of workers, and organizations in total” (p. 118) and would generate an upward spiral of gains by preserving and developing employees’ personal resources. However, while positive links have been demonstrated between certain specific organizational practices, such as recognition at work, and dimensions of psychological health (Valeau & Pailé, 2017), no study to date has tested the joint effect of VOP on various indicators of psychological well-being. The present study aims to fill this gap by analysing the relationships between VOP and three indicators of hedonic (job satisfaction), eudemonic (thriving at work), and social (work-life balance) well-being. Furthermore, as research has shown that certain organizational practices promote psychological capital, and that the latter is composed of \textit{key resources} (Hobfoll, 2002), namely those that facilitate the development of other personal resources such as psychological well-being (ten Brummelhuis & Bakker, 2012), we also tested its mediating role in the relationships studied.

Method: A total of 400 French employees working in private, non-profit and public organizations completed a self-administered questionnaire.

Results: Structural equation modeling demonstrated satisfactory fit indices. Analyses revealed that VOP was positively related to job satisfaction, thriving at work, and work-life balance. Resampling analyses using the \textit{Bootstrap Confidence Interval} then demonstrated that psychological capital partially mediated the relationships between VOP and the three selected indicators of psychological well-being.

Discussion: The results of this study extend knowledge of the positive effects of VOP on the psychological health of workers. Specifically, they indicate the joint effect of VOP, seen as an integrative construct, on various indicators of psychological well-being such as job satisfaction, and on dimensions more rarely related to organizational practices such as thriving at work and work-life balance. The analyses also show that psychological capital partially mediated these relationships, thus confirming that VOP can be considered as a \textit{resource caravan passageway} (Hobfoll, 2011) that can preserve and even develop workers’ personal resources and ultimately promote their psychological well-being. The practical and research implications of this study are discussed.
Managerial Innovation in the Aeronautical Industry: Modeling The Effects of Different Dimensions of Empowering Leadership on the Well-Being and Behavioral Empowerment of Employees

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Introduction: “Traditional” managerial practices (command and control) are now being challenged in favor of managerial innovation approaches that aim to give employees back their “power to act” in order to improve the organization's performance and employees' well-being. Empowerment is one of the approaches that are increasingly attracting the interest of managers. For nearly six years, several production units belonging to a French aeronautical company with about 3,000 employees have been experimenting with innovative management methods compared to usual practices in an industrial environment.

Theoretical background and problematic: According to Ahearne et al. (2005), four dimensions characterize a manager's empowerment practices: 1) Reinforcing meaning in work; 2) Encouraging participation in decision making; 3) Demonstrating trust; and 4) Providing autonomy. Much research has demonstrated the positive effects of empowering leadership on performance (Cheong et al., 2019; Sharma & Kirkman, 2015), and particularly on employee behavioral empowerment (Boudrias et al., 2009). However, what about the impact of these innovative managerial practices on worker well-being? In an action-research perspective, our survey intends to study the link between empowering leadership (EL) and behavioral empowerment of the employees, while taking into account the well-being at work (WBAW) as a mediator.

Method: A questionnaire, composed of scientifically validated scales (Bien-Etre Psychologique au Travail - Gilbert, et al., 2011; Leadership Habilitant - Yahia et al., 2018; Habilitation Comportementale – Sinclair et al., 2014), has been filled in by 2453 employees of the aeronautical industry (61% of participation).

Results: The results highlight the predictor role of “empowering leadership” on behavioral empowerment and on well-being at work. More specifically, as regards of each of the sub-dimensions of empowering leadership, the statistical analysis demonstrate that the effects of “giving meaning to the work” (β = 0.074; p < 0.001) and “autonomy” (β = 0.054; p < 0.001) on behavioral empowerment are fully mediated by the WBAW while the effects of “showing confidence” (β = 0.074; p < 0.001) and “participation in decision-making” (β = -0.024; p < 0.001) are only partially mediated by WBAW (respectively 40% and opposite effect). Thus, WBAW explains in large part the relationship between empowering leadership (EL) and behavioral empowerment. The sub-dimensions of “giving meaning at work”, “showing confidence” and “autonomy” have a positive effect on employee WBAW, which foster their behavioral empowerment. However, the sub-dimension of “participation in decision-making” has a negative effect on employee WBAW, which reduce the positive effect of this EL dimension on behavioral empowerment.

Discussion: Our research brings significant theoretical contributions by investigating the dimensions of the “empowering” style of leadership as determinants of both behavioral empowerment (an indicator of performance) and well-being at work. In particular, the results of this survey bring to light the mediator role of WBAW within the relationship of the sub-dimensions of EL and behavioral empowerment. The practical interest of this study is thus to provide recommendations to companies in order to support their initiatives of managerial innovation leading to a greater feeling of well-being in the workplace.
The implementation of digital technologies at work is a growing phenomenon that is affecting
the way employees perform their jobs. Moreover, the digitalization trend has been fostered by
the current COVID-19 pandemic. For instance, under the pandemic, many employees have
been asked to work from home, which has been possible thanks to the available digital
technologies (e. g., online videoconferencing, cloud computing and storage). How these
changes are affecting employees’ jobs, states, and outcomes (e. g., wellbeing, health,
performance) is not clear. Actually, there are arguments suggesting both functional and
dysfunctional influences (Parker & Grote, in press; Smids et al., 2020). Moreover, we need to
understand the underlying mechanisms and processes explaining the relationship between the
implementation of digital technologies and employees’ work experiences and outcomes.
Unfortunately, the number of empirical studies about these two issues still is scarce.

This scarcity is worrisome for theoretical and practical reasons. Theoretically, to understand the
impact of digital technologies better we need to ascertain in which way they are related to key
employee outcomes. Moreover, this knowledge is crucial if we want to maximize their potential
positive effects and minimize the potential negative ones. From a practical perspective,
knowledge about the impact of digital technologies may suggest strategies to implement them
in ways that will improve employees’ jobs and working conditions.

Thus, the general goal of this symposium is to clarify how and why the implementation of digital
technologies at work (e.g., telework, overall work digitalization, virtual teams and online
training) is influencing employees’ jobs, states, and outcomes. To achieve this goal, the
symposium is comprised of five studies conducted in three different countries (Italy, Spain, and
The Netherlands) that implement varied methodological approaches.

In a diary study, Toscano and colleagues examined the influence of remote work on daily job
performance. They investigated two hypothetical mediating processes: a motivational one via
daily concentration and work engagement, and a health-impairment one via daily isolation and
job tension.

In another diary study, Ulfert-Blank and colleagues studied the influence of the frequency of
negative events related with the use of Information and Communication Technologies (ICT),
professional isolation, and technology overload, on employee strain.

Hosseini and colleagues combined a qualitative study involving semi-structured interviews and
a diary quantitative study to ascertain to what extent the technologies implemented in
warehouses affect employees’ job characteristics, their experience of meaningful work,
wellbeing, and performance.

In a study with a time-lagged design involving three measurement points, González-Romá and
colleagues examined the influence of job digitalization on employee health (psychosomatic
complaints). They tested to mediated relationships: the first one involved job autonomy and
work engagement as hypothetical mediators; the second one involved role overload and job
burnout.

Finally, in an online randomized controlled trial, González de Anta and colleagues investigated
whether a short-term online emotional management training intervention improved team
interaction quality in virtual teams with previously created subgroups, and whether this effect
was mediated by team cohesion and team emotional carrying capacity.
The COVID-19 pandemic has, over the past two years, accelerated the spread of hybrid remote work, a flexible work arrangement according to which, in the same week, employees work partly at home and partly at their employers' premises. This arrangement offers the opportunity to investigate the influence of work from home on job performance compared with working at the employer premises. Previous research indicates that the outcomes of work from home depend on the characteristics of each person (Donati et al., 2021) but also from structural variables of the remote work programs, such as its quality (Miglioretti et al., 2021) and the weekly hours people work remotely (Golden et al., 2008). Based on the JD-R model and its motivational and health-impairment processes (Bakker & Demerouti, 2017), this diary study aims to investigate how work from home is related to daily employees’ performance via a health-impairment process involving daily social isolation and tension and a motivational process involving daily job concentration and work engagement.

A diary study was conducted in June 2021, for eight consecutive working days, with 203 employees of an Italian municipality involved in a hybrid remote work program. Every day, information about employees’ daily working place (0 = working at office; 1 = working at home) was gathered. Furthermore, their daily perceptions of concentration (Nohe et al. 2014), work engagement (Schaufeli et al., 2019), social isolation (Golden et al. 2008), tension (Wilhelm & Schoebi, 2007), and job performance (Pettit et al., 1997) were measured. Data were collected online through the Qualtrics platform. Multilevel SEM as implemented in Mplus 8.6 was used to test the study hypotheses.

The results showed that, on days in which employees worked from home, both daily concentration and daily social isolation were higher than on days when employees worked at their offices. Moreover, concentration was positively related to work engagement, which in turn was positively related to job performance. Isolation was positively related to job tension, which in turn was not significantly related to job performance. The indirect effect of work from home on daily job performance via concentration and work engagement was positive and statistically significant (.021, 95% CI = .003, .039). However, the indirect effect of work from home on daily job performance via isolation and job tension was not statistically significant (.00, 95% CI = -.001, .001).

These results support the idea that work from home provides employees with both resources (concentration) and demands (isolation). However, it is a motivational process (and not a health-impairment one) that helps understand why working from home is related to daily job performance. Our study improves our knowledge about the mechanisms and mediators that underlie the relationship between work from home and job performance. It also suggests that hybrid remote work arrangements may be a solution in the current COVID-19 pandemic, whose advantages seem to outweigh their disadvantages.

Remote Work During the Covid-19 Pandemic: Effects of Daily ICT Use on Technology Overload

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The COVID-19 pandemic with its accompanying restrictive measures has led to a sudden digitalization of all areas of work and to many knowledge workers now working entirely from home. Already prior to this increase in remote work, the extensive use of information and
communication technologies (ICT) has been associated with negative outcomes such as technology overload (Braukmann et al., 2018; Day et al., 2010, 2012). Interacting with technology is dynamic and employees often have to face negative events (e.g., system failures) which are related to the technology’s characteristics (e.g., system reliability). At the same time, interacting with ICTs may not affect all employees equally, and research highlights the moderating effect of employees’ subjective (STE) and objective technology expertise (OTE; Ulfert et al., 2022). Building on prior works on ICT demands, ICT events, and ICT reliability (Ayyagari et al., 2011; Braukmann et al., 2018; Day et al., 2010, 2012), this registered report aimed to link ICT-related events with employees’ technology overload during a phase of intensive telework. In a daily diary study during a national Covid-19 lockdown, we investigated how negative ICT-related events change over the course of two weeks and how they impact technology overload. Employees’ OTE and STE were investigated as moderators of this relationship. Additionally, we explored how technology overload as well as professional isolation due to pandemic-related restrictions, impact employee strain. Multilevel regression modeling was used to explore the described relationships.

Results confirmed the negative effect of ICT events on technology overload, with events related to interruptions of work processes having the largest effect. Multilevel results did not reveal a significant direct effect of OTE on technology overload but a significant cross-level interaction effect. In contrast, there was a significant direct negative effect of STE on technology overload, but no cross-level interaction effect. Both, technology overload and professional isolation had a significant direct effect on strain. Gaining a better understanding of the relationship between ICT-events, technology overload, and technology expertise during a phase of extensive telework will help to develop training and support for employees to improve their interaction with ICTs during times of social distancing and beyond.

S113
Technological Innovations in Warehouses: What Does it Mean for Employees and Their Jobs?
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‘Place your order now and get it delivered the same day.’ That is what most webshops offer to their customers when they buy a product. The logistics sector, which is responsible for the warehousing, packaging and distribution of products, is challenged to pick and pack orders fast, and deliver them on time. Warehousing companies opt to make use of labour-saving technological innovations, such as automated picking and packing tools, to meet customers’ (high) expectations. However, technologies can positively and negatively affect job characteristics, with unintended consequences on employees’ job content, experience of meaningful work, wellbeing and performance. For example, technologies may make work-related tasks more complex and stressful due to information overload. However, when technologies help out, assist with, and take over the dull, dirty, and dangerous tasks, employees can focus on more challenging and meaningful tasks (Parker & Grote, 2020), such as coordinating and solving technical breakdowns (Smids et al., 2020). Taking the Job Demands-Resources model as our theoretical basis, we investigated which job characteristics play an important role in working with technologies and their relation to employees’ wellbeing. In other words, we wanted to know to what extent (new) technologies affect warehouse employees’ job characteristics and their work-related outcomes.

We conducted a daily diary study among seventy-one warehouse employees in three warehousing companies. Using short daily surveys, we asked questions on, among other things, physical workload, work pace, work autonomy, participation and exhaustion. Warehouse employees filled out these (online and on paper) short diary surveys at the end of their workday for five consecutive days. Our preliminary results show that autonomy and participation buffer the positive relationship between physical workload, work pace and
exhaustion. In other words, an increase in physical workload leads to more exhaustion in case of low autonomy and low participation. We also found that an increase in work pace leads to more exhaustion in case of low autonomy and low participation. A limitation of this study could be that the data is self-reported. However, taking multiple measures over five days could reduce the common method bias effects.

Thus, extensive research into psychosocial aspects of (new) technology implementation may uncover ways in which warehouses can establish sustainable workplaces in the new technological era. Specifically, we explored whether and how (new) technologies change the nature of work or the conditions under which work is performed. This knowledge can guide companies to introduce and implement technologies to benefit the organization and their employees' wellbeing.

S114
Job Digitalization and Employee Health: A Parallel Mediation Model
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Different scholars have suggested that job digitalization can have both positive and negative influences on work characteristics and their associated consequences (Parker & Grote, 2020; Smids et al., 2020). However, there are few empirical studies focused on these potential relationships. This situation is problematic because without this knowledge it is not possible to fully understand digitalization’s impact on work characteristics and their outcomes and suggest ways to foster its positive influences and mitigate the negative ones. Thus, the goal of this study is to clarify the relationships between job digitalization, on the one side, and work characteristics (i.e., job autonomy and role overload) and their associated consequences (i.e., work engagement, job burnout, and employee health-operationalized as psychosomatic complaints), on the other side.

Based on work design theory (Hackman & Oldham, 1976; Morgeson & Humphrey, 2006) and job demands-resources theory (Bakker & Demerouti, 2017), we posit that job digitalization has a positive relationship with both job autonomy and role overload. These two work characteristics are related to both work engagement and job burnout, which in turn are related to employee health (psychosomatic complaints). We hypothesize that job digitalization shows a negative indirect relationship with psychosomatic complaints via autonomy and work engagement/job burnout, and a positive one via role overload and burnout/work engagement. The study sample was composed of 158 employees who collaborated with a respondent panel. Data were collected at 3 time points. Job digitalization was measured with a 9-item scale developed for this study (Cronbach’s alpha=.86). The other study variables were measured with previously validated scales. The hypothesized research model was tested by means of structural equation modeling with latent variables as implemented in Mplus.

The tested model showed satisfactory goodness-of-fit indices (e.g., RMSEA = .057). The results obtained showed that job digitalization (Time 1) was positively related to job autonomy and role overload (both measured at Time 2). Job autonomy was positively related to work engagement (Time 2) and negatively related to job burnout (Time 2). Role overload was positively related to job burnout and negatively related to work engagement. Work engagement was not related to psychosomatic complaints (Time 3), but job burnout showed a positive relationship with the latter variable. Job digitalization showed an indirect positive relationship with psychosomatic complaints via role overload and job burnout (.072, bias-corrected bootstrap 95% CI=[.010, .146]), and an indirect negative relationship with psychosomatic complaints via job autonomy and job burnout (-.141, bias-corrected bootstrap 95% CI=[-.236, -.045]).

Our study shows that job digitalization may have both functional and dysfunctional consequences on work characteristics and their associated outcomes. This result helps us to better understand the complexities of job digitalization and may suggest ways to foster its
functional consequences (via job autonomy), reduce its dysfunctional ones (via role overload), and improve employee health. Moreover, it identifies some of the mechanisms through which job digitalization is related to important variables, such as job burnout, work engagement, and employee health.

S115
Mediating Mechanisms to Study the Influence of Online Emotional Management Intervention on Interaction Quality in Virtual Teams
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A disruptive digitalization occurred because of the COVID-19 pandemic, which led to a sudden adoption of virtual teamwork in several organizations. Although technical tools/structures were adopted by organizations, the affective realm of workers was left unattended. In consequence, workers that moved to virtual teams (VTs) faced challenges because of dispersion, ambiguity, and communication problems (lack of non-verbal cues, difficulties to manage affect). These interpersonal processes are relevant for team wellbeing and performance, consequently, there is an urgency to propose interventions and analyze mechanisms that lead to an adequate interaction quality.

Workers that moved to VTs may not have the proper skills and feel that they work in an unknown environment. Diversity will also increase because of globalization/digitalization of work. Thus, they may prefer to work with similar colleagues, from the same location, or with shared characteristics. This may lead to the emergence of clusters of workers that feel more identified with a subgroup than with the overall team, which has shown negative effects on overall team results (Jehn & Bezrukova, 2010; Gibbs et al., 2017). In this study, we propose to study how a short-term online emotional management training intervention improves team interaction quality (communication and cooperation) in VTs with subgroups.

Moreover, we study two mediating mechanisms that can intervene in this relationship: team emotional carrying capacity (TECC) (Stephens et al., 2013) and cohesion (Dulebohn & Hoch, 2017). Emotional capacity enables team members to express both negative and positive emotions constructively. This facilitates the feelings of belonging and membership of team members which in turn increases the quality of interpersonal relationships.

Method: We designed a short online training to develop emotional competencies in team members. Hypotheses were tested using a pre-post design (three measurement times) in an online randomized controlled trial in an educational context in Spain, with a sample of 52 VTs with subgroups. Teams of four members were randomly assigned to either an online Team Emotional Management intervention or a control condition. Moreover, this study examined mediating mechanisms that may further explain this direct influence. The results show that there was a serial indirect effect of TECC and cohesion, so that, the effect of team emotional management intervention was fully and sequentially mediated these mechanisms.

Discussion: Digitalization must attend to the human facet of workers. Thus, their affective experiences must be improved to achieve well-being and effectiveness in VTs. This study examines the effectiveness of an online emotional management intervention, which through TECC improves group cohesion; and, in consequence, interaction quality levels of team members, despite being affected by subgroups. It can be used by practitioners as a tool to leverage relationship quality in VTs. Despite the limitations in terms of sample and ecological validity, these results shed new light on the role of emotional management intervention and its influence on the way team members communicate and cooperate in virtual environments, based on an increase of cohesion and TECC.
Symposium 25: MENTUPP – Multi-level workplace mental health and wellbeing intervention in construction, health care and ICT SMEs
Chair Birgit Greiner

The main aim of MENTUPP is to improve mental health and wellbeing in the workplace by developing, implementing and evaluating a multilevel intervention in Small and Medium Enterprises (SMEs) in the Construction, Health and the Information and Communication Technology sectors. The HORIZON 2020-funded MENTUPP project includes partners from 14 counties in Europe and Australia.

In recent years, a myriad of workplace mental health and wellbeing resources and interventions have been developed, many of them without a theoretical foundation and without systematic process and outcome evaluation. MENTUPP applies an integrated trans-disciplinary approach and combines the contributions of public health, occupational health psychology, positive psychology, psychiatry, economy, and occupational epidemiology. It uses a stringent Cluster Randomized Controlled Trial design with process and outcome evaluation. The underlying theoretical framework is the Integrated Mental Health model by LaMontagne and colleagues, which encompasses the elements of (i) protecting mental health by reducing work-related and other risk factors for mental health problems, (ii) promoting mental health and wellbeing by developing the positive work aspects as well as worker strengths and capacities, and (iii) responding to mental health problems as they manifest at work regardless of cause (work-related or otherwise). This approach goes beyond interventions targeting individuals but addresses the underlying working conditions, the workplace culture and prevailing mental health stigma, and also incorporates primary-level and secondary-level intervention rather than exclusively focussing on those, who experience mental health problems.

There has been an ongoing debate on the best way to design and deliver workplace health interventions with controversy about delivery at the individual or the organisational level. Systematic effectiveness reviews offer mixed results and commonly multi-level approaches are recommended. MENTUPP uses a multi-level approach with interventions targeting individuals, work groups and peers, and supervisors and managers. However, there are several challenges in relation to the implementation and evaluation of these complex interventions, which will be addressed in this symposium.

In the public debate, ‘workplace mental health’ has become a catch-all phrase for a range of conditions encompassing diagnosed mental health disorders, sub-clinical mental health problems, stress, burnout and wellbeing. Differentiation between the different concepts, as adopted by MENTUPP, is useful for a targeted approach and to avoid reproducing mental health stigma. MENTUPP addresses mental health disorders as well as depressive symptoms, stress and burnout and also the positive mental health aspects, i.e. mental wellbeing.

While large companies generally have the resources and dedicated professionals within the organisation, small to medium-size enterprises (SMEs) often lack the resources to provide mental health promotion. Therefore, based on the findings of thorough systematic reviews, MENTUPP is aimed at developing a programme particularly suited to the needs of SMEs. In addition to a detailed presentation of this project with preliminary results of a pilot study conducted in 9 countries, this symposium will provide a forum of discussion for general scientific and applied challenges faced by researchers and practitioners conduction complex workplace mental health interventions.
S116
An Overview of the MENTUPP Programme Design, Implementation and Evaluation
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Study Objectives: Depression and anxiety are the most prevalent mental health difficulties in the workplace in the EU, causing immense suffering and costing the global economy €1 trillion in lost productivity annually. Certain sectors, in particular construction, health and ICT, have an elevated risk of mental health difficulties, with those working in Small and Medium Enterprises (SMEs) being particularly vulnerable. The overall aim of the MENTUPP project is to design, develop, implement and evaluate a multi-level mental health intervention for the SMEs.

Methods and materials: The MENTUPP intervention has been developed by world leading experts in mental health in occupational settings. It has been informed by a survey with representatives from academia, SMEs, occupational health associations, labour and advocacy groups and by a series of systematic reviews. These reviews have been conducted to understand workplace mental health interventions in the construction, health and ICT sectors, mental health interventions in SMEs and on facilitators and barriers to successful implementation of such interventions. The MENTUPP intervention is delivered via an online platform, the MENTUPP Hub. It presents tailored materials for employees and managers on topics such as peer support, anti-stigma, non-clinical feelings of being down and clinical levels of depression. As well as being tailored to each sector, the materials also present general workplace problems that workers may encounter, such as implications of the COVID-19 pandemic. A six-month pilot study is currently being concluded. This will be followed by optimisation of the intervention before a cluster Randomised Controlled Trial (cRCT) in the three occupational sectors and in eight European countries and Australia using the RE-AIM framework.

Implications: Most SMEs have limited capacity to address mental health promotion and provide mental health interventions to staff. As SMEs comprise more than 90% of all EU businesses, there is a huge potential to influence population health.

S117
Learnings From Three Systematic Reviews on the Effectiveness of Organisational-Level Workplace Mental Health Interventions
Caleb Leduc, Birgit Aust, Cliodhna O’Connor, Johanna Cresswell-Smith, Reiner Rugulies, Kristian Wahlbeck, Ella Arensman

Introduction: The benefits of a mentally healthy workplace are widely recognised, with characteristics of the psychosocial work environment bearing significant influence on employee mental health and wellbeing. High work demands, role conflict, role ambiguity and lack of job control have been identified as the primary stressors for workers across several sectors, including construction, healthcare and information and communications technology. Organisational-level interventions aim to improve workers’ health or wellbeing through the intentional targeting of the re-organisation of work. Organisational-level interventions in the context of workplace mental health can also include activities addressing underlying...
psychosocial factors in the work environment that lead to job stress, as well as ameliorating symptoms of burnout, depression, and anxiety or promoting mental wellbeing. The effectiveness of organisational-level interventions has been systematically reviewed for a range of mental and physical health indicators and for a number of occupation groups with inconsistent results though some sectors, including construction and ICT industries and particularly for SMEs have yet to be synthesised.

**Purpose:** The current systematic reviews are part of a series of reviews informing the Horizon 2020 funded European Intervention Project, Mental Health Promotion in Occupational Settings (MENTUPP). The overarching review question is: Do organisational-level mental health programmes have a positive impact on stress, burnout, symptoms of depression or anxiety and mental wellbeing in the construction, healthcare, and ICT sectors in general and in SMEs in particular?

**Methods:** Three parallel systematic review protocols were registered with the international prospective register of systematic reviews and conducted in accordance with PRISMA guidelines. Tailored search strategies aimed at identifying published studies that investigated the impact of workplace mental health interventions stress, burnout, symptoms of depression and anxiety, and mental wellbeing were developed specific to each sector and six databases. Searches were updated current to July 2021 and were conducted in accordance with PRESS guidelines.

**Results:** Across the three reviews, 5331 records underwent title and abstract screening; yielding 214 articles for full-text review with a total of 28 articles meeting all inclusion criteria (Construction, N=5; Healthcare, N=18; ICT, N=5). The evidence for the effectiveness of organisational-level interventions for the promotion of mental health and well-being of employees in the construction, healthcare and ICT sectors was mixed. Nevertheless, across the three reviews five areas for improvement were identified that could promote a better assessment: 1- need to develop and evaluate programme theory, 2- expand data analysis strategy to reflect the intervention complexity, 3- outcomes relating to mental health of participants need to be diversified and improved, 4- strengthen methodological quality, and 5- include detailed process evaluations according to established frameworks. Moreover, significant opportunity exists for evaluating approaches tailored to the needs of the specific sectors reflective of the diversity and uniqueness of their respective demographic compositions.

**Conclusion:** The results from these reviews in three different sectors and with a specific focus on SMEs will help identify research gaps as well as serve as guidance to develop, implement, and evaluate organisational-level strategies targeting job stress, burnout and mental well-being in the workplace.

S118
MENTUPP Pilot Study in Nine Countries – First Results
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A negative working environment may lead to occupational stress and subsequently, physical and mental health problems. Research indicates that this has been linked to absenteeism, presenteeism, low employee satisfaction, and lost productivity. The MENTUPP intervention
aims to improve mental health and reduce depression, anxiety, and suicidal behaviour. This presentation focuses on the initial findings of the pilot implementation and evaluation of the MENTUPP intervention in eight European countries and Australia. The central aim of the pilot study was to examine the feasibility, acceptability, and uptake of the MENTUPP intervention across target SMEs. The specific objectives of the pilot study were to evaluate the delivery of the interventions via the MENTUPP Hub, to evaluate the procedures and instruments that will be used to evaluate the MENTUPP intervention, and to examine the implementation strategy of the MENTUPP intervention.

The study design was a non-randomised, uncontrolled pre- and post-intervention process evaluation (and preliminary outcome evaluation). This pilot study involved both quantitative and qualitative measures to evaluate the delivery of the MENTUPP intervention and relevant tailored materials in the construction, healthcare, and ICT sectors. Each of the nine intervention countries recruited 1-3 SMEs in one of the three sectors (construction/healthcare/ICT) aiming to recruit approximately 60-70 participants (employees and managers) in each intervention country.

Each of the nine intervention countries recruited at least one SME from a specific sector (Construction – Albania, Australia and Ireland; Health – Hungary, Kosovo and The Netherlands; ICT – Finland, Germany and Spain). A small sized enterprise is defined as an enterprise with between 10 and 50 employees and a medium sized enterprise consists of 50-250 employees. SMEs were deemed eligible for the intervention if they agreed to predetermined criteria: 1) allocating a local Champion to the project, 2) creating a Project Planning Group within the SME with at least one employee and one member of management, 3) allowing employees at least eight hours over six months to use the MENTUPP Hub, and 4) actively and regularly promoting the intervention with employees.

The MENTUPP intervention is designed to improve mental health in the workplace, reduce stigma and promote mental wellbeing. The intervention is facilitated through the MENTUPP Hub, an online platform that presents interactive psychoeducational materials, toolkits, and links to additional resources in an accessible and user-friendly manner. The pilot study was evaluated by conducting a pre-intervention and post-intervention survey with all participants (employees and managers) and by facilitating focus groups with employees, managers and research officers. A monitoring tool was continuously updated for each SME by the research officer in each intervention country to provide context for some of the findings.

The pilot study concluded in December 2021. The findings will contribute to devising the protocol for a cluster Randomised Controlled Trial (cRCT) of the MENTUPP intervention. Findings from this study will also be used to inform the optimisation phase of the MENTUPP intervention which will aim to improve the materials and the implementation of the intervention as well as enhancing the evaluation strategy which will be employed for the cRCT.

S119
Factors Influencing Successful Implementation of a Workplace Mental Health Intervention: Interim Results of a Scoping and Systematic Review
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Background: Mental health problems are common in the working population and represent a growing concern internationally, with potential impacts on workers, organisations, workplace health and compensation authorities, labour markets and social policies. Workplace
interventions that create workplaces supportive of mental health, promote mental health awareness, destigmatise mental illness and support those with mental disorders are likely to improve health and economical outcomes for employees and organisations. Identifying factors associated with successful implementation of these interventions can improve intervention quality and evaluation and facilitate the uptake and expansion.

**Study aims:** The aim of our scoping and systematic review was to i) identify research explicitly reporting on the quality of delivery and implementation of mental health promotion interventions, and ii) identify barriers and facilitators associated with the quality of implementation of workplace mental health promotion interventions in SMEs and in healthcare, construction and ICT sectors.

**Methods:** A systematic review was conducted using a step-wise approach, including feedback from topic experts. Between 2008 and July 2020, we searched ten electronic databases for reviews and primary research. Google Scholar, reference list searching, and expert contacts were used to identify grey literature. We included all study designs explicitly investigating or reporting the quality of implementation of mental health promotion interventions in the workplace and reporting rich data. For aim one, we extracted study characteristics and summarised these using a narrative synthesis to give an overview of the evidence. For aim two, we used a sampling framework to sample studies included studies that were set in healthcare, construction and ICT sectors and SMEs. Rich data was extracted from sampled studies and coded using the three domains of Nielson and Randall’s model of organisational-level interventions: 1) the intervention activities, initiation and implementation strategies, 2) context, and 3) mental models of participants. After initial coding, we brought data together within each domain using relevant themes that reflected the data. GRADE-CERQual was used to assess confidence in each finding.

**Results:** 6,123 records were identified, 4230 titles and abstracts were screened after removal of duplicates, 290 full texts were screened with 46 meeting eligibility criteria for the first aim (5 reviews and 41 primary studies), 15 studies of which were sampled for the second aim (ICT: k=1, healthcare: k=12, construction: k=1, SMEs: k=5). Analysis of the 15 studies produced 13 main barriers and/or facilitators, three in the context domain, six in the intervention design and implementation domain and four in the mental models domain. Detailed findings will be presented during the conference.

**Conclusions:** Few studies were found which assess the implementation of mental health promotion interventions in the workplace in the construction and ICT sector, which reflects the size of the intervention evaluation evidence base. More studies were identified in the healthcare sector, which is to be expected, given that those in the healthcare sector are likely to be more familiar with research activity. More high-quality studies are needed in the construction and ICT sector and more work is needed to help conduct such studies.

**S120**
**Developing a Theory of Change for the Evaluation of Global Complex Mental Health Interventions: The Example of MENTUPP, an Intervention in the Workplace**
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Effective interventions to promote mental health in the workplace are necessary and able to achieve health and economic benefits. Research highlights three important elements that characterize effective interventions. Firstly, interventions should rely on a multilevel approach,
as they provide the opportunity to focus on the micro level of the individual, the intermediate level of the workplace setting and the macro level of the country of implementation. Secondly, interventions with an integrated approach are preferable as they allow the combination of different strategies targeting different levels. Thirdly, interventions applied on a global level are able to bridge the inequity between countries with respect to mental health conceptualization.

Evaluating such complex interventions in the workplace is challenging as a theoretical framework explaining how such interventions are expected to work is lacking. The MENTUPP intervention will be used as a case study as it is a typical example of a complex intervention not only because it consists of several interacting components and tools, but also because it targets different audiences, who work in different organizations and sectors in various countries. This poses challenges for the implementation and evaluation.

This study aims to develop a theory that outlines how the MENTUPP intervention is expected to work, considering its complexity. We constructed and integrated a Theory of Change (ToC) in the Medical Research Council (MRC) framework for complex interventions intending to promote the systematic use of the ToC throughout the MENTUPP project and to describe how a ToC approach will inform the development, implementation and evaluation of global complex mental health interventions in the workplace. There is an opportunity to test the use of a ToC in a clustered RCT and on using ToC together with the MRC framework, which are two not adequately explored fields in literature.

The first advantage of choosing a ToC as a theoretical framework is that it allows us to identify multiple outcomes and not only one single primary outcome. Interventions following an integrated approach consist of a variety of components. A ToC will enhance the understanding of the mechanisms of change linked to specific outcomes together with the complexity of implementation aspects at different intervention levels. Furthermore, we have the opportunity to focus on the role of the contextual complexity behind the intervention, to predict and explain the adoption, the effectiveness, and the maintenance of the intervention. Moreover, the heterogeneous targeted population, its variant characteristics, and their interaction can be assessed. Another strength is that the integrated outcomes in the ToC are evidence-based deriving from the six systematic reviews and the expert consultation survey conducted within MENTUPP.

In the context of this study, the developed ToC provides a first comprehensive rationale of how global complex mental health interventions following an integrated approach in the workplace can be designed and evaluated. This valuable information will be used in order to inform and optimize the development, the implementation and the evaluation of the MENTUPP project ahead of a large-scale trial providing further insight to future projects of high complexity.

Symposium 26: Next steps in job crafting intervention research: Expanding our understanding of the job crafting conceptualizations, success factors, and delivery methods in job
Chair Machteld van den Heuvel, Lorenz Verelst

Because job crafting is positively related to several work-related well-being and performance outcomes, researchers have started to develop interventions that aim to stimulate this form of bottom-up work (re)design. In essence, job crafting interventions learn individuals to be active creators of their job by shaping their job characteristics. The ultimate purpose of these interventions is to be highly effective in stimulating job crafting. As such, research into job
crafting interventions has been – and still is – burgeoning and has led to fruitful insights regarding its effectiveness. Nevertheless, scholars have been encouraged to adjust these interventions such that they become even more effective. This symposium brings together rigorous research that explores avenues to further optimize job crafting interventions. In a set of four presentations and a general discussion, we discuss new insights and possible adjustments to the job crafting conceptualizations, success factors, and delivery methods in these interventions.

First, regarding the job crafting conceptualizations, most job crafting interventions are based on JD-R (i.e., Job Demands-Resources) theory. However, state-of-the-art intervention studies tend to apply a different or modified conceptualization. For instance, Kuijpers et al. (Presentation 1) present the findings of a job crafting intervention based on strengths, interests, and development crafting that aims to craft the fit between an individual and its job, rather than solely the job. Moreover, Boesten et al. (Presentation 2) present the results of their crafting intervention that is designed for entrepreneurs. In particular, they evaluate the effectiveness of the crafting strategies that aim to support entrepreneurs in dealing with a crisis, i.e., leisure, network, and business crafting. Second, regarding the success factors, Buonocore et al. (Presentation 3) share the results of their job crafting intervention, that is designed for the specific context of public service organizations, in which they centralize the COM-B (i.e., Capability, Opportunity, and Motivation Behaviour) model to understand why the intervention is (un)successful in stimulating certain job crafting behaviors. Moreover, Verelst et al. (Presentation 4) present the results of their research in which they investigate participants’ adherence to their job crafting intervention and how this is related to the effectiveness of this intervention. Finally, regarding the delivery method, Verelst et al. developed an electronic job crafting intervention that can be used remotely, while the other presenters used a certain degree of hybrid delivery method (i.e., pre-intervention homework assignment, walk-in hour meeting, and synchronous conferencing).

This symposium offers highly theoretical and practical implications. Indeed, job crafting interventions may provide opportunities for workers to optimize their functioning in terms of well-being and performance, which is highly relevant given the progressively increasing complexity and independency of work. The insights presented in this symposium contribute to both research and practice since they offer new directions for future research and hands-on strategies to increase the effectiveness of job crafting interventions. In sum, we bring together four presentations that each provide unique insights on the job crafting conceptualizations, success factors, and delivery methods in job crafting interventions.

S121
Align Your Job with Yourself: The Relationship Between a Job Crafting Intervention and Work Engagement, and the Role of Workload
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Contemporary job crafting research tends to focus on ways of crafting (i.e., task, relational or cognitive) or specific job characteristics that are crafted (i.e., demands or resources), without explicitly paying attention to the individual that crafts. This is problematic, because crafting behaviors are particularly aimed at adapting job tasks so that they match the personal resources of the employee. Since job crafting has been proposed as a way to maximize the fit between the job and the employee, an isolated focus on the job or on the way of crafting without considering important characteristics of the individual neglects a major part of its foundation. We therefore focus on a job crafting intervention that is designed to increase crafting towards strengths, interests, and development.
We argue that a better understanding of the job crafting process requires a focus on not only the job, but on the individual as well. Hence, the current study builds upon the work of Kooij et al. (2017), who framed job crafting in terms of adjusting the job to personal strengths and interests. We contribute to this by also including the growth potential of the employee; developmental crafting. We designed a job crafting intervention to increase these forms of crafting and we examined how this relates to work engagement. In addition, to shed light on the specific circumstances that may influence the effectiveness of the intervention, we investigated the moderating effect of workload.

99 employees from a Dutch health care organization participated in the study (n = 45 treatment group; n = 54 control group). Participants completed a homework assignment (Reflected Best-Self exercise) prior to a two-hour workshop and they were asked to formulate one short-term and concrete job crafting goal to accomplish within three weeks. Three weeks after the workshop, a second one-hour workshop took place where the participants discussed the accomplishment of their goals with a trainer.

Results indicated that there was no association between the intervention and job crafting behaviors. However, the job crafting intervention was found to be positively related to interests crafting for workers with a relatively high workload, which in turn was associated with an increase in dedication and absorption. We conclude that a job crafting intervention can be an effective tool for enhancing work engagement for employees with a high workload. This study extends prior research on job crafting by investigating three types of job crafting that are aimed at adapting the job to the personal resources of the employee. Moreover, we provide organizations with a practical tool to increase interests crafting and subsequently dedication, and absorption among employees with a high workload, thereby making them less dependent from the job resources that are offered to them by the organization.

S122
Entrepreneurs and Their Crafting Behavior: An Intervention Study
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Research goals: Part of being a successful entrepreneur nowadays is the ability to use effective strategies to deal with crises. Recently, many entrepreneurs have been struggling with the challenges posed by the Covid-19 pandemic. To support entrepreneurs, our study aimed to evaluate the effectiveness of "crafting strategies" to support entrepreneurs in dealing with a crisis.

Theoretical background: As our previous research showed, crafting behavior helps entrepreneurs successfully deal with a crisis because it allows them to optimize their work and home demands and mobilize the necessary resources to remain healthy and prosperous during turbulent times. Our weekly diary study showed that in weeks entrepreneurs craft, they are more motivated, less fatigued, and attain more goals. Because entrepreneurs have their work and private life often intertwined and their professional network is often outside their own business, we distinguished between three crafting strategies that are particularly relevant: i.e., proactively pursuing leisure activities (leisure crafting), proactively using and optimizing their network (network crafting), and proactively optimizing demands and resources of their business (business crafting). Existing research shows that employees can be trained in job crafting (Demerouti et al., 2019; Gordon et al., 2018). The current study builds on this knowledge and presents our first findings on the effectiveness of an intervention to train and stimulate entrepreneurs to engage in these three crafting strategies.
Methodology: We developed a crafting training specifically for entrepreneurs that consisted of a two-hour workshop explaining the theory behind the crafting strategies. After the workshop, entrepreneurs have to work on their own crafting goals over the following weeks. By using pre- and post-measurement questionnaires combined with a (waiting list) control group we will be able to research the effects of the intervention on crafting behavior, well-being (as measured by motivation and fatigue), and goal attainment.

Results: The training interventions have just started; therefore, we are still awaiting the first results. We will be able to present results during the EAOHP conference. We plan to train 60 entrepreneurs (Gordon et al., 2018). We expect that the training will stimulate the use of crafting strategies by entrepreneurs, which in turn will lead to more motivation, less fatigue, and more goal attainment.

Limitations: Possible limitations of this study are the differences in starting points of the intervention. Due to the ongoing pandemic and the changing measures concerning Covid-19, entrepreneurs can experience the crisis in different ways at different time points. To deal with these individual differences, we constructed a control variable for the ‘level of crisis’.

Research/practical implications: This training intervention teaches entrepreneurs strategies to balance their demands with their resources. Training entrepreneurs on how to craft their business, network, and leisure may be an effective way to remain healthy and financially viable during a crisis and beyond. Though the next crisis might not be as impactful as Covid-19, we hope that our training intervention will stimulate the use of crafting strategies that may also support entrepreneurs to deal with future minor and major crises.

S123
Relational Job Crafting in the Public Sector: Insights from an Electronic Job Crafting Intervention
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Studies on Job Crafting (JC), a bottom-up approach to individual job redesign, have been growing steadily over recent years given the expected positive impact it has on many individual- and organizational-level outcomes. Drawing on the Capability, Opportunity, and Motivation Behavior (COM-B) model, we propose an intervention study and the results of a pilot study among public-sector managers. This research may provide interesting insights into how JC is shaped within a highly formalized workplace context, as it has been demonstrated that such a context may prevent people from crafting their job and induce people to have more passive behavior at work. In particular, the pilot study results emphasize the role of relational crafting and shed new light on how JC occurs in the public sector.

S124
The Development and Validation of an Electronic Job Crafting Intervention
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The aim of this study was to develop and validate a job crafting intervention that makes use of an electronic environment (i.e., an electronic job crafting intervention), rather than a classic ‘face-to-face’ learning environment. To validate its effectiveness, we tested its effects both quantitatively and qualitatively on job crafting. Regarding the latter one, we investigated participants’ adherence (i.e., the degree to which participants use the e-intervention in line with our instructions and expectations ) to every step of the electronic job crafting intervention.
To make sure that our electronic intervention was able to stimulate job crafting in an electronic learning environment, we combined theories used in existing ‘traditional’ job crafting interventions with theories and models (e.g., the model of user engagement) from other fields (e.g., on eHealth). The content and structure of the electronic job crafting were based on action regulation theory. In contrast to (most) previous job crafting interventions that use the JD-R (i.e., job demands-resources) approach to conceptualize job crafting, our electronic intervention conceptualized job crafting based on job crafting theory as originally proposed by Wrzesniewski and Dutton (2001).

The electronic job crafting intervention was administered via a website to which participants received access via a personal link. The intervention lasted for two weeks and consisted of five different steps: 1) global goal development, 2) information seeking, 3) plan development, 4) plan execution, and 5) reflection. Using a quasi-experimental design, we conducted multilevel modeling to examine the quantitative intervention effect. To examine the qualitative effect, three researchers calculated an adherence score for every participant and every step based on predefined criteria. We then investigated the relationship between all adherence scores and post-levels of job crafting.

Results showed that the electronic job crafting intervention was indeed able to stimulate job crafting. In addition, we found that developing clear and specific job crafting goals (i.e., adherence to the plan development step) was important in stimulating job crafting.

Symposium 27: Challenges in workplace bullying research
Chair Alfredo Rodriguez-Munoz, Elfi Baillien

Workplace bullying (WB) refers to repeated and enduring negative acts, directed towards one or more targets who typically end up unable to defend themselves (Einarsen, Hoel, Zapf, & Cooper, 2011). WB has been defined as a severe social stressor that leads to several damaging effects for both the employees and their organization (Einarsen, 2000). It is also well established that bullying antecedents are primarily working conditions such as high job demands, role stressors, organizational change, and job insecurity (Notelaers et al., 2010; Salin & Hoel, 2020). Although previous research has significantly contributed to a better understanding of the ‘why’ of workplace bullying, we see several gaps that are interfering with the research field’s desire to evolve. One of the main shortcomings in the field is related to methodological issues. Due to the excessive use of cross-sectional designs with individual self-report data, the field still lacks compelling evidence on some crucial aspects regarding the phenomenon including (a) the dynamic interplay between the work environment and incidents of bullying, and the role of employee-related factors in this process, (b) insight into the social nature of workplace bullying by looking at factors on the group or organisational level of analysis, (c) lack of multisource studies, and (d) information about temporal changes in workplace bullying patterns.

In this symposium, we aim to overcome some of the above-mentioned limitations. In the first contribution, Notelaers and colleagues explore, in a multilevel design, the moderating role of psychosocial safety climate on the relationship between role stressors and workplace bullying. In the second contribution, Perinelli and colleagues focus on the structural validity and classification performance of the Italian Short Negative Acts Questionnaire (SNAQ). In the third study, NG and Niven examine the taxonomy of workplace bullying bystanders and propose a
measure. In the fourth contribution, Rodríguez-Muñoz and colleagues, in two longitudinal studies, explore the temporal evolution of two mental health indicators (i.e., anxiety and depressive symptoms, and insomnia) in association with workplace bullying. Finally, Baillien and colleagues investigate the impact of telework on workplace bullying and whether this form of work may affect the participants’ self-labelling in bullying using a Latent Class Analysis approach. This symposium offers theoretical and methodological insights that offer new directions and perspectives within workplace bullying research, and underline the need to focus on more sophisticated designs to extend our knowledge in this field.

S125
Hear Evil Yet See No Evil: Is Telework a Mental Shield Between Exposure to and Perception of Workplace Bullying?
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Workplace bullying is measured using the behavioural experience approach or the self-labelling method. The behavioural experience approach asks respondents to tap to what extent they have been exposed to a list of negative acts during the past six months; followed by a statistical inference by the researchers to establish target versus non-target categories. The self-labelling method presents the respondents with a definition of workplace bullying; requesting them to indicate to what extent they regard themselves as a target versus non-target. Scholars agree that combining these two approaches is pivotal in grasping to what extent employees are victimized (Nielsen et al., 2020). This is because, theoretically, workplace bullying entails both objective (i.e., exposure to negative acts) as well as subjective (i.e., interpretation/perception) features. Therefore, researchers applied Latent Class Analysis (LCA) on the Short Negative Acts Questionnaire (SNAQ; Notelaers et al., 2019); a behavioural experience scale. Through this we learned that experiencing workplace bullying – or not – is clustered in more than just ‘targets’ versus ‘non-targets’, with the heterogeneity of these subgroups tying in with the respondents’ self-labelling. Or, specific combinations of negative acts cluster into subgroups of targets and non-targets with each their own severity in terms of the self-labelling.

Covid19 has significantly affected our working lives with many employees teleworking more frequently as compared to pre-pandemic times (Mouraditis & Papagiannakis, 2021). While such telecommuting has raised concerns related to, amongst others, work-life conflict (Wang et al., 2021), increased workload (Shao et al., 2021), and (techno)stress (Nguyen et al., 2020; Song & Gao, 2020), we have no insight in what this shift means for workplace bullying. Investigating the impact of telework on this obvious form of negative social behaviour is however highly valuable as several findings point at an increased risk of social isolation with more teleworking days (Albano et al., 2019). Because of this, some scholars detected a shift towards more positive social relationships (Rogers & Cruickshank, 2021) and revaluated solidarity (van Breen et al., 2021). Additionally, one empirical study hinted at telework as a potential stress coping strategy helping employees to recover from stress stemming from the physical office (Choa et al., 2021). From these findings, in our current study we aim to (a) test whether we can still detect the different LCA clusters during this pandemic (i.e., are employees still exposed to bullying) and (b) investigate to what extend the association between the LCA clusters and the respondents’ self-labelling is influenced by the extend of teleworking. Data (N = 7764) were collected from October 2020 to February 2021. Our preliminary results indicate that the interaction between latent bullying class (no exposure, rarely, occasionally and target of bullying) and amount of telework added nearly 1% to the explained variance. The interaction plot showed that employees working (a) 100% on site and (b) predominantly from the home office were more likely to label themselves as victims as compared to employees who teleworked one or two days. We will discuss our findings in the light of what the current evolutions in our working lives may mean for workplace bullying research and practice.
The Development of a Workplace Bullying Bystander Measure: The Bystander Typology Scale (BTS)
Kara Ng, Karen Niven
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Background: The past few decades have seen workplace bullying develop as an important and popular research topic, allowing researchers and practitioners better understand bullying, its causes, and its outcomes. As the field grows, researchers have called for a more well-rounded examination of workplace bullying. This can be done through more complex methodologies or by focusing on social actors within the environment, such as bystanders, who have been consistently shown in research to play an important role in target experiences and in bullying’s development.

Bystander research has become popular in recent years but lacks methodological rigour; namely, tools for measuring bystander responses are almost always ad hoc, leading to questions about psychometric validity. In contrast to related fields (e.g., school bullying), there is currently no scientifically developed scale of workplace bullying bystanders. To address this, we have developed the BTS to measure bystander responses in the workplace. We believe this scale will provide a standardised tool for both researchers and practitioners to conceptualise bystander responses as well as the ability to compare findings across studies. The BTS is based on Paull and colleagues’ (2012) taxonomy of workplace bullying bystanders. It proposes that bystander responses fall under two dimensions: active or passive and constructive or destructive, creating four rough ‘types’ of responses reflected in our scale as factors: Active constructive, passive constructive, active destructive, and passive destructive.

Method and findings: At the time of writing, the BTS is in the process of further validation and our overall study consists of three phases. Phase 1 consisted of construct conceptualisation and item generation. Definitions and initial items (n = 37) were evaluated by academic and practitioner subject matter experts (SMEs), leading to a final set of 22 items. Phase 2 consisted of initial validation via Prolific to establish internal validity, while Phase 3 tests the BTS’s nomological validity. The BTS showed good psychometric fit, internal reliability, and discriminant validity. Phase 3 consists of several studies examining the relationship between the BTS and theoretically-relevant constructs. The first study looked whether certain variables could predict constructive/destructive responses. Findings suggest that approach-style coping, self-efficacy, prosocial values, and moral identity were positively related to constructive responses and negatively related to destructive ones. Interpersonal deviance and moral disengagement positively predicted destructive responses, but negatively predicted active ones. The second study, which is still in process, examines the BTS’s active/passive dimension in relation to constructs such as climate for conflict management and sphere of interpersonal control. The third study will ideally be multilevel and examine the BTS in relation to target outcomes (e.g., engagement).

Conclusion: We believe the BTS will have many theoretical and practical implications as the first scale to measure workplace bullying bystander behaviours. We hope it will be used in both research and practitioner contexts to understand the nuances of bystander responses and how the social environment can influence bullying’s progression.

Structural Validity and Classification Performance of the Italian Short Negative Acts Questionnaire: A Structural Equation Modeling Approach for Building ROC Curves
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Bullying at work denotes a class of “situations where an employee repeatedly and over a prolonged time period is exposed to harassing behavior from one or more colleagues (including subordinates and leaders) and where the targeted person is unable to defend him-/herself
against this systematic mistreatment" (Nielsen & Einarsen, 2018, p. 73). Thus, workplace bullying is a widely studied phenomenon in organizations (Nielsen & Einarsen, 2018) for two main reasons: First, it has been widely attested that workplace bullying has severe negative consequences for both work organization and target’s mental health (Balducci et al., 2020); second, it is not a rare phenomenon, since a meta-analysis of prevalence rates showed that about 15% of workers (on a global basis) are exposed to some level of bullying at work (Hershcovis et al., 2015; Nielsen et al., 2010). That said, an easy-to-use self-report instrument for assessing workplace bullying is of pivotal importance for researchers and practitioners in order to (a) study this phenomenon in large national surveys, (b) enhance the investigation of personal x environmental antecedents, health and organizational consequences, and moderators/mediators affecting those relationships (Balducci et al., 2020, 2021; Howard et al., 2020; Reknes et al., 2019; Van den Brande et al., 2016), and (c) help organizations and their managers through initial assessments and (eventually) subsequent monitoring of the course of interventions.

In this study, we aimed to investigated structural (internal) validity and classification performance of the Italian Short Negative Acts Questionnaire (SNAQ), a 9-item self-reported instrument assessing bullying at work. Furthermore, consistent with recent attention payed by researchers to control measurement error in predictive models (Jacobucci & Grimm, 2020), classification performance was investigated through a proposed novel procedure that uses Structural Equation Modeling (SEM) for building ROC curves.

Participants were 357 workers (females = 50.4%) of various sectors that filled a self-report battery consisting of the Italian SNAQ, a self-labelling measure of workplace bullying, and other personality and organizational variables. The data analytic strategy proceed as follows: First, we built a categorical confirmatory factor analysis for investigating measurement invariance and reliability (using the nonlinear SEM reliability coefficient $\rho_{NL}$ and the Average Variance Extracted); second, we used the previous gender-invariant model for predicting the self-labelled variable of workplace bullying (which had value of 0 for No and 1 for Yes) and we used the predicted values for building a ROC curve; third, we used a bootstrap approach for comparing the ROC curves built with SEM, logistic regression, and random forest (the last two did not control for measurement error).

Our results showed that (a) the Italian SNAQ has adequate levels of structural validity, (b) its classification performance (in terms of self-labelled bullying) is outstanding; (c) ROC curves estimated by means of SEM outperform those estimated with classical observed-variable approaches. In conclusion, we provided further evidence about the good psychometric properties of the Italian SNAQ and we also offered a novel approach for estimating ROC curves that does not neglect the issue of measurement quality.

S128
Exploring Differential Trajectories of Workplace Bullying and Strain: The Role of Time-Lag
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The current research focuses on temporal changes in workplace bullying patterns. Previous longitudinal research has focused mainly on long-term effects, but few have been concerned with change and temporal patterns in the bullying process. For this aim, intensive longitudinal data are suited to explore individuals’ changing experiences over time. However, as pointed out by McCormick et al. (2020), several studies have failed to incorporate specific temporal
relationships in their hypotheses, and thus basically mirror “between-person findings using a within-person design” (p. 3). Only a few exceptions included temporal hypotheses in their models (Hoprekstad et al.; 2019, Rodríguez-Muñoz et al., 2020). We based our hypotheses on Conservation of Resources Theory (COR; Hobfoll, 1989, 2001) to shed light on the bullying process by examining short-term temporal patterns. We examine (1) trajectories in bullying across four waves and (2) the association over time of each trajectory with strain indicators (i.e., insomnia and anxiety-depressive symptoms).

**Methods:** This research is based on intensive longitudinal data from two different studies conducted in Spain (Study 1: N = 286, four waves over a month; Study 2: N = 278, four waves over eight months). We used a latent class growth analysis (LCGA; Muthén, 2004) to identify classes of individuals in different trajectories of workplace bullying across four waves. After we determined the model with the best fit, repeated-measures ANOVA was conducted to investigate class differences on strain.

**Results:** Results of latent growth modelling showed that, in the first study, three trajectories could be identified (a non-bullying trajectory, an inverted U trajectory, and a delayed increase bullying trajectory). A significant interaction between time and trajectories when predicting insomnia and anxiety/depression was found, showing each strain a differential pattern with each trajectory. It seems that the negative effects on insomnia are long-lasting and remain after bullying has already decreased. In the case of anxiety and depression, when bullying decreases these strain indicators also decreases. However, in the second the results were not confirmed. Two trajectories were found, and the pattern was not the same. There was not a significant interaction between time and bullying trajectories, and only appeared differences between clusters for strain. To our knowledge, our study is one of the first to examine trajectories of bullying at work overtime and their associations with strain indicators, providing new insights into the temporal dynamics of workplace bullying. We identified three trajectories of bullying in both studies. However, in each study bullying trajectories showed a differential pattern concerning strain indicators. These results may be related to the different time lags.

### Symposium 28: The impact of long COVID on work – insights to inform research and practice.
**Chair Jo Yarker, Karina Nielsen**

The Covid-19 pandemic has had a significant impact on working lives across the globe. Workplace efforts have largely been directed at reducing the risk of COVID-19 spreading in the workplace, supporting emergency response workers, and managing the transition to remote work following work from home orders. Less attention has been given to the impact of long COVID on work.

No agreed international definition of long COVID exists however NICE defines post-covid syndrome or long covid as “signs and symptoms that develop during or following an infection consistent with COVID-19 which continue for more than 12 weeks and are not explained by an alternative diagnosis” (NICE, 2021). It is estimated one in ten people experience symptoms after 12 weeks or longer (WHO, 2021). As the infection cases continue to rise, long COVID is fast becoming a major workforce priority.

Long COVID impacts multiple systems in the body, with fatigue, cognitive dysfunction, shortness of breath and pain most commonly reported. Recent studies describe the fluctuating and unpredictable nature of symptoms, necessitating a slow and gradual recovery. This has important implications for workers with long COVID. While research is in its infancy, a study of
long COVID conducted in the UK found that approximately 45% of workers with long COVID required a reduced work schedule compared to pre-illness and 22% of respondents were not working due to illness. The challenges in returning to and staying in work with a health condition are well known. As a new condition with limited understanding of the recovery and rehabilitation pathways, workers with long COVID face an additional burden in navigating this journey.

This symposium brings together a panel to share emergent research and discuss the implications for future research priorities and practice. Three papers will be presented: First, a study led by the Patient Led Research Collaborative, an international volunteer collaboration of researchers who will share findings from 5091 participants from across the globe reporting on symptoms and their experience of work. Second, an in-depth study using Interpretive Phenomenological Analysis to explore workers' lived experience of the recovery and return to work experience of workers with long COVID; and third, a study reporting on roundtable discussions with Human Resource professionals and allied health professionals involved in the rehabilitation and return to work pathways of workers with long COVID.

Specifically, we will explore the following questions:
- How do workers with long COVID experience their recovery and work?
- What are the support systems and accommodations needed to support workers with long COVID?
- What are the barriers and facilitators for returning to and staying in work with long covid? And,
- What are the priorities for research and practice?

Insights will be drawn together to draw together a proposition for future research and practice to support workers with long COVID return to and stay in work.

S129
Navigating Long-COVID at Work: Qualitative Findings from the Patient Led Research Collaborative’s International Long-COVID Survey
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Background: Recent studies indicate that over 90% of long-COVID (LC) patients report lingering symptoms 9-months after infection, 45% of whom necessitated a reduced work schedule and 20% of whom required work leave. LC has a notable impact on work participation, but little is known about the work experience of people living with LC (PLLC) nor what they need to continue to function in the workplace. That Patient Led Research Collaborative (PLRC) is an international volunteer collaboration of researchers with LC whose findings on patient experience and symptoms have been used by the WHO, NIH, and CDC and galvanized awareness, research, and policy changes to support PLLC. To better understand the work experience, systems of support and accommodations, and emerging needs of this workforce, we present qualitative findings from PLRC’s mixed-method survey of PLLC.

Methods: Individuals with suspected or confirmed COVID-19 who experienced prolonged recovery processes were recruited via COVID-19 support groups and social media to participate in an online survey. Qualitative responses about the lived experience were entered
into NVivo to facilitate analysis. A code book was developed through an open-coding process of response samples and Berkman et al. (2000) Integrated Conceptual Model of Social Supports and Social Networks. Due to survey sample size, 10% of responses (training database) were randomly selected to be coded by members of the research team with a sub-sample double-coded to assess for coding consistency (Kappa minimum = .60). The training database was then used to auto-code the remaining responses. Data pertaining to the work environment and social support were selected for further analysis using an immersion-crystallization approach.

Results: Over 7,000 participated in this survey, 5,091 of whom provided open-ended responses about their LC experience. Of this international sample, 46.5% were from European countries (41.2% USA, 12.3% other countries); 80% were age 30-60 (key earning years); and 17.8% were healthcare professionals. Analysis is currently ongoing, and we will provide findings on 1) how LC symptoms, severity, and medical care impacts work participation; 2) how emotional, instrumental, informational, and appraisal support from supervisors, coworkers, and leadership influences PLLC work experience; 3) the compounding role of discrimination, inequities, and LC stigma and disbelief; and 4) participant-generated suggestions to support PLLC.

Conclusion: This survey—designed and piloted by PLLC—is one of the first surveys to capture the work experience of PLLC and what they need to continue to participate in the workplace. PLLC experience a diversity of both physical and cognitive symptoms, which fluctuate in severity over time and with exertion. Preliminary analysis of these data indicate that workplace accommodations may be dependent on medical documentation, adding substantial barriers to support for this emerging and misunderstood condition. While supervisors and coworkers play key emotional support roles, organizational accommodation policies primarily drive availability of instrumental supports. Preliminary findings indicate that PLLC need to be involved in the development of their tailored accommodations and supports. Due to uncertain COVID-19 recovery times for anybody that contracts the virus, workplaces may benefit from considering the development of "universal" COVID recovery accommodations.

S130
“It’s a Rollercoaster”: The Recovery and Return to Work Experiences of Workers With Long COVID
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Introduction: The Covid-19 pandemic has had a significant impact on the way we work and live. Focus has been on the number of Covid-19 cases and the number of deaths, but long COVID may be a ticking bomb (Briggs & Vassall, 2021). It is estimated that one out of 10 patients who have contracted Covid-19 experience symptoms after 12 weeks (WHO, 2021). Long COVID may influence the work functioning of the working population (Aiyegbusi et al., 2021). Efforts to manage long COVID focus on assessment and treatment of the disease rather than focusing on how the support needed to retain long COVID workers in the workplace (Akbarialiabad et al., 2021). In the present study, we conducted Interpretative Phenomenological Analysis (IPA; Eatough & Smith, 2008) to explore 12 workers' lived experiences of their post-return to work journey in the attempt to understand the barriers and facilitators for sustainable return to work. Such knowledge is important to develop national and organisational policies and practices to support workers with long COVID. We base our analysis on the IGLOO framework. Nielsen et al. (2018) suggested that resources at five levels, i.e. the Individual, Group, Leader, Organisational and overarching context (IGLOO) levels are needed to support workers with common mental disorders return and thrive at work. To guide our analysis, we formulated to overall research questions:
Research question 1: How do workers with long COVID experience their recovery and return to work journey?
Research question 2: What are the barriers and facilitators to recovery and return to work who have been on sick leave due to long COVID?

Methods: Central to IPA is the exploration of every single participants’ unique experiences (Eatough & Smith, 2008). We conducted semi-structured interventions with 12 workers living in the UK, who had returned to the same workplace after sickness absence due to long COVID as reported by themselves. Participants had an average age of 45 and 92% were female. We followed the recommended procedure for conducting IPA (Larkin et al., 2006). In IPA, interpretations are formed by first examining each participant as a single case before moving on to making interpretations across cases (Smith, 2004).

Results: We identified six themes: Return and recovery journey, barriers and facilitators at the IGLOO levels and 19 subthemes. Workers experienced their recovery and return to work as a rollercoaster journey, they had to come to terms with not being healthy workers who made a significant contribution and reported line managers’ work adjustments and understanding to be key to their journey. Understanding and validation were key across levels and in particular inflexible sickness absence and return to work policies were seen as major barriers.

Conclusion: Our research offers valuable insights into the national and organisational policies, practices and procedures, which may support workers with long COVID stay and thrive at work.

S131
“There Is No Expert in the Room”: The Experiences of Human Resource and Allied Health Professionals Supporting Workers with Long COVID
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Introduction. Long COVID is a new and emerging condition. With no clear internationally agreed clinical definition and no ‘one-size-fits-all’ treatment and rehabilitation pathway, workers with long COVID and those supporting them are required to navigate unchartered territory in returning to and staying at work. In this study, we explore the experiences of human resource and allied health professionals supporting workers with long COVID. As professionals working to support multiple clients they are well placed to reflect on commonalities and differences between workers’ experiences. We draw from the IGLOO framework (Nielsen et al., 2018) to guide our analysis to identify resources at five levels: the Individual, Group, Leader, Organisational and overarching contextual (IGLOO) resources. We ask the research question: What are the barriers and facilitators to returning to and staying at work for the workers long COVID you are supporting?

Methods. We conducted six roundtable discussions with human resource and allied health professionals in the UK who had supported workers with long COVID (N=43). We followed a semi-structured focus group design. Focus groups were led by an expert in health at work and detailed notes were taken by a notetaker. We used a hybrid approach of deductive and inductive thematic analysis (Braun & Clarke, 2006; Fereday & Muir-Cochrane, 2006) to analyse data.

Results. Analysis is ongoing. At the individual level, barriers include the challenge in clients securing a diagnosis, where clients reported difficulties accepting their changed circumstances and anxiety; resources include tolerating uncertainty, self-management strategies and pacing. At the group level, colleagues lack of understanding was a common barrier while buddying and
regular check-ins were resources used by clients. At the leader level, barriers include cynicism and the lack of action and follow-up of work adjustments recommended by healthcare professionals; resources include a person-centered approach, creativity in implementation the absence policy and making time for regular check-ins. Rigid policies and pre-existing poor working conditions were identified as Organisational level barriers; flexible absence management practices along with access to third party intervention such as Occupational Health are effective resources. Barriers in the overarching context were seen as a particular challenge to those supporting workers with long COVID. Many noted that there is 'no expert in the room' due to the novelty of the condition, meaning they often felt powerless and ill-equipped to support their clients, and the lack of integration between health and employment structures in the UK make it difficult to capture learnings that could benefit workers with long COVID and those supporting them.

Conclusion. This research offers a unique perspective from those supporting workers with long COVID to return to and stay at work. Findings have implications for policy and practice and highlight the need for a multi-disciplinary approach.

Symposium 29: Job insecurity 2 – longitudinal analyses and examination of moderators and mediators
Chair Hans De Witte

The negative consequences of job insecurity have been studied extensively during the last decades. Research suggests job insecurity to be one of the most important work stressors, and its importance is further emphasized by the economic problems caused by the covid pandemic. This symposium is a succession of a series of symposia at previous EAOHP conferences, as it presents some recent findings on job insecurity and its consequences.

The focus of this symposium is on new developments regarding the longitudinal analysis and on the examination of moderators and mediators. One such new development relates to the within person analysis of changes in job insecurity and their relationship with changes in outcomes. Two papers form divergent countries across the globe do focus on this issue: Näswall et al. conducted a diary study in New Zealand, whereas Nawrocka et al. use Belgian data in their 3-wave longitudinal study. The longitudinal study of Griep et al. complements this with a between person analysis of the reciprocal relationship between job insecurity and mental health complaints. In doing so, they integrate and competitively test a large amount of theoretical frameworks. Otto et al. test whether the association of perceptions of Industry 4.0 with various outcomes is mediated by quantitative and qualitative job insecurity in a cross-sectional study conducted in Germany. Two papers finally examine moderation. Piccoli & De Witte test whether the moderating effects of job preservation motivation differ in two sets of countries in Europe. Hünefeld & Köper examine whether job insecurity moderates the association between the employment contract and job satisfaction in a large scale German representative sample.

The following papers are part of this symposium:
1. Yannick Griep, Alexandra Lukic, Johannes M. Kraak, Sergio Andrés López Bohle, Lixin Jiang, Tinne Vander Elst & Hans De Witte – The chicken or the egg: the reciprocal relationship between job insecurity and mental health complaints.
2. Beatrice Piccoli & Hans De Witte - The detrimental well-being impact of job insecurity in Mediterranean and Northern Europe: What is the role of job preservation motivation?
4. Lena Hühnefeld & Birgit Köper (Dortmund, Germany) - The relationship between fixed-term employment, job insecurity and job satisfaction.

5. Sonia Nawrocka, Hans De Witte, Margherita Brondino & Margherita Pasini - Intra-individual variation in felt job insecurity: exploration of the reciprocal relationship between quantitative and qualitative dimension of job insecurity.

S132
The Chicken or the Egg: The Reciprocal Relationship Between Job Insecurity and Mental Health Complaints
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To push the job insecurity literature forward, we bring together and simultaneously examine multiple theoretical frameworks to explain the direct job insecurity-mental health relationship and the reciprocal mental health-job insecurity relationship. Specifically, we bring together the Stressor-Strain Model (Lazarus & Folkman, 1984), Jahoda’s (1982) work on manifest and latent benefits of work, Self-Determination Theory (Ryan & Deci, 2000), and Psychological Contract Theory (Rousseau, 1989) to explain the job insecurity-mental health relationship (i.e., normal causation) and COR theory (Hobfoll, 1989, 2001) to explain the relationship between mental health and job insecurity (i.e., reversed causation). In doing so, we (1) consolidate existing knowledge while simultaneously suggesting levers through which perceptions of job insecurity and mental health outcomes can be shaped and mutually influence each other over time, (2) provide more accurate insights for management practice to develop interventions tailored at preventing either the consequences or antecedents of job insecurity, (3) provide more rigorous tests of the evidence for the directionality of the proposed relationship between perceptions of job insecurity and mental health, and (4) create an overarching interdisciplinary explanation of the negative consequences and antecedents of job insecurity. Using 3-wave survey data, with a six-month time lag, from 1994 employees, we found that the stability of job insecurity from Time 1 to Time 2 was positively related to stress and social exchange mechanisms, as well as mental health complaints at Time 3. We also found that the stability of mental health complaints from Time 1 to Time 2 was positively related to the conservation of resources mechanism of absenteeism, as well as to perceptions of job insecurity at Time 3.

Moreover, the stability of absenteeism over time was positively related to perceptions of job insecurity at Time 3. Our findings indicated that the relationship between perceptions of job insecurity and mental health complaints is far more complicated than initially assumed. Our findings support a direct relationship between stable perceptions of job insecurity and future mental health complaints and the experience of threat to manifest and latent benefits of work, frustration of basic psychological needs, and perceptions of psychological contract breach. In addition, our findings also support a direct relationship between stable mental health complaints and future perceptions of job insecurity and high absenteeism, poor job performance, and low work engagement, of which only absenteeism related to future perceptions of job insecurity. Increasing our understanding of this reciprocal relationship further consolidates existing knowledge while simultaneously suggesting levers through which perceptions of job insecurity and mental health outcomes can be shaped and mutually influence each other over time. In doing so, we are hopeful our findings will stimulate many novel and exciting avenues of research. We discuss implications for the job insecurity literature, as well as make suggestions for future research and practical implications.
The Detrimental Well-being Impact of Job Insecurity in Mediterranean and Northern Europe: What is the Role of Job Preservation Motivation?

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Purpose: Although stability and predictability in employment have been increasingly replaced by feelings of job insecurity, limited research has examined how individuals may counteract the threat of job loss. Employees' motivation to put effort into the work with the aim of keeping the job is an unexplored variable in the job insecurity literature and represents the first step towards subsequent behaviour in this direction. We investigate in particular its role in shaping the impact of job insecurity on well-being, which is a key factor in job quality. Drawing on a resource-based perspective that considers both individual and contextual processes, we also examine whether the moderating effects of job preservation motivation differ in Mediterranean and Northern countries, as they represent two opposite contexts in the severity of the economic crisis in Europe.

Design/methodology: For this study, we used data from the 2010 European Social Survey (ESS) and we selected the responses of 11701 individuals in paid employment from six countries: Greece, Portugal, Spain as representing Mediterranean Europe, and Denmark, Finland, Sweden as representing Northern Europe. Hierarchical regression analyses were performed to test first the moderation of the country (Mediterranean and Northern countries) in the relationship between job insecurity and well-being, and then the moderating role of job preservation motivation.

Results: Results confirm that the negative effect of job insecurity on well-being is stronger in Mediterranean countries, where less resources are available in terms of job opportunities and employment support. Under these circumstances, job-insecure employees may experience heightened concerns as to whether they will be laid off or their ability to get another job. Moreover, in Mediterranean countries job preservation motivation exacerbates the detrimental well-being impact of job insecurity, contrary to what is hypothesized by the challenge effect that would lead to a buffer role. The hindering effect of job insecurity leads job preservation motivation to use up additional resources and exacerbates the negative emotional arousal related to the threat of job loss, resulting in a more harmful impact on well-being.

Implications: We sought to advance the literature by testing the adverse consequences of job insecurity on well-being in two opposite socio-economic contexts. In a global economy, comparative research that assesses job insecurity and its impact can help identify particularly vulnerable contexts and guide managers towards differentiated human resource management strategies. For example, our study suggests that multinational organizations may face greater challenges in implementing measures and interventions to counteract the negative well-being impact of job insecurity in Mediterranean countries than in Northern countries. In theoretical terms, our findings contribute in supporting COR theory that individuals’ stress responses are also related to the context and its resources. Moreover, the role of job preservation motivation can be compared to controlled motivation of self-determination theory.

Linking Uncertainty Against Industry 4.0 and Job Insecurity: Consequences for Satisfaction, Commitment and OCB

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The Fourth Industrial Revolution is positioned as an alternative solution to some of the greatest challenges of the present day, such as the efficient use of resources and energy and some of the negative effects of the demographic changes faced by modern society. The developments
in mobile telephony and cloud storage services have led to employees today being constantly connected and available to their workplace which could be seen as a bless in times of the Covid-19 pandemic. On the dark side yet, the trend towards digitalization offers companies the option of 'digital Taylorism', a modern version of 'scientific management' which might be perceived as a danger for dehumanizing the workplace. By using technical equipment, some companies, for example, monitor and track employees’ behavior, performance, and location.

This type of monitoring was impossible before the fourth industrial revolution and goes by far beyond Taylor’s opportunities to control workers more than a century ago. Such conditions can cause a threat to employees’ right to privacy and data protection. Moreover, as there is a high probability that a large part of the tasks workers currently perform could be automatized in the future, the risk of job loss might become a reality. Considering these changes through Industry 4.0, it is important to know the specific consequences that some of these processes may have for workers. We expected that perceiving Industry 4.0 as a threat would decrease employees’ satisfaction with their job, their commitment towards their organization, and diminish their organizational citizenship behavior (OCB). Moreover, we propose that this link can be explained by perceptions of quantitative (risk of job loss) and qualitative job insecurity (risk of losing valued job features). We conducted two cross-sectional studies in Germany to test our hypotheses and validate our newly developed uncertainty against Industry 4.0 measure. Using a convenient sample (Study 1: N = 341) and a sample from the R&D department of a large automobile manufacturer (Study 2: N = 166) we found evidence that uncertainty against Industry 4.0 was associated with lessened job satisfaction, decreased commitment and lowered OCB. As expected job insecurity perceptions (particularly qualitative job insecurity) mediated these relationships. Accordingly, in line with our theorizing, job insecurity was closely linked to changes caused by digitalization indicating that job insecurity might be overall on the rise. We discuss limitations and practical implications.

S135
The Relationship Between Fixed-Term Employment, Job Insecurity and Job Satisfaction
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Aim: The objective of our contribution is to examine the association of employment type (fixed-term vs. permanent employees) and job satisfaction considering the role of JI in this relation. We draw on psychological contract theory and different expectations of fixed-term employees in terms of the employees’ perceptions on the employers’ obligations, and specifically account for the considerable heterogeneity in the group of fixed-term employees with regard to gender, age, educational level, income, tenure, and unemployment experience.

Method: Data from the large scale German nationally representative BiBB/BAuA-Employment-Survey 2018 (N = 20012) were used to estimate the relationship between fixed-term employment, job insecurity and job satisfaction by multiple regression analysis controlling for the heterogeneity criteria mentioned above.

Results: The results point to the moderating role of JI. While the formal contract type alone was not significantly related to job satisfaction, insecurity decreased the job satisfaction among both fixed-term employees and permanent employees. In line with the violation of the psychological contract hypothesis, the influence of JI on the association between formal contract type and job satisfaction was stronger for employees with permanent contracts as opposed to fixed-term employees. As regards other potentially meaningful moderators the educational level had a significant effect on the association of job insecurity and job satisfaction in the group of fixed-term employees. Negative impact of JI on job satisfaction of fixed-term employees could only be observed among lowly educated fixed-term employees.
Conclusions: Based on a recent large scale sample representative for the German working population, our study demonstrates that there is a significant and negative association between job insecurity (JI) and job satisfaction for both fixed-term and permanent employees. Consistently to previous findings (Callea et al., 2016; Costa & Neves, 2017; De Cuyper & De Witte, 2006, 2007; Piccolo & De Witte, 2015) and in line with the violation of the psychological contract hypothesis (Rousseau, 1989; Robinson & Morrison, 2000) the impact of job insecurity is higher for permanent employees than for fixed-term employees in 2018. De Cuyper and colleagues (2019) interestingly found, that in times of crises JI becomes a structural challenge so that both employee with permanent and temporary contracts might embrace employability as different form of security. It will be interesting to analyse this notion in more detail related to the Covid-19 crisis. Based on these results we suggest like other authors (De Cuyper et al., 2019), that reduction in job insecurity and improvements of employability should be a key target in organisations to improve work-related attitudes of permanent and fixed-term employees.

S136
Intra-Individual Variation in Felt Job Insecurity: Exploration of the Reciprocal Relationship Between Quantitative and Qualitative Dimension of Job Insecurity
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Job insecurity is an important hindrance stressor that negatively affects both, employees, and organizations. In order to prevent and hamper negative consequences of job insecurity, we need to fully understand why and how employees experience these threats. This study aims to shed more light into these processes by exploring the relationship between two pivotal dimensions of job insecurity: quantitative (threat of job loss) and qualitative job insecurity (threat to job characteristics). Based on Jahoda’s deprivation theory and the conservation of resources theory (COR), we construct a theoretical research model, in which we respectively argue that the relationship between quantitative job insecurity and qualitative job insecurity is possible in either direction. Thus, we further propose a bidirectional relationship, in which quantitative and qualitative job insecurity mutually influence each other over time. We conducted a three-wave study and surveyed 3694 Belgian employees. Using a random-intercept cross-lagged panel model (RI-CLPM) we investigated the causal associations between quantitative and qualitative job insecurity at the within-person level. Our results confirmed large heterogeneity in the experience of job insecurity; above 60% of the variance in both quantitative and qualitative job insecurity is due to stable between-person differences.

When controlled for these differences, we observed consistent within-person associations at each measurement wave. Stability effects were found for quantitative job insecurity; employees who experienced higher than their average threats to job loss at one point in time also experienced higher threats to job loss later in time. In contrast, we found no carry-over effects for qualitative job insecurity. However, the individuals’ deviation from the expected qualitative job insecurity score was predicted by deviations from their expected score in quantitative job insecurity. Therefore, in line with Jahoda’s deprivation theory, we found that quantitative job insecurity leads overtime to qualitative job insecurity, not reverse. Overall, the results at the person-level suggest that the experience of quantitative job insecurity is largely dependent on individuals’ past experience of these threats, whereas the individual experience of qualitative job insecurity is more dependent on other time-varying factors, including the higher experience of overall threat of job loss.
Symposium 30: Exploring the Role of Managers and Leaders in Promoting and Protecting Mental Health at Work: Lessons from Research and Practice
Chair Juliet Hassard

Work-related stress and mental ill-health is a large-scale, global problem. Within Europe, stress is the second most commonly reported work-related health problem, reported by over half of the workforce (Eurofound, 2012). In the United Kingdom (UK), recent estimates indicate that one in four people will suffer from a common mental health disorder of anxiety, depression or stress during their adult lives (NICE, 2019). The economic impacts of this are profound, with an estimated 54% of all working days lost as a result of ill-health due to work-related stress, depression or anxiety (Health and Safety Executive, 2019). Levels of absenteeism, unemployment and long-term disability claims due to stress and mental health problems are increasing in many high-income countries. Mental ill-health has now overtaken musculoskeletal problems as the leading cause of absence from work and withdrawal from the labour market in many countries (OECD, 2012). However, many employers are unaware of the important role they play in supporting workers' mental health (Deloitte, 2020).

Managers play a key role in protecting and enhancing mental health at work through designing and managing work tasks and working systems, communicating with and managing their employees with respect and clarity, developing a supportive and psychologically safe work environment for their teams, facilitating return to work processes, implementing reasonable adjustments, and encouraging people to have conversations about their mental well-being at work. However, managers need to be equipped with the right skills and knowledge to effectively fulfil this role ensuring their positive impact in the workplace. This symposium brings together a panel of experts to share contemporary research findings and reflections from practice, which may facilitate a better understanding of: the role played by managers and leaders in preventing work-related stress and supporting mental wellbeing at work, the facilitators and barriers to their successful engagement and involvement in this process, and opportunities for intervention.

S137
Managing Employee Mental Health Difficulties in Small and Microbusinesses: A Difficult Balancing Act
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Background: Supporting employees with mental health difficulties is a key challenge for employers (OECD, 2015). Research identifies a difficult ‘balancing act’ in managing employees with mental health difficulties, in which the needs of the employee, co-workers, business, and manager’s values, feelings and interests are weighed against one another (Bramwell et al., 2016; Kirsh et al., 2018; Martin et al., 2018). How this balancing act is negotiated within the specific context of small and microbusiness (1-49 employees), has received little attention. Occupational Health issues in small businesses tend to take lower priority (Martin and LaMontagne, 2018) with resolutions found through dialogue and negotiation, rather than rigid policies and procedures (Andersen et al., 2007). Features such as informality, close spatial and social proximity, and resource poverty (Mallett and Wapshott, 2017) create opportunities and constraints for effective management of employees with mental health difficulties. Drawing on empirical evidence from small and microbusiness managers with lived experience of managing employees with a mental health problem, we use a tension-based lens to examine how managers navigate support and performance practices and analyse tensions experienced by managers and their response strategies.
Methods: Twenty-one UK-based small and microbusiness managers with first-hand experience of managing employees through mental health difficulties were interviewed. Using a combination of narrative and semi-structured approaches (Scheibelhofer, 2008) interviews explored management responses to employee mental health difficulties from discovery and disclosure through to steps taken to support the employee. We focussed on eliciting detail on specific employee cases, rather than broader perspectives on promoting mental wellbeing at work to derive a sample comprising 45 employee cases. Analysis used a data-driven thematic approach (Braun and Clarke, 2012) combined with a matrix approach (Nadin and Cassell, 2004) for each employee case described.

Results: We identify contextual features of small workplaces shaping management responses and highlight a conflux of impacts on co-workers, business operations and managers. We identify three key tensions for small and microbusiness managers that surfaced when traversing a continuum of support-performance interventions: (1) Individual vs Collective; (2) Confidence vs Caution; (3) Informal vs Formal. Our findings demonstrate how managers require agility and constant renegotiation of support and performance in light of tensions that become salient over time and according to context.

Conclusion: Our analysis exposes how small and microbusiness managers handle tensions when managing at the nexus of mental health support and performance and thus makes an important and timely contribution to the scant empirical evidence base on managing mental health problems in small and microbusiness. We contribute to theory by taking a tension-based lens to bring into focus how managers work dynamically through tensions as employee mental health difficulties emerge and impacts become evident, striving to balance individual and collective needs, and modifying the formality and assertiveness of their intervention. We argue that the small and microbusiness context may exacerbate managerial tensions and managers feel these acutely, particularly as responsibility often loads on one individual with multiple roles and competing priorities.

Managing Minds at Work: Preliminary Findings from a Pilot Cluster Randomized Control Feasibility Trial for Online Interactive Training for Managers
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Background: Line managers have a key role in the primary prevention of poor mental health through designing and managing work tasks, communicating with and managing their employees with respect and clarity, developing a supportive and psychologically safe work environment for their teams, and encouraging people to have conversations about their mental well-being at work. However, line managers need to be equipped with the right skills and knowledge to effectively fulfil this role in primary prevention strategies.

Aim: The proposed study is part of a larger research programme, the Mental Health and Productivity Pilot (MHPP; www.mhpp.info) project, funded by the Midlands Engine. The overall aim of this project is to develop and pilot a new online interactive training course (“Managing Minds at Work”) for line managers that provides guidance on preventing work-related stress and promoting mental health at work. We aim to assess the effectiveness of the intervention on improving line managers’ outcomes (confidence, knowledge, behaviour) and employee outcomes (well-being, perceptions of line manager behaviours).
**Intervention:** This online self-directed intervention was co-produced with stakeholders and includes five modules covering: self-care, management competencies and designing work to prevent work-related stress, cultivating psychologically safe work environments, having conversations about mental health. Each module includes descriptive content, interactive elements, and opportunities for reflective practice.

**Methods:** This is a multi-site, two-armed cluster randomised controlled feasibility trial taking place in work organisations of different sizes and sectors across the Midlands area. The organisations are the units of randomisation (the clusters), with data collected from individual line managers and their direct reports within those organisations. Participating organisations will be allocated to either the intervention or control (3 month wait list) arm. In the intervention arm, line managers will complete the online training course over a maximum period of 6 weeks. A repeated measures design will be adopted, whereby data will be collected from line managers using an online survey at baseline, completion of the training (around 6 weeks), and at 3 months after baseline. Line managers in the control arm of the study will complete online questionnaires at baseline, 3 months later (before starting the intervention), and around six weeks after starting intervention. Process evaluation will be conducted using semi-structured interviews, module feedback from respondents, and derived data analytics from the online training platform.

**Results:** Recruitment of participating organisations is scheduled to close at the end of 2021. Currently, 15 organisations have consented to participate in this pilot study. Baseline assessments will be collected in January to February, and follow-up data from the intervention (post-intervention and 3 months follow-up) and control arm (prior to taking intervention) is scheduled to complete in June. Available comparative quantitative findings and results from the process evaluation will be presented at the conference.

**Discussion:** Reflections for theory and practise will be presented and considered in this paper.

**S139**
**The Good, the Bad and the Ugly: The Role Supervisors Play in Sustainable Return to Work Among Workers With Common Mental Disorders**

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**Background:** The prevalence of common mental disorders (CMDs), such as stress, anxiety and depression, is high. In the OECD countries, it is estimated that approximately 15% of workers suffer from CMDs (OECD, 2014). For approximately half this group, long-term sickness absence is the consequence (OECD, 2014). Previous research has found that supervisors play an important role in supporting workers with mental health problems return to work as they are the main point of contact during sick leave and play a key role in agreeing work adjustments post-return (Aas et al., 2008; Munir et al., 2012). A recent survey revealed that 84% of supervisors are aware they have an impact on their workers’ mental health (BITC, 2019). The majority of return to work research has focused on supporting workers during their initial return to work (Nielsen et al., 2018); less attention has been paid to supporting workers stay and thrive at work post-return (Nielsen et al., 2018). There is therefore a need to understand the factors that help workers stay and thrive at work post return. In this paper, we present the results of a qualitative interview study of workers who have returned after long-term sickness absence due to a CMD.
**Methods:** We recruited returned workers through social media; LinkedIn, Facebook and Twitter, a large public sector organisation and through charities and occupational health services supporting workers with CMDs, advertising for workers who had returned to work after sickness absence due to CMDs. The inclusion criteria were workers who had been off for at least three weeks due to either stress, anxiety and/or depression and were based in the UK. We conducted semi-structured interviews with 39 returned workers up to four times. The mean age of the sample was 46 (SD 8.47, range 29 to 62), 21 (54%) were female and 18 (46%) were male. We used thematic analysis to analyse the transcriptions of the interviews (King, 2004).

**Results:** We identified three categories of supervisor behaviours: the good (compassionate), the bad (indifferent) and the ugly (demeaning). Good, compassionate supervisors possessed empathy and communication skills, worked collaboratively to identify appropriate work adjustments and provided ongoing support and adjustment. Bad, indifferent supervisors lacked the skills and motivation to support returning workers. They did what was required according to organisational policies. Ugly, demeaning supervisors lacked understanding and displayed stigmatising behaviour.

**Conclusion:** The results extend our understanding of how supervisors may support returned workers in two ways: First, our results identified three distinct supervisor types. Second, the results indicate that it is important to understand return to work as lasting years where workers are best supported by supervisors making adjustments that fit the needs of returned workers on an ongoing basis.

**S140**
**Learnings From the COVID-19 Pandemic - Management Approaches to Supporting Employee Health and Wellbeing**
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**Background:** The COVID-19 pandemic led to dramatic changes to the way we work as organisations have strived to adapt to lockdowns, health and safety restrictions and economic uncertainty. Employees needed to adapt overnight to new homeworking practices, a new environment for those working on the frontline and striking changes in workload and work design (Parry et al., 2021). These changes have had negative consequences for the mental health of many in the workforce (Mind, 2021). Line managers also had to rapidly adapt to managing others in crisis conditions and in a changing and uncertain landscape. For many this also meant managing in a remote or hybrid way. Research into the impact of the Covid-19 pandemic on the health and wellbeing of employees is in its infancy. However, it is likely that line managers, long since known to impact employee wellbeing (Skakon et al., 2010), played a substantive role.

**Methods:** We conducted semi structured interviews with 41 employees and 16 managers from five organisations in the UK at three time points between November 2020 and June 2021. We recorded the interviews and thematic analysis to analyse the transcriptions (King, 2004). The five organisations were from the following sectors: banking, education, facilities management, government departments, and non-governmental public bodies. Interviewees were men (N=24) and women (N=33) aged between 23–62 years old with an average age of 46. Employees’ average length of service with their organisation was 12 years, with a range of between 3 months and 31 years.
Results: The findings point to a wide range of negative wellbeing outcomes experienced by managers including fatigue, working from home challenges, increased operational challenges and the cumulative affect of the pandemic on health and performance. Positive outcomes also included increased acceptability of flexible working and trust and authenticity in communications. Three leader-level barriers and facilitators were identified: Authentic and compassionate leadership (such as leaders showing their ‘human’ side, providing consistent and reassuring messaging); Leading the wellbeing agenda (this varied between employees feeling some leaders were just paying lip service, whereas others were championing wellbeing as a priority through their actions and communications); and Line manager behaviour (facilitative behaviours such as authentic and regular communication, a supportive attitude and offering flexibility compared to behaviours which were barriers such as an inability to adapt, overworking and not reading the mood).

Conclusion: The results provide unique insights into the line managers’ experience of wellbeing, and of supporting the wellbeing of others through the pandemic. First, our findings highlight the broad and ongoing impact of the pandemic on managers’ wellbeing. Second, the findings highlight three specific barriers to managers taking action which warrant further examination. We share paper will highlight recommendations for organisations and line managers which, whilst emerging from research related to the pandemic, are applicable to all organisations and managers intending to further develop their maturity of offering within this space.

Symposium 31 [in French]: Le télétravail durant la pandémie de Covid-19 et ses effets sur la santé, la qualité de vie au travail et les pratiques professionnelles: quel bilan et quelles perspectives a?
Chair Lucie Pierre, Nicole Rascle

Face à la crise sanitaire liée à la Covid-19, le télétravail est apparu comme une solution alternative afin de permettre la continuation des activités dans les organisations tout en limitant les risques d’exposition des salariés au virus. Toutefois, ce mode de travail s’est imposé de façon brutale et souvent sans préparation ce qui n’est pas toujours resté sans conséquence pour les employés. Pour l’heure, malgré un retour en entreprise, cette organisation du travail s’impose peu à peu et pourrait s’implanter durablement même au-delà de la pandémie de Covid-19. Par conséquent, il convient de se questionner sur les réelles implications de ce mode de travail sur la santé et la qualité de vie au travail ainsi que sur les pratiques professionnelles des travailleurs. Ce symposium propose d’explorer ces questions par le biais de six communications. La première communication étude les effets des ressources et exigences organisationnelles et individuelles sur la santé psychologique et les équilibres de vie en contexte de télétravail contraint. La deuxième communication analyse les incidences de l’isolement social des télétravailleurs sur le stress, en considérant le rôle médiateur de l’efficacité perçue au travail et les effets modérateurs du leadership habilitant et de la proactivité. La troisième aborde la question du contrôle managérial en contexte de télétravail. La quatrième communication examine la relation entre les émotions vécues pendant le confinement (positives, négatives) et la pratique instrumentale. La cinquième communication se focalise sur les effets des conditions de travail en télétravail sur la santé psychologique. La dernière communication s’intéresse à la relation entre le télétravail et la qualité de vie au travail.
Introduction. La pandémie Covid-19 a marqué un tournant dans le déploiement du travail médiatisé et distant. Les organisations et les collectifs ont été contraints de réaménager les conditions de travail, de repenser l’organisation et le contenu des activités professionnelles, et de déployer des stratégies d’ajustement (Carillo et al., 2021 ; Fana et al., 2020). Les données disponibles au premier semestre 2021 indiquent que la proportion de télétravailleurs est demeurée, en France, relativement constante depuis le premier confinement (mars-avril 2020) : entre 24 et 28% des salariés ont télétravaillé au moins un jour par semaine entre janvier et juin 2021 (voir les enquêtes flash successives de la DARES). Fondée sur le modèle Job Demands-Ressources (JDR ; Bakker & Demeroutti, 2007), cette étude a pour objectif d'examiner les effets des ressources et exigences organisationnelles et individuelles sur la santé psychologique et les équilibres de vie dans le cadre du recours contraint au télétravail.

Méthode. Une enquête a été menée aux mois de mai et juin 2021, auprès de 734 salariés d’une structure publique française dont l’organisation du travail hybride demeurait réglementée suite à la troisième vague épidémique. Le questionnaire permettait d’appréhender les exigences organisationnelles (charge de travail et leadership destructif), les ressources organisationnelles (autonomie au travail et soutien social provenant des collègues), les ressources individuelles (satisfaction relative à la quotité de télétravail et détachement psychologique), le stress psychologique, l’épuisement professionnel et la perception de conflit entre les domaines de vie. L’échantillon d’étude comporte quasiment autant de femmes que d’hommes (51% vs 49%), un peu plus de la moitié d’entre eux ayant un ou plusieurs enfants à charge (53,7%). L’âge moyen est de 43,5 ans. Les participants télétravaillent en moyenne 3 jours par semaine et 30% d’entre eux occupent une fonction d’encadrement.

Résultats. Les résultats issus d’analyses en pistes causales montrent que les ressources organisationnelles amoindrirent le stress psychologique, l’épuisement professionnel et la perception de conflit entre le travail et le « hors travail ». A contrario, les exigences organisationnelles sont sources de stress psychologique, d’épuisement professionnel et de perception de déséquilibre entre les domaines d’existence. Ils soulignent, en outre, que la satisfaction relative à la quotité de télétravail et le détachement psychologique renforcent les effets protecteurs des ressources organisationnelles. Ces deux facteurs contribuent également à inhiber les effets délétères des exigences organisationnelles sur le stress psychologique, l’épuisement professionnel et la perception de conflit entre la vie de travail et la vie « hors travail ».

Discussion et conclusion. Les connaissances issues de cette étude empirique permettent d’éclairer et d’étoffer les travaux scientifiques réalisés avant la période de pandémie sur les mécanismes psychosociaux à l’œuvre en situation de télétravail (Beauregard et al., 2019 ; Vayre, 2019). Elles confirment la pertinence du modèle JDR pour saisir les enjeux du télétravail en période de crise socio-sanitaire. Enfin, ce travail de recherche permet d’identifier les leviers sur lesquels agir et les risques à prévenir pour concevoir et expérimenter des modes d’organisation du travail hybride favorables au bien-être et à la qualité de vie au travail des salariés.
Relation Entre L'isolement Social en Télétravail Et Le Stress Au Travail via L'efficacité Perçue Au Travail : Rôle Modérateur Du Leadership Habilitant Et Du Comportement Proactif
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Problématique: Les relations interpersonnelles sont des éléments essentiels de la vie organisationnelle (Allen & Eby, 2012). Cependant, lorsqu’un individu travail à distance, il est éloigné des interactions régulières en face à face avec ses collègues et supérieurs ce qui peut concourir à augmenter le sentiment d’isolement social (Beauregard, Basile, & Canónico, 2019). Dans la littérature, les effets négatifs de l’isolement social sur la santé mentale et le bien-être des salariés sont largement documentés (Wilson & Greenhill, 2004 ; Weinert, Maier, & Laumer, 2015). Toutefois, à ce jour, on en sait encore peu sur les mécanismes à l’origine de ces effets négatifs sur la santé mentale des télétravailleurs et sur les moyens pour limiter les effets négatifs associés à l’isolement social en télétravail. Cette recherche a pour objectif d’analyser la relation entre l’isolement social en télétravail et le stress. Dans un premier temps, une analyse de médiation a été réalisée pour examiner le rôle médiateur de l’efficacité/qualité du travail perçue en télétravail. Dans un second temps, une analyse de médiation modérée -qui intègre le leadership habilitant et le comportement proactif de prise en charge, a été testée.

Méthode: Une étude transversale par questionnaire a été réalisée auprès de 611 salariés d’une organisation française. Le questionnaire a été soumis pour mesurer l’isolement social, l’efficacité/qualité du travail, le stress au travail, le leadership habilitant et le comportement proactif de prise en charge. L’échantillon est constitué de 73,6% de femmes avec un âge moyen compris entre 41 à 50 ans. Pour tester les hypothèses, une analyse de médiation a été réalisée.


Discussion: Les résultats de cette recherche vont dans le sens de la littérature qui souligne les effets négatifs de l’isolement social en télétravail sur le stress et montrent le rôle médiateur de l’efficacité/qualité du travail perçue en télétravail dans cette relation. De plus, les résultats révèlent que le leadership habilitant et le comportement proactif de prise en charge permettent de limiter les effets négatifs de l’isolement social. L’isolement social des télétravailleurs et le stress qui en découle sont une réalité. Toutefois, ce travail met en évidence l’importance pour les organisations de soutenir et d’encourager la proactivité des employés même en contexte de télétravail et de sensibiliser les managers sur les effets bénéfiques des pratiques managériales habilitantes sur le bien-être et la santé psychologique au travail en contexte de télétravail. Il serait intéressant de poursuivre les recherches afin d’améliorer les connaissances sur les autres ressources disponibles (individuelles, managériales et organisationnelles) capables de limiter les effets négatifs de l’isolement social sur la santé et le bien-être psychologique des télétravailleurs.

Pratique Instrumentale, Incertitude Et Qualité De Vie en Confinement Des Musiciens D’orchestre Professionnels
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Problématique: Parmi les millions de personnes à travers le monde qui ont vu leur activité professionnelle profondément modifiée par la pandémie de la COVID-19 figurent les musiciens d’orchestre professionnels. Accoutumés à réaliser une activité répétitive, physiquement
exigeante, pratiquée plusieurs heures par jour, dans un contexte de travail collectif et encadré, ils ont dû faire face, seuls et sans accompagnement, à l’arrêt brutal de leur activité. Une étude antérieure (Maugue, 2019) auprès de la même population avait mis en évidence la prévalence élevée des troubles musculo-squelettiques (TMS) et l’importance des relations sociales au sein du groupe et de l’organisation comme facteur contribuant à ces troubles. Le moment de la reprise de cette activité répétitive et physiquement exigeante ne pouvait être prévu, ce qui pouvait générer de l’incertitude, typiquement source d’émotions négatives. Pourtant, sous certaines conditions, des affects positifs peuvent prendre l’ascendant et conduire à des conséquences positives (Anderson et al., 2019). Ainsi, le confinement pouvait générer des émotions négatives liées à un quotidien difficile, l’isolement ou autre inquiétude, ou au contraire, des émotions positives prenant appui sur les opportunités nées de ce bouleversement. D’où l’objectif de notre étude : rendre compte des émotions vécues pendant le confinement afin d’examiner leur rôle dans la pratique instrumentale, potentiellement difficile et douloureuse en cas d’émotions négatives ou à l’inverse, vecteur de plaisir et de réconfort en présence d’émotions positives. La reprise de l’activité devrait être facilitée pour les musiciens ayant gardé l’envie de jouer.

**Méthode:** Des musiciens d’orchestres français (*N* = 172) ont répondu à un questionnaire diffusé en ligne durant le confinement du printemps 2020, afin de recueillir des données sur les pratiques instrumentales, les TMS (Questionnaire Nordique Standardisé), l’épuisement émotionnel (Wharton, 1993), les émotions (The Discrete Emotions Questionnaire, Harmon-Jones, Bastian & Harmon-Jones, 2016) et le mode de vie en confinement (IPAQ).

**Résultats:** Les résultats montrent que le temps de pratique instrumentale hebdomadaire et la prévalence des TMS ont chuté de façon importante chez les musiciens professionnels confinés, comparativement à l’année précédente à la même période. Le niveau d’incertitude professionnelle, élevé, était positivement corrélé à toutes les émotions négatives. Pourtant, une majorité de musiciens a déclaré plutôt bien vivre le confinement, indicateur fortement corrélé au bonheur r = .59. Comme le prévoyait notre hypothèse, l’épuisement émotionnel médiatisait les relations entre l’incertitude et l’effort perçu à pratiquer son instrument, d’une part, et au plaisir ressenti, d’autre part.

**Discussion et conclusion:** Jouer de son instrument était plus difficile et moins satisfaisant pour les musiciens professionnels chez qui l’incertitude reliait des affects négatifs. Or une pratique instrumentale régulière est déterminante du maintien des habiletés fines et de la prévention des blessures. La situation inédite traversée au printemps 2020 a permis d’observer à grande échelle l’influence des émotions liées à l’incertitude sur le maintien d’un lien positif avec l’activité professionnelle, en contexte d’arrêt de travail. Ces résultats mettent en évidence l’importance d’un accompagnement en période d’incertitude professionnelle.

**S144**
**Perception De Dégradation Des Conditions De Travail Pendant La Crise Sanitaire en Lien Avec Le Travail À Distance Et Impact Sur La Santé Psychologique De Personnels Travailant Dans Une Université Française**
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**Introduction:** La littérature récente ayant porté sur l’impact du télétravail sur la qualité de vie des salariés, a mis en évidence à la fois des avantages à l’usage de ce type d’organisation des activités (Karanikas & Cauchi, 2020) mais également des inconvénients notables (Thulin, Vilhelmson & Johansson, 2019) sur le bien-être au travail. Or, à partir du premier confinement au printemps 2020, ce mode d’organisation des activités est devenu coutumier, voire indispensable. C’est pourquoi nous avons souhaité à l’Université de Bordeaux recueillir un diagnostic de ses effets durant deux périodes distinctes : à la suite du premier confinement/ en période de reprise des activités en hydride.
Deux enquêtes sur les conditions de travail ont donc été menées à l'Université de Bordeaux : la première a été réalisée en juin 2020, la seconde en mars 2021. Cette dernière portait sur le vécu des conditions de reprise des activités en hybride à partir de septembre 2021. L’objectif de la seconde enquête qui fera l’objet de cette présentation a consisté à interroger les personnels sur la dégradation/amélioration/stabilité de leurs conditions de travail par rapport à la première période de confinement.

Méthode: Une enquête en ligne a été proposée aux personnels. Elle interrogeait les conditions d’exercice et de poursuite des activités, et mesurait par des indicateurs, la santé psychologique (Hospital Anxiety Depression scale) de ces personnels. Les résultats ont permis d’identifier les dimensions du travail perçues comme dégradées/améliorées entre la première et la seconde période et d’expliquer par une régression logistique quels facteurs liés aux conditions de travail étaient à risque pour la santé psychologique des personnels.

Résultats: 1877 personnels (soit 32% de l’effectif de l’université) ont participé à la seconde enquête dont 42% d’enseignants-chercheurs et 58% d’administratifs. Des différences significatives dans le vécu des conditions du travail à distance et notamment de la dégradation de celles-ci dans le temps ont été repérées selon le statut des personnels (enseignants/administratifs ; encadrants/ non encadrants), montrant la variabilité des conditions de travail et de leur vécu. Une perception de dégradation a été observée majoritairement pour les enseignants au niveau de la charge de travail, de la conciliation vie professionnelle/vie personnelle et de l’utilisation de la messagerie. Pour les encadrants par ailleurs c’est le temps en réunion qui a été perçu comme le plus pénible. Parmi les personnels qui ont répondu à l’échelle HAD (N=473), 70% présentaient une symptomatologie anxieuse et dépressive certaine à douteuse. Les principaux facteurs de risque étaient l’accentuation de la perte d’autonomie, du sentiment d’isolement et de la dégradation de la qualité du travail réalisé.

Discussion: Nous discuterons ces résultats au regard des travaux de recherche menés sur le sujet.

S145
Le contrôle de l’activité face au télétravail
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Introduction. En France, la culture managériale dominante semble avant tout reposser sur le présentisme et le contrôle visuel vertical du travail (Aguilera et al., 2016 ; Felstead et al., 2003 ; Tremblay et Scailierez, 2020). Durant la crise sanitaire, la massification brutale du télétravail a constitué un chamboulement violent pour les organisations. En effet le télétravail entraîne un relâchement du lien hiérarchique et du rapport de subordination entre le télétravailleur et son encadrant (Craipeau, 2010 ; Richer, 2018). Cet affaissement de la relation managériale nécessite alors un fonctionnement plus horizontal (Brunelle, 2009 ; Marrault, 2012) et une relation basée sur la confiance, aux antipodes d’une attitude de surveillance (Dixon, 2017 ; Kurland et Bailey, 2002). En ce sens, l’encadrement à distance suppose un travail plus autonome (Kurland et Bailey, 2002 ; Vayre, 2019). Toutefois, certaines recherches ont montré que le travail à distance peut également se traduire par un renforcement de l’autorité de l’employeur (Pereira, 2018). La perte du contrôle visuel (Harris, 2003 ; Taskin, 2006) est compensée par un contrôle numérique (Groen et al., 2018 ; Taskin et Sewell, 2015) et/ou par des procédures de surveillance plus formelles, plus explicites et plus strictes (Kurland et Bailey,
Ainsi, la généralisation du télétravail amène à se questionner sur la nature du contrôle mis en œuvre. Plus que les outils et dispositifs de contrôle développés, c’est l’intention du contrôle qui fait la différence. Ainsi, la littérature oppose les contrôles capacitants et les contrôles coercitifs (Benoît, 2016). Les contrôles capacitants sont basés sur une confiance a priori vis-à-vis des collaborateurs. En tablant sur les compétences et l’intelligence des collaborateurs, ils ont pour objectif de les aider à mieux faire face aux difficultés et questions qui surgissent dans le travail quotidien. Le dialogue est ainsi un élément central de ces systèmes de contrôle.

L’objectif de cette communication est donc de comprendre comment se construisent les nouvelles formes de contrôle du travail hybride ou à distance. Pour explorer cette question, nous avons fait le choix d’examiner comment se construisait le contrôle managérial entre autonomie, contrôle et confiance.

Méthode. Une méthodologie mixte a été mise en œuvre. Sur le plan qualitatif, des observations et des entretiens ont été réalisés de septembre à novembre 2021 auprès de 43 encadrants et leurs subordonnés (N = 65) d’une même organisation du champ de la Sécurité Sociale pour comprendre comment pouvaient se structurer les nouvelles modalités d’encadrement issues de la période de la crise sanitaire. Sur le plan quantitatif, un questionnaire a été construit et diffusé au sein de 25 organisations différentes à la suite de la phase qualitative. Ensuite, au sein de deux de ces organisations de la Sécurité Sociale (dont celle qui a fourni le terrain qualitatif), nous avons opéré un codage spécifique des positions de chaque individu dans l’organigramme de sa structure. Cela nous a permis : d’une part, un suivi longitudinal de l’évolution du contrôle et des modes de management des équipes au fil du temps et des confinements et déconfinements (2500 personnes suivies depuis le T0 situé avant le premier confinement) ; d’autre part, une analyse spécifique du cas de ces deux organisations pour comprendre les différentes modalités de contrôle et les écarts de perception entre subordonnés et encadrants.

Résultats et discussion. Les résultats en cours d’analyse permettront de mieux de décrire comment se structure le management des équipes face à l’extension du télétravail et des modalités hybrides de l’activité. Des implications pratiques seront proposées.

Symposium 32: A comprehensive evaluation of multi-level interventions: cost-effectiveness assessment and process evaluation
Chair Karina Nielsen

Poor mental health and well-being is a key issue in public health and small and medium-sized enterprises (CIPD, 2021). Multi-level workplace interventions have been called for to address concerns about poor mental health and well-being, with interventions that are either informal or formal, well-planned and science-based, and implemented at the individual, group, leader/line manager, and organisational levels to increase resilience, provide coping resources, or reduce job stressors (Day & Nielsen, 2017). In response to this, the H2020 funded project, H-Work aims to promote mental health in public workplaces and small- and medium-sized enterprises (SMEs) (De Angelis et al., 2020). The randomised, controlled trial (RCT) has been considered the gold standard, however, in many organisational interventions, RCTs are not feasible or difficult to implement (Nielsen & Miraglia, 2017). A comprehensive assessment of interventions should measure the whole intervention process and consider the costs involved in the intervention activities.

We are more likely to inspire organisations to undertake workplace interventions if we can demonstrate an intervention is cost-effective, i.e. the impact of the intervention on the bottom line. Furthermore, the RCT design does not provide insight into what works for whom and under what conditions (Nielsen & Miraglia, 2017). Realist evaluation comes in useful through
the test of Context-Mechanism-Outcome configurations to gain a better understanding of how contextual aspects in the workplace trigger the mechanisms that are associated to intervention outcomes (Nielsen & Miraglia, 2017). In the H-WORK project, we have developed and are currently testing novel measures of evaluating the cost-effectiveness and the test of CMO configurations using quantitative process evaluation. In the present symposium, we present five papers. They present the development of the methods used, and we present some preliminary findings based on two of our interventions at the group and the leader level.

In the first paper, we present the design and the preliminary results of an economic analysis showing the costs (i.e., incurred direct and indirect costs of the intervention) and outcomes associated with implementing H-WORK interventions (i.e., obtained benefits in outcomes such as mental health quality of life). In the second paper, we present the literature review that was used to develop the H-WORK process evaluation framework (IPEF, the Intervention Process Evaluation Framework) on the measures used in surveys to capture the content and process mechanisms of our interventions, captured over multiple time points throughout the intervention. In the third paper, we present the validation of toolkit for evaluating process and context of interventions, the Intervention Multilevel and Multiphase Process Assessment Questionnaire (IMMPAQ). In the fourth and fifth paper, we present the preliminary results of what works for whom in which circumstances using two interventions implemented in the H-WORK project. Sociomapping© is a digital-based intervention aimed at fostering team communication in an Italian public hospital versus a Czech SME. A longitudinal quantitative analysis will be presented to identify the intervention’s working mechanisms in the two different sites. The second case study is the Coaching-based Leadership intervention. In this paper, we will test the preliminary results of the CMO configuration, testing the link between training design mechanisms and training transfer and the contextual factors that influence whether training design mechanisms are activated in an Italian public hospital and in two Spanish SMEs.

S146
The Cost-Effectiveness of H-WORK Multilevel Interventions to Promote Mental Health in SMEs and Public Workplaces
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Mental health problems are prevalent in many small and mid-size enterprises (SMEs) and public workplaces. This is a major challenge facing the field of occupational safety and health internationally. The most frequent causes of sickness absence and high costs of productivity loss in many European countries are associated with mental health issues. Managers are concerned about their employees’ mental health, but surveys show they do not have systematic procedures to deal with the challenges in their workplaces. Innovative and cost-effective interventions to promote mental health are increasingly needed.

H-WORK multilevel interventions are work-focused, participatory interventions that target work organization and environment, i.e., work-related risk factors such as job expectations and control, communication with coworkers, and so on. Participatory work-focused interventions are recommended as comprehensive strategies for addressing the underlying causes of work-related mental health issues, such as psychosocial and organizational hazards. By description, participatory work-focused interventions designed to address work-related mental health challenges should be evidence-based, solving an existing problem, very much needed, and implemented by those at risk or affected. A recent study goes further to suggest that this participatory intervention process might enhance resources at multilevel including individuals, teams, leaders, and the organization (from the IGLO framework).
Still, the link between participatory interventions with actual business performance as an outcome measure is absent in most organizational studies. In this study, we propose that involving individuals, teams, leaders, and the entire organization (the participants) in the design and development of the intervention, as well as developing the positive aspects of the job and employees’ resources, could support the subsequent realization of well-being and business results in terms of improved mental health.

This study aims to describe and demonstrate novel methods of evaluating the cost-effectiveness of multilevel interventions within the H-WORK project to promote mental health quality of life of employees in SMEs and public workplaces. The economic analysis results conducted from the perspective of the organization will show the costs (i.e., incurred direct and indirect costs of the intervention) and outcomes associated with implementing H-WORK interventions (i.e., obtained benefits in outcomes such as mental health quality of life). Using a non-randomized study design, we will estimate an average cost-effectiveness ratio (ACER), which represents the average cost spent per effect of the H-WORK intervention implemented.

The study findings could enhance implementation possibilities as well as address some of the fundamental concerns of creating healthy workplaces if we can demonstrate whether the interventions under consideration are cost-effective, i.e., the impact of the intervention on the bottom line. The study will also add to decision-makers understanding and suggests promising directions for future economic evaluations of positive participatory organizational interventions.

S147

Quantitative Process Measures in Interventions to Improve Employees’ Mental Health: A Systematic Literature Review and the IPEF Framework

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Interventions to improve mental health can target individuals, working groups, their leaders, or organisations, also known as the Individual, Group, Leader and Organisational (IGLO) levels of intervention (Day & Nielsen, 2017). Evaluating such interventions in organisational settings is complex and requires sophisticated evaluation designs taking into account the intervention process (Nielsen & Randall, 2013). Quantitative process evaluation reduces data collection time, allows the use of standardised measures, enables statistical explanations of variance in intervention outcomes and allows multi-level analyses that integrate the relative importance of process measures at multiple intervention levels (Abildgaard et al., 2016). Based on the principles of PRISMA-P (Shamseer et al., 2015), the present systematic literature review reports the state-of-the-art of quantitative measures of process evaluation. We identified 39 papers. We found that measures had been developed to explore the organisational context, the intervention design, and the mental models of the intervention and its activities. Quantitative process measures are often poorly validated, and only around half of the studies linked process to intervention outcomes. 15 studies used mixed methods for process evaluation. Most often, qualitative process evaluation was used to understand unexpected intervention outcomes.

Despite the existence of theoretical process evaluation frameworks, these were not often employed and even when included, frameworks were rarely acknowledged, and only selected elements were included. Based on our synthesis, we propose a new framework for evaluating interventions, the Integrative Process Evaluation Framework (IPEF), combining qualitative and quantitative process evaluation methods, but with an emphasis on quantitative methods. We propose that this framework offers valuable information about what data to collect when integrating different evaluation frameworks. Evaluating and reporting such comprehensive process evaluation and integrating it into effect evaluation will inform future interventions. We
propose a stronger use of mixed methods to triangulate and ease the burden of employees responding to lengthy questionnaires. Collecting data at various time points also eases this burden at the same time as ensuring recency. We hope that our review and the use of our proposed framework can help improve the evaluation of multi-level interventions and that such evaluation can improve how we design and implement sustainable and effective interventions that can promote mental health in the workplace.

S148
Validation of a Measure for Evaluating Multilevel Interventions Directed to Improve Employee Mental Health and Well-Being: The Intervention Multilevel and Multiphase Process Assessment Questionnaire (IMMPAQ).
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Theoretical background: Interventions to improve employee mental health and wellbeing often include multiple stages and target individuals, groups, leaders, or the whole organization. Based on previous literature (Abildgaard et al., 2016; Martin et al., 2016), we propose a new assessment tool for evaluating the whole process of multi-level interventions: the Intervention Multilevel and Multiphase Process Assessment Questionnaire (IMMPAQ). This tool includes various measures that can be utilized to assess several phases of the intervention process (e.g., pre, during and post intervention stages). Particularly, based on realist evaluation (Nielsen & Miraglia, 2017), we adapted and developed measures to capture the main context variables, working mechanisms, and the intermediate outcomes (e.g., integration into the workplace) that may influence intervention effectiveness throughout its several stages.

Methods: The tool was developed based on a systematic literature review where all the relevant constructs and potential measures were identified. This produced a questionnaire that includes 20 measures and 68 items that assess contextual (e.g., readiness for change), working mechanisms (e.g., intentions to training transference) and outcome variables (e.g., changes in perceived working conditions) that influence intervention effectiveness at the several stages of the process. These measures are adapted to assess the individual, group, leader, organizational levels. The sample corresponds to employees of three public sector and three SMEs located in five EU countries. Data is collected via online questionnaires at several intervention stages (pre, during and post intervention). Currently, the baseline data collection point gathered a sample of 1,617 employees.

Results: A two-stage strategy will be implemented to test the reliability and validity of the IMMPAQ tool. First, reliability analysis (e.g., Cronbach alpha) and Factor analysis (Exploratory and Confirmatory) will be conducted to test the internal consistency of all measures in the tool. Second, the convergent, discriminant and criterion-related validity will be tested via CFA and SEM analyses. Preliminary baseline results support the internal consistency of the measures: Cronbach alpha between .71 and .99, and all items loading in their respective factors (e.g., EFA). The data collection stage is still ongoing and will be completed in March 2022.

Contributions: We contribute to organizational health intervention researchers and practitioners by providing a valid questionnaire to quantitatively assess the key variables that influence the different stages of the intervention process (pre-, during-, and post-intervention). In practical terms, the IMMPAQ tool will contribute by suggesting a clear structure to assess the intervention process in different stages and considering the different organization levels.
S149
Process Evaluation of a Digital-Based Intervention to Foster Communication in an Italian Public Healthcare Institution and a Czech Retail Company
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Purpose: Effective communication is a cornerstone of healthy teams. This study aims to compare experiences of implementing a digital-based intervention, Sociomapping, to foster team communication in an Italian public healthcare institution versus a Czech retail SME. A longitudinal quantitative analysis from a process evaluation perspective was performed to identify the intervention’s working mechanisms in the two different sites.

Intervention: Sociomapping deploys a software for collection, elaboration, and visualisation of complex relational data. By processing participants’ responses to team communication surveys, it generates graphical representations (i.e., sociomaps) of current and desired communicational structures existing within the team. The intervention is based on team coaching workshops, which are guided by visualisation of sociomaps and aim to formulate individual and team action plans that would lead to the desired communication state within the team. In Italy, the intervention was delivered to 7 teams from 3 hospital areas of a large public healthcare institution; each included 6 to 13 healthcare workers (N = 67) who received 4 group sessions in 2-month intervals via a videoconferencing platform. The first session was scheduled for 3 hours and the remaining 3 sessions for 2 hours. In the Czech SME, the intervention was delivered to 15 teams from 5 departments; each included 6 to 16 members (N = 107) who received 3 online group sessions in 3-month intervals. The first session was scheduled for 3 hours and the remaining two for 1.5/2 hours depending on team size.

Methods: We used survey-based measures assessed at four time points to evaluate the implementation of the intervention. Variables such as group intention to transfer, voluntary participation, team perceptions of training design, group acceptability of the intervention, group perceptions of intervention integrity, and technology usability were measured at the end of the intervention using a Likert-type scale. Additionally, measures of group opportunities to use intervention learnings, group peer support, group manager support, and group training transfer were assessed at three subsequent time points. These measures represent the key working mechanisms that lead to the expected intervention outcome, that is, improved team communication and cooperation. Data will be analysed across the different time-points.

Results: The process evaluation data will be compared across the two intervention sites. We expect that contextual measures and changes in the key working mechanisms will explain the success or failure of the implementation in both intervention sites.

Discussion: Results will be discussed considering the different cultural contexts, and the differences between the types of organizations and their employees in terms of recruitment strategies, psychological safety, and digital literacy. Of particular importance is the Czech company’s merge with another company during the implementation process, whereby intervention teams’ compositions changed over time. Also, the context of the Covid-19 pandemic had a significant impact especially on the Italian hospital. Our contribution highlights the importance of process evaluation of workplace interventions. The results may inform recommendations to practitioners about how to implement group-level digital-based interventions to foster team communication in different contexts.
A Cross-Country Process Evaluation of a Leader Level Intervention Implemented in Two Spanish SMEs and an Italian Public Healthcare Institution

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Background: There is a need in research and practice for effective interventions based on positive leadership styles to promote workplace mental health considering their growing popularity among organizations (Peláez Zuberbühler et al., 2020). Moreover, the available research on interventions focuses on a methodological approach that seeks to standardise results and leaves behind the value of context, process, and fit between the intervention and the organisation (Gilbert et al., 2018). The present study adopts the theoretical approach of Realist Evaluation (Nielsen & Abildgaard, 2013), which strives to include elements from the context and implementation process.

Aim: The study investigates the interplay between the different phases of a leader-level intervention conducted in an Italian healthcare institution and two Spanish SMEs. The study will present preliminary results of a Context, Mechanisms and Outcomes (CMO) configuration using quantitative process evaluation measures. We are especially interested in analysing the link between contextual factors (i.e., employee context participation and communication) and training design mechanisms as triggers of leaders’ intention to transfer the training acquired in their daily activities.

Methods: Senior and middle managers in two Spanish SMEs (IT company, N = 10; industrial manufacturing company, N = 10) and one Italian public healthcare institution (N = 8), participated in a previously validated intervention (Peláez Zuberbühler et al., 2020) that aims at supporting managers in the development of coaching-based leadership skills. The intervention consisted of three group sessions followed by three individual coaching sessions and a final group session over three months. For the evaluation, quantitative measures were collected at different time points and included Contextual factors, Mechanisms, and Outcomes. Data will be analysed using Structural Equation Modelling, with PROCESS in SPSS to test mediation and moderation effects.

Results: We expect that the contextual factors of an organizational climate supporting employee involvement in mental health promotion and the communication about the overall project in which training is placed will promote a positive perception of the training design quality among leaders, acceptability, and integrity regarding the role of the facilitators and atmosphere in the training sessions. This, in turn, will prompt leaders to transfer what they learned to their daily work. Readiness for change and work demands will act as moderators in the interaction between the contextual factors and mechanisms. Intervention site, country, and participation in other interventions will be used as control variables to make comparisons within our study sample.

Conclusions: The implementation of this intervention on different organizations will allow for cross-country comparison on what work for whom under which circumstances. The results may provide practitioners with recommendations on how to implement leader-level interventions to foster CMOs in different contexts.
Symposium 33: The performing arts as ‘work’ – an insight into the careers, caring duties and worklife balance of performing artists
Chair Almuth McDowall, Angela Pickard

The performing arts are a significant contribution to economies around the Globe. Who could imagine London without its Westend Theatres, New York without the Broadway? Yet, the performing arts remain poorly understood as work. This is a real gap in understanding, as the job demands are unique. Work is marked by irregular hours, cyclical ways of working, often intensely physical and for some artists such as dancers also relatively short lived as a career. The arts and entertainment sector has also been one of the worse affected by the Global Pandemic as opportunities to perform have declined, and safety protocols made performing more difficult. This symposium discusses the experience of performing artists across music and dance, with particular reference to voices not often heard, including those who combine performing with caring duties. We will reference implications for wellbeing throughout, but also sign post how traditional theories and frameworks conceived with more traditional workers in mind do not always apply to unique populations. This symposium will consist of five distinct but complimentary papers and a short discussion at the end.

S151
Health Promotion in Musicians’ Training. Findings From Interdisciplinary Workshops With Experts.
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Background: Classical musicians struggle with a range of health problems which include debilitating forms of performance anxiety, musculoskeletal injuries, and hearing loss. Although various forms of health education are offered by conservatoires (i.e. higher music education institutions) worldwide, there are currently no relevant guidelines. Health education encompasses developing health knowledge and a set of cognitive and social skills, including critical thinking, that guide individuals’ motivation and ability to access, understand and use health information to take care of their own health (WHO, 1998). Critical thinking, often taught in universities, is rarely included in the curriculum of conservatoires, but would benefit the training of musicians to be independent thinkers in relation to health.

Aims: The aim was to discuss the content of an ideal health education curriculum for conservatoire students in the UK, integrating elements of critical thinking.

Method: We created a set of four lists (health topics; cognitive biases; logical fallacies; and critical appraisal tools) based on thorough literature reviews and existing resources. These were chosen based on their relevance for musicians, and were accompanied by brief explanations and illustrated with examples to make it easier to assess their applicability. Next, we ran a series of four one-day interdisciplinary workshops in September 2018, in the UK, where we invited experts (researchers and practitioners) in music education and performance, medicine and social sciences, and asked them to discuss in small groups, the content of our lists. Notes were taken by authors and participants, and were thematically analysed.

Results: Fifty participants attended the four workshops. Three themes were identified: 1) The health education curriculum; 2) Misconceptions; and 3) A settings-based approach to health. Most participants thought that the topics and tools were relevant, and militated for multilevel changes.

Conclusion: This is the first attempt to document findings from conversations aimed at using the knowledge of key stakeholders to discuss the content of an ideal health education curriculum integrating critical thinking, for conservatoire students in the UK.
S152
Professional Contemporary Dancers Becoming Parents: Navigating Disrupted *habitus*, Embodied Identity(ies) and Work-Family Conflicts
Angela Pickard
Canterbury Christ Church University, Canterbury, United Kingdom

The professional contemporary dance industry is full of uncertainty and precarity for dancers, associated with high levels of freelance and short-term contract working, lack of career progression routes and physical, psychological, social and economic challenge. Contemporary dance is body-focused and there is a strong relationship between the dancer’s body and identity, having been shaped by the social world of dance through dance training, often from a young age. The dancer’s sense of self and their life as a dancer are inextricably intertwined through years of socialisation in training and in the profession, so identity is deeply embedded within the dancers’ sense of self. The highly competitive social world of professional contemporary dance places artistic and technical demands and dancers often work long hours and push their bodies in the studio and in performance. There is a paucity of research into dancers as parents, how they manage the transition from dancer to parent and whether and how they maintain a career in the body-focused, physically and psychologically demanding, contemporary dance industry. This paper shares findings from a qualitative interview study with (n=30) professional contemporary dancers that have become parents and are working within the contemporary dance industry in the UK. It uses Pierre Bourdieu’s conceptual framework of belief and practice to make greater sense of how professional contemporary dancers navigate becoming parents and the disruption to their dancer’s *habitus* and embodied identity, as they manage work-family conflicts within contemporary dance. Findings reveal that when the professional dancers became a parent this disrupted taken-for-granted norms and expectations of the dancer’s *habitus* and identity as a dancer, intensified the fragility of lives and livelihoods and brought new physical, psychological, social and economic vulnerabilities. The dancers in the study also shared experiences of barriers and enablers for dancers that are parents within the contemporary dance industry, and examples of managing transition, physicality, evolution of identities, work-life balance and capital gain.

S153
Here We Go Again: A National Survey of Examining Precarious Work and Caring Responsibilities on Musician Wellbeing
David Gamblin, Almuth McDowall, Kevin Teoh
Birkbeck, University of London, London, United Kingdom

In our previous research collaboration with Parents and Carers in Performing Arts (PIPA), we launched The Balancing Act Survey (2019). This was a large (n = 2,551) and novel survey on wellbeing and work-life balance for workers across the UK performing arts’ theatre, music, and dance industries – groups which, despite making considerable contributions the UK economy, are notably absent from tradition labour surveys.

Results indicated workers that were financially under strain, with earnings data showing that participants needed to ‘top-up’ their personal income with non-performing arts work. This was particularly the case of those with caring responsibilities, who appeared to suffer career and salary sacrifices in order to fulfil these responsibilities, a finding which was more pronounced for female participants. This work, supported by recently conducted focus groups, highlighted dilemmas which are even more pertinent to musicians (as compared to the other performing arts). Specifically, musicians who also hold down other jobs to support household income, find it difficult to find enough space and time to practice, to hone their craft, and to be creative (i.e.
write songs, music) – something which was compounded under lockdown restrictions. Secondly, there are the impacts of touring and unpredictability of scheduling. Again this was impacted during the lockdown, but there are further existential worries of what will happen once musicians can tour again given unknown travel restrictions and the prohibitive financial and temporal costs of visas, due to Brexit. The current research collaborates with PiPA again to closely examine the impact on musicians. The survey launches in January 2022, and the contribution to the current symposium will be to present the results from this survey. Specifically, we expect to present findings regarding precarious work, impacts of covid, worklife balance, and the demands of perfectionism, with a particular focus on the additional demands of those also juggling caring responsibilities, as well as implications for practice.

S154
The Subjective Body: The Dance Between the Idyllic and Objective Bodies
Paula Fitzgerald
Birkbeck, University of London, London, United Kingdom

My paper explores the subjective lived experiences of professional ballet dancers in elite ballet companies, and the influence that the body has on their identities. Forming part of a larger doctoral study, here I investigate the tensions that my participants navigate between the idealised, objective, and the subjective ballet bodies, and the implications for their health, wellbeing, and occupational identity. I address three themes: aesthetics, pain and injury, and age that reflect on the objective body to society and manifest, to the individual, in the subjective body (Merleau-Ponty, 1945/1962).

Driven by their passion, ballet is not something dancers do but instead is said to be who they are (Turner and Wainwright, 2003). The closed nature of the ballet sub-culture, with its own explicit and implicit rules, valorises an idealised ballet body (Foster, 1997) underpinned by a narrow definition of beauty (Vincent, 1989; Aalten, 2004). My findings elucidate that this idealised body, comprised of aesthetically optimal body parts, looks ‘like a woman’ or an ‘alien’, but not human. Dancers interpret this in a subjective, individual, manner by objectifying their bodies as tools that they work with and on in the pursuit of unattainable perfection.

The majority of my participants acknowledged the notion of the idealised body but contested its relevance for balletic success. Instead, they postulated the notion of a balanced balletic ‘package’ comprising artistry, good bodily proportions, and technique. This paper explores the nuances and paradoxes ensconced in the subjective embodied experiences of my participants' accounts. Fuelled by a short-lived career, a highly competitive environment, and a paucity of opportunities, my participants’ accounts reflected behaviours that included compulsive and addictive actions (e.g.: dancing through injuries to retain coveted roles, ill-informed eating patterns, and excessive exercise regimes) with concomitant implications for their health and wellbeing.

My study found that most participants reported peaking physically in their mid-20s and, thereafter, ever-increasing amounts of efforts and technique had to be deployed to counter the impact of the chronologically young, but balletically ageing body. This process, they added, occurs in the face of ascendent artistry. The tension between these two dichotomous processes resulted in a sense of helplessness and loss, having been let down by their bodies at a crucial time in their lifetime. Ultimately, with their ballet career approaching its final curtain, the career-transitioning dancer faces an uncertain future due to the singular focus they observed to remain faithful to the craft. The loss of daily engagement in dance, separation from the ballet community and camaraderie, and no natural follow-on career pathway has implications on their wellbeing and identities.
Despite dedicated interventions deployed in recent years by elite ballet companies to support ballet dancers during and after their careers (e.g.: in-house comprehensive healthcare teams), my study found that significantly more is required to support meaningful change in respect of ballet dancers' behaviour. I discuss recommendations in relation to organisational practices and cultural norms needed to actively address these counter-productive behaviours. I posit that, instead of collective aspiration being focused on the idealised ballet body, greater attention should be placed on the subjective body.

S155
Can You Really Dance It All? When Classical Dancers Become Parents
Almuth McDowall¹, Anna Ehnold-Danailov²
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Following on from the widely publicised Balancing Act Survey in 2018, which was the first ever national survey to document the needs and wants of workers in the performing arts with regards to careers, worklife balance and caring duties, the current project is focused on the experience of classical dancers. From an inductive heuristic perspective, we are investigating how classical dancers juggle parenthood with sustaining a career on the stage. We note the contextual and physical ramifications of this profession. First, dance is a physical art which is contingent on the opportunity to physically train and practice together. There has been limited opportunity to do so in the UK. Although professional athletes have been able to train and play matches together, no analogous opportunity has been afforded to dancers. Yet professional dancers typical training regime is akin to elite athletes, requiring continuous practice to hone their craft and keep their bodies fit and healthy. Six day weeks are common practice to sustain the physicality needed. Working days are long as days are taken up with rehearsals and evenings (when ‘on’) with performance and cool down. Secondly, a classical dance career has a limited life span where most dancers retire in their late thirties or early forties. A year ‘on hold’ due to for example maternity leave is a long time. Classical dance is also marked by strict discipline and rigour. The rigour and discipline is even more heightened in the ‘corps’ (the dancers who work on ensemble pieces) than for soloists and principals (dancers who take on lead roles) who would normally have much more choice about what they dance, with whom and when they would be performing. We are currently in the midst of a qualitative study which combines conducting focus groups (three so far), individual interviews (four to date) and the analysis of supporting documentation and social media data. This is undertaken through a heuristic lens as the first researcher is a former classical dancer, who continues to teach the art. Our symposium will discuss implications for theory, research and practice. Preliminary findings point to the importance of the immediate company environment, and to the extent to which ‘caring’ and an identity which goes beyond the classical ideal are legitimised and supported, as well as the support for physical changes after giving birth for women. They also point to the richness gleaned in artistry and the wider contribution more experienced dancers make to the dance community.

Symposium 34: Job Insecurity in Higher Education: Research Evidence From 11 Countries
Chair Lara Christina Roll, Hans De Witte

The higher education sector is vital to every nation’s future workforce and economic prosperity, yet staff members are increasingly battling with job insecurity. In the UK, one-third of the academic staff is employed on fixed-term contracts (Nature 597, 2021). In the USA, about two-fifths of all faculty are part-time adjunct instructors (Douglas-Gabriel, 2019). They rarely receive
benefits such as health insurance and work under the constant threat that every class may be their last. Covid-19 has exacerbated the situation. In Australia, for example, as many as 40,000 jobs have been lost over the past 12 months due to a significant drop in tuition revenue from international students (Littleton & Stanford, 2021). Job insecurity has consistently been linked to reduced wellbeing and performance outcomes for employees (Cheng & Chan, 2008; Jiang & Lavaysse, 2018; Sverke, et al., 2002). The job insecurity concept can be distinguished into quantitative and qualitative job insecurity. Quantitative job insecurity refers to the fear of losing one’s job, while qualitative job insecurity is the worry that valued job characteristics may disappear. In this proposed symposium, the first paper provides a high-level overview of a 10-country project on job insecurity in higher education. This presentation is centred around an upcoming book on the topic and will highlight key findings from that large-scale international collaboration.

The second, third and fourth papers expand on the first presentation by taking a deep dive into the data. The second paper examines the role of justice in the (quantitative and qualitative) job insecurity-performance relationship. Notably, while theory would predict justice to act as a buffer against the negative impact of job insecurity, performance suffered most when justice was high, highlighting the multi-facedness of that context.

The third paper searches for mitigating factors of the deleterious effects of qualitative job insecurity. Looking at Belgium and Switzerland, job crafting and participatory decision-making (PDM) are identified as potential counteracting factors for the relationships between qualitative job insecurity with job satisfaction, work engagement, and burnout.

In the fourth paper, three-wave data from Belgium is used to show that job crafting and innovative work behaviour form gain cycles, which benefit both individuals and organizations, while no evidence could be found for PDM to be an antecedent thereof.

In the fifth paper, the authors examine Sweden as an additional country previously not included in the international collaboration. They investigate the question of whether effort, reward, subjective job insecurity and contract type account for variation in burnout. Following their own data collection, results showed that perceptions of effort, reward, and job insecurity were in fact relevant for burnout, whereas contract type was not. These findings suggest that other psychosocial factors may be more relevant to explain work-related ill-health at universities. Against the backdrop of rising job insecurity in higher education, these papers provide insights into one of the largest data collection efforts on job insecurity in higher education to-date. They highlight key findings from the project, take a deeper look at potential mitigating factors, and examine antecedents of burnout in academics.

S156
Job Insecurity in Higher Education: Findings From a 10-Country Project
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Background and Aim: Seven in ten academics reported that job insecurity impacts their mental health, according to research. Further, nearly 50% of higher education staff members experienced physical health complaints resulting from the stressful experience of holding insecure jobs. Job insecurity in higher education is detrimental for staff, research, and students, thereby impacting the education of the next generation. Covid-19 exacerbated the hardship: Pandemic-related cuts impact universities around the globe, especially in the UK, USA, and Australia. In the Australian tertiary education sector, as many as 40,000 jobs have been lost over the past year due to significantly lower international student numbers and associated revenue. These challenges faced by higher education staff compelled international researchers
from 10 countries to collaborate with the goal of investigating job insecurity within higher education. The participating countries are Belgium, China, Croatia, Greece, Lithuania, Romania, South Africa, Switzerland, UK, and USA. This represents perhaps the largest cross-cultural data collection on the topic to date. One of the outcomes of this project is a book, accepted and scheduled to be published in 2022, which we seek to introduce in this presentation. Each chapter offers unique comparative investigations across nations and cultures with relevance for researchers, students, and social policy.

Method and Chapters: Data was collected at higher education institutions in the 10 countries included in this study in 2018. Across three months with one-month intervals, a longitudinal convenience sample of 4,629 faculty, staff, and graduate students (e.g., PhDs and postdoctoral students) was gathered. In this book, job insecurity in higher education is analyzed from multiple different angles across 11 chapters: 1 & 2) Measurement equivalence of all scales used throughout the book across all countries, 3) Clusters of burnout and work engagement, 4) Self-undermining behaviour, 5) Academic's identity, 6) The mediating role of burnout, 7) Justice in academia, 8) Regulatory focus theory as a case study in China, 9) Performance and temporary employment contracts, 10) causal attributions of job insecurity, and 11) workplace social capital as a case study in Greece. In this presentation, we will provide an overview of those chapters and highlight key findings.

Results and Discussion: In the book, measurement equivalence is established for all measures across all countries, providing empirical support for their application in future studies. Across chapters, the detrimental effects of job insecurity are highlighted for academic and support staff, as well as graduate students. This international project on investigating job insecurity within higher education offers unique comparative insights across nations and cultures. Implications for Research and Practice: This research project and presentation draw attention to the harmful impact of job insecurity in higher education, stimulating future research and calling for the implementation of intervening measures in universities. In order to address this crisis, recommendations are being made for the individual to cope, how universities can support their staff, and how policymakers can intervene.

S157
The Interplay between Job Insecurity, Overall Justice, Performance, and Well-being: An Empirical Analysis in Academia
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Theoretical Background: As several factors have contributed to substantial shifts in how faculty life has been organised over the recent decades, insecurity and justice have gained particular relevance in the academic context. Technological and organisational change, the evolution of university management regimes, pressures related to redefinition and broadening of the role of academia in society (Shin & Jung, 2014), as well as the need to be highly adaptive to unexpected shocks, such as the global COVID-19 pandemic (Savic, 2020) have their share in perceived job insecurity and fairness of treatment at work that ultimately reflect in higher education employees' performance and well-being. As job insecurity has detrimental effects on employees' attitudes and behaviours (Sverke et al., 2002), research on preventing or at least buffering the negative correlates of job insecurity has increased. Indeed the main interest in perceived justice in the context of job insecurity stems from its ability to alleviate the adverse outcomes of job insecurity. Building upon Uncertainty Management Theory (Lind & Van den Bos, 2002), some studies (e. g. Silla et al., 2010; Wang et al., 2015) show perceived justice to buffer the adverse effects of job insecurity on manifold outcomes. As in academia, job insecurity, due to its high rates (EWCS, 2015), seems almost inevitable, it is imperative to find ways to help employees maintain their performance and well-being under conditions of job insecurity.
Research Goals: Building upon Uncertainty Management (Lind & Van den Bos, 2002) and Fairness Heuristic (Lind, 2001) theories, we hypothesized overall justice to moderate the relationship between two types of job insecurity, performance, and well-being. More precisely, we expected high job insecurity and low overall justice to be related to low performance, work engagement, and high exhaustion. In contrast, high overall justice should attenuate the harmful effects of job insecurity.

Methodology: 4438 university employees in 10 countries, including Belgium, China, Croatia, Greece, Lithuania, Romania, South Africa, Switzerland, the United Kingdom, and the United States, were surveyed online to test our assumptions.

Results: Quantitative and qualitative job insecurity were found to predict work engagement negatively and positively predict burnout. Quantitative job insecurity was also weakly but significantly negatively related to job performance. Moreover, overall justice positively predicted work engagement, job performance and negatively predicted burnout. Furthermore, seven appeared significant out of eight tested interactions between quantitative and qualitative job insecurity and overall justice. However, contrary to our expectations, the significant interactions between two types of job insecurity and overall justice in predicting outcome variables showed the opposite pattern: high overall justice exacerbated the negative impact of job insecurity on perceived performance, work engagement, and burnout. Notably, the pattern of results was inherently the same across all countries.

Originality/Value: In times of uncertainty, perceived fairness might alleviate the adverse outcomes of job insecurity by enabling employees to predict their treatment in the organisation. However, the study results suggest that fairness perceptions in the organisation may not simply buffer the adverse reactions to insecurity but also make them fiercer. Therefore, the moderating role of perceived justice in the academic context appears to be multi-faceted and calls for further exploration.

S158
Proactive Participation for Countering the Deleterious Effects of Job Insecurity in Academia: The Case of Belgium and Switzerland
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Purpose: The present study focuses on job crafting and participatory decision-making as a means of counteracting the detrimental outcomes of qualitative job insecurity on employee well-being, indicated by the levels of job satisfaction, work engagement, and burnout. Qualitative job insecurity is a form of insecurity that refers to the perceived threat to valued features of one’s job (Hellgren et al., 1999). Against the backdrop of the turbulent and largely unpredictable labour market, it has become an increasingly salient workplace stressor (Shoss, 2017). This is especially true in academia that is bound to various internal transformations not only due to the recent global health emergency situation but also for economic and innovation-related reasons, thereby creating a highly change-oriented work environment for its employees. As a result, qualitative job insecurity constitutes an important threat among the higher education staff that needs to be carefully addressed. To do so, the present study aimed to investigate the role of top-down (participatory decision-making) and bottom-up (job crafting) strategies as potential boundary conditions in employees’ (namely, tenured academic staff, junior academic staff, and administrative personnel) reactions to qualitative job insecurity. Both strategies denote a proactive approach towards implementing changes at work so that it is
more in line with employees’ priorities and needs. In this way, they increase the predictability and perceived control in the work environment, which is considered an important remedy against job insecurity (Probst, 2005; Vander Elst et al., 2011). Hence, we hypothesized that participatory decision-making and job crafting would buffer the detrimental effects of qualitative job insecurity on well-being.

Methodology and Results: To test the hypotheses, we used the data from an international quantitative survey on job insecurity in academia. Our study was based on a sample of employees working in higher education institutions in Belgium and Switzerland (N = 915; 58% female, mean age 40.02 years, SD = 11.03). Moderation analyses were applied using Process for SPSS (Hayes, 2017). Job crafting and participative decision-making were modelled as moderators of the relationship between job insecurity and well-being outcomes. The analyses yielded a similar results pattern in Belgium and Switzerland. Job crafting was the most salient moderator of the path linking job insecurity to work engagement among senior academic staff and in the overall sample. Participative decision-making moderated the relationship between job insecurity and job satisfaction and burnout in the overall sample and in each group separately (with an exception of junior academic staff). All moderation effects were in the expected direction showing stronger detrimental outcomes on employee well-being at low values of the moderators.

Implications for Research and Practice: Our findings suggest that the investigated participation strategies may help reduce the negative effects of qualitative job insecurity. Higher education institutions should consider encouraging job crafting and participative decision-making among employees as a means to maintain their well-being in turbulent times. At the same time, further research is needed on the effectiveness of such strategies as some of the moderator effects seem to be not universal.

S159
Benefiting the Organization While Helping Yourself: A Three-Wave Study of Reciprocal Effects Between Job Crafting and Innovative Work Behaviour
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Most employees change their jobs (e.g., their work tasks, relationships, and physical work environment) in order to improve their functioning at work (Vanbelle, 2017; Wrzesniewski & Dutton, 2001). Such self-initiated behaviours, referred to as job crafting, are primarily intended to benefit employees themselves (Bruning & Campion, 2018). The aim of this study is to contrast the self-serving nature of job crafting by hypothesizing its positive, reciprocal relationship with a form of work behaviour which primarily benefits organizations – innovative work behaviour (IWB). IWB captures intentional behaviours through which employees introduce and apply new and useful ideas, processes, products, and procedures within a work role, group, or organization and are intended to benefit the individual, the group, or the wider society (West & Farr, 1990). As such, IWB is considered crucial for organizational competitive advantage in today’s dynamic economic environments. Despite that, in the last two decades, knowledge regarding job crafting and IWB has mainly accumulated independent of each other (Potočnik & Anderson, 2016) with few empirical tests of the link between the two (e.g., Afsar et al., 2019; Bindl et al., 2019).

In response, we draw upon conservation of resources theory (Hobfoll et al., 2018) to test a novel perspective according to which job crafting and IWB perpetuate each other by forming gain cycles that develop through the accumulation of employee resources. Furthermore, we examine whether participative decision making (PDM; i.e., the extent to which employees are
encouraged to engage in organizational decisions; Evans & Fischer, 1992) can instigate these gain cycles by enhancing subsequent job crafting and IWB. Accordingly, we propose and test a research model in which 1) job crafting and IWB relate positively and reciprocally to each other over time and 2) PDM is an antecedent of both forms of employee behaviour. In addition to the proposed direct effects, the model also proposes two indirect effects linking PDM to job crafting through IWB and linking PDM to IWB through job crafting.

The research hypotheses were tested using longitudinal survey data collected among employees (N = 404) from the Belgian higher education sector at three measurement occasions (i.e., in February, March, and April 2018). The sample was composed of the junior research staff (e.g., doctoral students and postdocs; 48.6%), permanent academic staff (27.0%) and support and administrative staff (24.3%). Participants were predominantly female (76.0%), and the vast majority were highly educated (i.e., 98% had tertiary education). The average age was 37.23 years (SD = 10.83).

The results obtained via cross-lagged panel analysis demonstrate that job crafting relates to subsequent increases in IWB, and vice versa, that IWB relates to subsequent increases in job crafting over three measurement occasions. In contrast, PDM does not predict subsequent changes in either form of work behaviour. We discuss these results in light of their contributions to advancing theoretical understanding of the job crafting-IWB relationship and practices intended to promote gain cycles beneficial to employees and employers alike.

S160
Contract Type, Psychosocial Work Environment Factors and Burnout in Academia: A Pre-Pandemic Investigation of Academic Employees in Sweden
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Background and Aim: Until recently, little research in the Swedish context has investigated how academic employees experience their working conditions and how these are associated with ill-health. One of the ubiquitous characteristics of academia is temporary employment and in Sweden, approximately 30 percent of academic employees have fixed-term contracts. Such temporary employment has been associated with job insecurity, which can negatively impact individuals and their organizations. Thus, temporary and permanent contract types may contribute to different effects. As a job stressor, the job insecurity of different contract forms is one of many psychosocial work environment factors which may account for variations in ill-health among academic employees. Given the prevalence of fixed-term employment, examining contract type acknowledges the heterogeneity of academic employees while furthering knowledge of its role for the perceived work environment and burnout. This study aimed to examine whether factors such as effort, reward, subjective job insecurity and contract type account for variation in burnout, and explored the role contract type plays in the relationship between job insecurity and burnout in academic employees.

Method: Members of a union for teachers and researchers in higher education in Sweden were invited to an online questionnaire study (25 percent response rate). Only those currently working in academia with a PhD were included resulting in an analytic sample of 1728 individuals, where 57 percent were women, the average age was 47, and 23 percent had fixed-term contracts. Hierarchical multiple regression tested the main effects of psychosocial factors as well as an interaction effect for contract type and job insecurity on burnout.

Results: Preliminary findings revealed that psychosocial work factors explained around 25% of the variance in burnout. Main effects for effort and job insecurity were associated with increased burnout, while reward was associated with decreased burnout. No main effect was found for contract type and there was no significant interaction between contract type and job insecurity on burnout.
Discussion: This study explored psychosocial work environment factors in relation to burnout in a sample of academics in Sweden. Our findings showed that perceptions of effort, reward, and job insecurity were relevant for burnout in academics, whereas contract type was not. These results suggest that contract type may not act as a protective nor exacerbating mechanism in the relationship between job insecurity and burnout. This might be explained by the fact that in academia, fixed-term contracts are often prolonged or renewed, and thus that other psychosocial factors may be more informative for work-related ill-health among academics.

Limitations: This cross-sectional study does not allow for conclusions about the directionality of the relationship between contract type, psychosocial factors, and burnout in academic employees. Furthermore, as some unions are discipline-specific, this sample is not fully representative of academic employees from all disciplines in Sweden. Future research should involve longitudinal designs with more representative samples across academic disciplines.

Chair Angela Carter, Francesco Pace, Emanuela Ingusci

The research stream labeled ‘Healthy Universities’ refers to the wider theoretical framework on healthy organizations and to its application in the academic context. There is growing attention towards this issue in higher education; universities, in fact, represent a heterogeneous organizational context where different actors (students, teachers and administrative staff) interact, collaborate, work together, within a community of practices, and share knowledge and organizational culture. Therefore, the promotion of their health and well-being in a sustainable perspective becomes a priority.

To call universities “Healthy workplaces” means that this organization supports its members in achieving goals and in flourishing, contributing to improving quality, status and the productivity of the academic community. In this vein, to implement the promotion of health means to conceive and improve actions which are aimed to reduce risk factors but also to enhance motivation and performance. Universities as organizations, cope with market trends and changes, so a plan based on the sustainable knowledge and on health promotion in all sectors becomes vital to their survival and to their conservation as a place of knowledge sharing. This symposium represents the second part of a wider proposal about the quality of life at work in the academic environment, which can be considered as a specific type of organization. This proposal has been carried out by a team of W/O and psychometrics psychologists from several Italian universities and international networks concerned with researchers’ mental health, with further aims to share, develop good and best practices, and to point out guidelines aimed at improving concrete suggestions for positive actions in the Human Resource Management practices within universities.

The aim of this second symposium is to explore the present and the future of the actions and organizational plans aimed to improve health promotion in universities, based on a sustainable perspective. Good practices and interventions in universities will be discussed. The following contributions carried out in Europe and in Australia will provide crucial international implications for academics and practitioners.

Based on data collected in the studies, the symposium will discuss some works carried out in the EU and in Australia, with the aim to share these findings with the academic community and stakeholders involved in the public sector network, and discuss best practices and new actions for health promotion and well-being in both universities and in the public sector.
S161
Examining Job Crafting: Is Job Crafting Possible During the COVID-19 Pandemic?
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This study applied the Job Demands-Resources (JD-R) model to investigate how university workers can individually and pro-actively craft their jobs to better fit their abilities. The main tenets of the model are two psychological processes: the health erosion and the motivation process (Bakker & Demerouti, 2017). Thus, individuals can make changes to their jobs by optimising their job demands and resources so that their work is more challenging and satisfying. Previous research has found that job crafting was positively related to an individual’s work engagement, job satisfaction and reduced burnout complaints over a 2-month period. Furthermore, Pignata and Winefield (2013) found that some stress-reduction strategies reported by university workers focused on changes made by workers themselves such as using positive coping strategies which strengthened their psychological resources to meet their job demands. Our study investigated whether the impact of COVID-19 restricted the potential for job crafting and whether job crafting could apply in Australian universities during the COVID-19 pandemic. In Australia, the sector has been strongly impacted due to the loss of international students and the resulting financial concerns and job losses. These stressors are adding to an already stressful external environment.

In mid 2020, we surveyed over 2000 Australian university workers and examined their job crafting practices. As job crafting comprises optimising resources and job demands, and seeking challenges, we found that the majority of workers engaged in job crafting. For example, with regard to optimising their resources, 89% reported regularly, often or very often trying to learn new things at work, and 83% regularly, often or very often contacted other people such as their colleagues/supervisors to get information necessary to complete their tasks. With regard to seeking challenges, 54% regularly, often or very often sought more responsibilities. Many sought to optimise their job demands, with 88% reporting that they looked for ways to do their work more efficiently, and 74% reported simplifying or improving work processes/procedures to make their job easier. There were also significant differences in job crafting between academic and non-academic staff groups in terms of optimising resources, seeking challenges, and optimising job demands. Our subsequent wave of data collection in 2021 will provide a clearer picture of the extent and duration of job crafting practices.

Whilst advances in JD-R theory have highlighted work conditions that can lead to a “gain spiral” of resources and work engagement, we do not know the role that psychosocial aspects of the workplace (e.g., the growth of digital communication) play in enhancing or constraining job crafting. By applying the model in our longitudinal investigation, we provide a cutting-edge exploration of proactive and positive individual job crafting practices that may reduce the impact of work stress which will enable management to design and promote best practices to promote mental wellbeing within the sector both nationally and internationally.

S162
Success Factors for Implementation of Organizational Health Interventions in Universities through a Participatory Approach - The ARK-Programme
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Theoretical background: This presentation aims, by showing the results and experiences from the ARK-programme (Innstrand & Christensen, 2018), to discuss the applicability of a holistic health promoting bottom-up intervention programme (ARK) for successfully implementing and evaluating organizational interventions in universities in Norway. Motivated academics are
crucial for any university in meeting goals of high-quality teaching and research. Development of job resources and work engagement seem to increase employees’ ability to cope with the increased demands in academia (Christensen et al. 2021). The ARK programme is built on the Job Demands-Resources model and is a comprehensive research-based plan and tool for 1) systematic mapping of the psychosocial work environment and 2) development and implementation of interventions for improving well-being, health and performance (Innstrand & Christensen, 2018). The ARK-programme is also built on the suggested five phases and organizational intervention of Nielsen et al (2010) as a framework for the processual work with implementation of organizational interventions. Extensive research is being conducted both quantitatively on the belonging database including over 55,000 responses and qualitatively on the implementation of the intervention processes that have been running since 2012 in universities in Norway.

New perspectives/contributions: Nordic countries have broad concern of work on democratization, cooperation between the parts in work life, and alternative ways of work organization. The Nordic model defines the elements of good work as e.g., autonomy, variety, learning and participation in decisions. These contextual characteristics have been institutionalized as shared attitudes towards work, the responsibility of organizations towards employees and the focus on worker health, meaning and productivity (Christensen, Saksvik, & Karanika Murray, 2017). Nielsen and Miraglia (2017) suggest that a more in-depth understanding of the content and process mechanism of interventions could help improve the outcomes related to employees’ wellbeing and health, and that the context would determine if these mechanisms are triggered or not. The ARK-programme has a health promoting bottom-up profile that makes it possible to adjust the intervention to the context throughout the process within a specific department in the universities. A guiding principle and one of the most critical success factors throughout an intervention process is the participation of employees (Innstrand & Christensen, 2018).

Research/practical implications: Our research and experiences with the ARK-programme show that successful interventions often include a systematic and processual approach on how to design, develop and implement interventions by using a health-promoting bottom-up strategy. There is no such thing as one size fits all when it comes to interventions for organizational development and improvement of the working environment. The emphasis of aligning the intervention to fit the local context is critically important and should therefore be developed in a participative bottom-up approach.

Originality/value: A major value of the ARK-programme is that we have been able follow the health promoting bottom-up processes and evaluate data from over 20 different universities since 2012. The bottom-up approach seems to have made it possible to align the interventions to the context and the challenges within specific departments within universities. The interventions were, as a result of the participatory approach, developed locally, targeting special needs, strengths and challenges. Another success factor was the focus on developing the positive parts and resources in the work environment, in addition to the reducing the demands and the negative factors. This felt motivating and constructive for the employees when they were working on developing the interventions – what we would like more of in addition to what we need to work on. This has been contributing to an understanding and development of the work environment with a focus on both demands and resources. The advantage is that it puts the psychosocial work environment on the agenda and contributed to establishing a communication channel for the work environment between the leader and the employees. A more in-depth understanding of how the intervention should be fitted to the context of the universities in a participatory way will make it easier to develop a more constructive framework regarding training, tools and support systems for their specific context.
From Theory to Organizational Practice: Barriers and Facilitators of the Assessment of Work-Related Stress Risks in the Italian Academia

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Aim and background: The research was aimed at exploring strategies implemented, barriers and facilitators, in managing the assessment of work-related stress risks in the Italian academia to develop evidence-based practices. The study is part of the work developed by the QoL@Work network, the Italian academic network for the quality of working life in academia, which has among its objectives that of sharing good practices of assessment and management of work-related stress in universities. The QoL@Work approach offers a shared scientific basis for investigations on organizational well-being and for the assessment of work-related stress risks in academia. It is a flexible model, based on a participatory approach, and the operational process consists of defined phases, starting from the first contact to the monitoring system of the improvement actions. To support the effectiveness of this model, it is crucial to evaluate the consistency between the theoretical model and the methodologies implemented in practice. In addition, the Covid-19 pandemic, bringing new risks to work well-being, has required an adaptation of assessment and intervention practices that call for further investigation.

Methodology: To explore barriers and facilitators in the implementation of the assessment of work-related stress risk, a survey with open-ended questions was developed. The areas of investigation were: description of the assessment phases, organizational devices and tools used, facilitators and barriers of each phase. A total of 11 Italian universities participated in the data collection: for each university, a key informant participating in the assessment of work-related stress risks, completed the questionnaire. Data were analyzed through thematic analysis.

Results: First data confirm the key phases and processes outlined by the model, but also heterogeneity of practices, and allow for the discussion of recurring barriers and facilitators. The main facilitators of the process were attributable to the interdisciplinary of the group that lead the process and the sharing of mutual interests. Consequently, the involvement of multiple stakeholders throughout the process facilitated participation in the assessment phase and identification of tailored interventions. Among the main identified barriers there were resistances and criticism towards the evaluation process and low organizational commitment. Further analysis will allow us to deepen these dimensions and the specificities connected to the pandemic phase.

Limitations: In most cases, the survey was completed retrospectively to the implementation of the assessment of work stress process, which may have influenced the richness of the data. In addition, limited data was collected on the implementation phases of interventions to improve well-being and on the evaluation of their effectiveness.
Practical Implications: Results confirm the structure of the guidelines relating to the evaluation process from an evidence-based perspective. The heterogeneity of practices confirms the direction taken by the QoL group in need to define shared guidelines. Some phases appear to be more critical and require specific attention in managing the risks of "failure" of the process. Moreover, from an applicative standpoint, this model could be shared with other European Universities, in order to track and compare common elements or trends.

S164
Boundary Conditions for Evidencing the Effectiveness of Researcher Mental Health-Oriented Policies: Designing a Multinetwork Multilevel International Survey Aimed at Benchmarking and Evaluation
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Research goals and why the work was worth doing: The aim of this contribution is twofold: First, we will present several networks, and initiatives deriving therefrom, concerned with researcher mental health that members of the EAOHP community may be interested in learning about, joining, and/or collaborating with. Specifically, we will briefly present the Future of Work and Organizational Psychology collective, the Researcher Mental Health (ReMO) COST action, the Marie Curie Alumni Association (MCAA), the Online, Open learning recommendations, and mentoring towards Sustainable research CAReers (OSCAR) Erasmus+ project, and the European Partnership for Innovative Campus Unifying Regions (EPICUR) and the state of the art of initiatives focused on researcher mental health that derive from these networks. Second, we will present the contours of an envisaged joint research project aimed at evidencing the effectiveness of researcher mental health-oriented interventions. This work is worth doing because it sets out to shed light on how institutional level variability in policies and practices relate to individual-level researcher mental health.

Theoretical background: Sustainable researcher mental health is a function of both dispositional and contextual characteristics. In exclusively focusing on the individual, a lot of research bypasses the institutional contexts in which researchers reside. The role of context in sustaining researcher mental health is particularly difficult to examine in quantitative research, however, because it requires cross-institutional variance on policy implementations and interventions. What is needed then is a multilevel approach to the study of researcher mental health in which the impact of individual differences on the one hand, and departmental, organizational, and perhaps even national level policy impacts on the other on researcher mental health can be disentangled. Although the mental health crisis in academia and the need for sustainable research careers have been acknowledged, and recommendations have been provided as to what to do about it (Bal et al., 2018; Kismihók, et al. 2019), evidence as to the relative impact of particular policies pertaining to for instance performance management practices, tenure tracks, recognition, mentoring, counseling, and so forth is currently missing.

The current endeavor sets out to take a novel approach to this question, by building on (amongst others) the integrative literature review on healthy academic workplaces that is currently being conducted by the Healthy Academia Workgroup of the Future of Work and Organizational Psychology collective and generating testable hypotheses regarding institutional differences in policies that have a bearing on researcher mental health and sustainable research careers.
Design/Methodology/Approach/Intervention: The multilevel study that we are envisaging will entail a large-scale European level data collection initiative, and specifically sets out to become the most encompassing multi-country study on researcher mental health conducted to date. Data collected will be useful, not only to identify those espoused practices that appear to contribute to or harm individual-level mental health, but also for institutions to benchmark their practices pertaining to researcher mental health to those of others.

Results expected: Next to insight into policy differences across institutions in the European Union in the form of a benchmark, the current endeavor expects to identify institutional level drivers and barriers to researcher mental health and sustainable research careers. Given the scope of this endeavor, results are expected by the time of the 2022 EAOHP Conference.

Limitations: The current endeavor places significant demands not only on hypothesis generation and study design but also, and particularly on the need to collect data on both the institutional and individual levels. In order to evidence the effectiveness of particular policies, a key challenge will lie in formulating these policies in a way that is understandable to university incumbents in different disciplines, contexts, and countries. Furthermore, data collection will entail a significant effort in that we need a large number of countries, universities, and incumbents thereof to be represented in the final sample. We expect to meet these challenges by leveraging the available funds, human resources, and members from the aforementioned networks.

Originality/Value: Performance management systems in academia place constraints on the type of research that is and can be conducted. By leveraging the thrust generated from several European-level initiatives focused on Researcher Mental Health and disseminating a large-scale survey through the membership of these networks, the current project is expected to yield results that are beyond the reach of individual researchers and/or smaller-scale endeavors.

S165
Managing Work Pressure at Universities: Some Reflections on the Challenges Encountered in Practice
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Work pressure in academia is a recognized societal issue in the Netherlands, even causing debate in our parliament, as well as resulting in inquiries per university by the labor inspection unit of the Dutch government. Two thirds of Dutch academics rate their work pressure as high or very high. One third is experiencing levels of exhaustion that are at or above the burnout threshold (VSNU/ICTU, 2020). Overtime is structural at 25-30% of contract hours, and absenteeism is on the increase (Rathenau Institute, 2020). Like other universities, Tilburg University, has been running various initiatives to manage work pressure in its academics for some time. These initiatives target individual academics, the departments where they are based, and the Schools/overall university context. It constitutes a multilevel package of approaches, tools and services. Since 2018 the work pressure initiative has been given priority amongst all human resource management policies and practices at the university. A brief overview of these various work pressure initiatives will be presented at the conference. As an academic specialized in the topic of work pressure and its management, I have been involved in advising central management and HR staff at our university since 2018. Also, I have participated in various initiatives managing work pressure in our School and department during that period. Hence, this has created an issue of self-reference: such as the perspective where one is being confronted in one’s own working life and/or own workplace with one’s own object of academic study. Based on this self-reference, I would like to offer several reflections on the challenges encountered in practice, while addressing work pressure in academia:
Trouble accepting work pressure as a “wicked problem”; lacking urgency because consequences of high work pressure are not visible enough; getting stuck in a “pointing game” because of a lack of clarity at the department/school level as regards data on workload, work planning, (new) student numbers, and status of well-being in academics; having trouble with the concepts of multi-causality and shared responsibility; not addressing work pressure by managers opens the floor for job crafters; naivety as regards work pressure effects for academics of technological innovations; naivety as regards work pressure effects for academics in relation to restructuring support services; naivety as regards the benefits of improving psychological skills the taboo of personal demands.

This is not an exhaustive list, but a summary of the things that I think would appear to matter. The challenges mentioned above will be briefly explained during the presentation.

In sum, functioning as an internal consultant in the area of work pressure management in my own university, I was struck by several challenges in practice concerning the issue, urging me to depend less on my common theories/models/toolkits and rather on observing and reflecting more as a practitioner. Hopefully such observations and reflections are helpful for other scholars in the area of work and organizational psychology aiming to contribute to the university as a healthy workplace.

Symposium 36: Dealing with new levels of boundary blurring: Conditions and interventions for a healthy use of information and communication technologies, active boundary
Chair Katharina Schneider, Kathrin Reinke

The current corona crisis led to radical changes in all life domains, including newly established working from home practices enabled by the use of mobile information and communication technologies (ICTs), while simultaneously dealing with challenges in the personal life such as home schooling. These changes substantially increased blurring of boundaries between working and personal life, thereby creating new challenges for employees’ well-being and recovery. Research suggests that these new working practices involve both beneficial and detrimental effects on employees’ well-being. While these practices appear to remain also beyond the corona crisis, there is a plea in research and practice for interventions that enable employees to establish a healthy ICT use, active boundary management, and recovery.

This symposium aims at shedding light on conditions of a healthy ICT use as well as effects and mechanisms of boundary management and recovery interventions in research and practice. The first contribution by Duranova et al. (University of Applied Sciences Schmalkalden) examines ICT-assisted work after hours as a challenge demand for employees’ energy in a daily diary study. The next contribution by Ohly and Bastin (University of Kassel) sheds light on effects of task interruptions caused by automatic ICT notifications on well-being and performance using a field experiment approach. The following contribution by Reinke and Ohly (Technical University Darmstadt, University of Kassel) conducted an intervention study examining the effects and mechanisms of trainings for employees’ boundary management and recovery. To illustrate the important practitioner view, the last practical contribution by Rexroth et al. (Berufsgenossenschaft Rohstoffe und chemische Industrie) sheds light on both the actual relevance of such interventions in organizations as well as important organizational conditions that could impact the effectiveness of boundary management interventions.

The results shed light on conditions and interventions that may reduce negative effects and foster positive effects of ICT use and new work practices on employees’ well-being. Therefore, the symposium provides fruitful avenues for future research on ICT use and boundary management as well as specific, differentiated recommendations for practice on how to support employees in their boundary management and well-being.
As the first two papers give a more detailed insight into the double-edged nature of ICT use and implications for a healthy ICT use – during the workday and after hours –, the subsequent intervention study in this symposium illustrates effective ways to improve employees' boundary management, recovery, and well-being. Following the plea of our practice contribution, it should be essential for future boundary management intervention research to not only focus on individual conditions and preferences but also cover organizational conditions that fit or mismatch the individual preferences in order to provide effective and sustainable interventions.

S166
Technology-Assisted Supplemental Work as a Challenge Demand – the Curvilinear Effect on Employee Energy
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Employee energy is an important predictor of organizational success. It is a resource (Hobfoll, 1989) which can be depleted due to work demands and replenished during non-work time (Meijman & Mulder, 1998). But the rapid development of new technologies leads to continuous growth in ‘technology-assisted supplemental work’ (hereafter: TASW; Fenner & Renn, 2010). Consequently, the extended work effort and shortened recovery opportunities after hours have become topics of WOP. Practitioners require recommendations for handling with TASW in organizations. However, the previous research among TASW and wellbeing does not show consistent results. Therefore, we propose TASW as a challenge demand and investigate its potential curvilinear effects on employee energy.

Effort-recovery model, COR theory, and challenge-hindrance framework allow us to posit curvilinear effects between TASW and energy. First, we expect TASW having a resourcing effect on energy, as the supplemental work may lead to gaining new resources (f. e., through goal attainment). But after reaching a certain critical point, the energy may continuously deplete over time with increasing TASW (s. also Duranova & Ohly, 2016). MacCormick, Dery, and Kolb (2012) have already found curvilinear relationship between TASW and work engagement.

This study is part of a larger field survey on well-being and recovery among German employees. We conducted an online daily diary study with full-time employees. TASW was collected on Sunday evening before going to bed, energy on Monday morning before going to work. We operationalized energy by vitality and fatigue because they represent two aspects of human energetic resources (abundance versus lack of energy; Fritz, Lam, & Spreitzer, 2011).

The results of regression analyses support our hypotheses. There is no direct linear effect between Sunday TASW and energy on Monday morning. The quadratic effects of TASW on vitality (inverted U-shaped) and fatigue (U-shaped) are high significant even after controlling for sex, age, leadership level, time pressure, weekly work hours, positive and negative affectivity. Our study's limitations are that all constructs were measured with self-report scales. We have not tested any potential moderators, such as boundary conditions.

Our results emphasize the importance of considering non-linear effects in future research as well as by providing practical implications. TASW seems to serve as a resource, but only to a certain point of its length. Employees should be trained in knowledge about the curvilinear effect of TASW and in preventing as well as handling the detrimental effect of long working after hours. By testing quadratic effects, we contribute to knowledge on the specific effects of working in leisure time by technology use on well-being.
Effects of Task Interruptions Caused by Notifications From Communication Applications on Well-Being and Perceived Performance
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Automatic communication notifications cause interruptions to the workflow which might be detrimental for performance and cause strain. At the same time, they entail important benefits such as keeping in touch with coworkers, enhancing feeling of relatedness, and receiving crucial (work-related) information. The question arises under which conditions the disabling of automatic notifications is indeed beneficial for well-being and performance. Interruptions generally cause strain because they hinder the workflow, increase cognitive demands and create time pressure (Baethge & Rigotti, 2013). Automatic notifications by information and communication technology increase the number of interruptions, which is considered a form of ICT demand (Day et al., 2012). Turning off notifications might be an effective intervention to protect individuals from these demands (Mark et al., 2012). Based on self-determination theory (Deci & Ryan, 2012), we expect that disabling notification is less beneficial when individuals are characterized by high fear of missing out or when social norms concerning availability prevail. In these cases, individual might be motivated to stay in touch with others, and fulfill their need for relatedness, and the intervention will be less effective as a result.

The hypotheses are tested in a field experiment using randomized assignment to either experimental (notifications off, N1 = 143) and control group (notifications as usual, N2 = 139) using a pre-post test design. Strain, perceived performance, fear of missing out and availability norms are assessed via self-report using validated scales. In addition, participants (mean age = 27 years; 65% female; 58 % students) reported the frequency of automatic notifications and of self-checking behavior before and after the intervention.

Preliminary data analyses suggest that the instruction to turn off automatic notifications reduced the frequency of automatic notifications but did not change the frequency of self-checking. In contrast to our expectations, irritations and performance did not change significantly over time. Indicating an indirect effect of the intervention, frequency of automatic notifications was related to performance and strain after the intervention. Partially supporting our hypotheses concerning boundary conditions, fear of missing out moderated the relationship of frequency of notifications and frequency of checking with irritation and performance.

The study is not without limitations. Despite the random assignment, due to the heterogeneous sample, unmeasured third variable such as occupational group, work design or individual characteristics might have biased the results. Moreover, the inclusion of students in the sample might limit the generalizability of findings to organizational settings and older groups of employed persons. The short treatment period of one working day may not be enough for participants to adapt their behavior which might be the reason some effects were not observed. The study findings stress the importance of uninterrupted work and highlight the need to take boundary conditions such as fear of missing out into account when designing interventions. This study is an important step towards robust evidence concerning the effect of an intervention (turning automatic notifications off) in a field setting.
Successful Boundary Management and Recovery in the Age of Constant Availability: Developing and Validating a Web-Based Training

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The use of work-related information and communication technology (ICT) after hours brings greater flexibilities yet likewise new challenges for employees, such as the blurring of boundaries of their work and personal life. This may increase employees’ work-life conflicts and reduce psychological detachment (Fenner & Renn, 2010; Park, Fritz, & Jex, 2011). Thus, the changing demands of the working world bring new demands for employees to regulate their behavior in order to be capable to achieve a healthy boundary management and recovery. The goal of this intervention study was to (1) examine which behavioral and cognitive strategies may be most effective for a successful boundary management and recovery, and (2) to shed light on the mechanisms through which a web-based online training may foster active boundary management behavior and recovery.

Research on health interventions suggests that individual and organizational strategies conveyed in interventions have the potential to improve employee health. Yet, research widely lacks intervention studies addressing the context of a digitized working world, that is, studies examining strategies for a healthy use of ICT, boundary management and recovery (Richardson, 2017). To develop interventions that lead to a change in behavior, it is essential to consider the theoretical mechanisms that may explain the effectiveness of the interventions (Daniels, 2016).

We first elaborated current literature on strategies for a healthy boundary management. Next, we conducted an interview study with 21 knowledge workers to learn more about the strategies employees evaluate as successful for managing their boundaries. Analyses provided evidence-based categories of strategies for a healthy use of ICT and active boundary management. Based on these results, we developed a web-based training for employees, consisting of four modules to be completed over four weeks. The training builds on principles of the social-cognitive theory of self-regulation (Bandura, 1991) to address self-regulative behavior change. To validate the effects of the training, we conducted a randomized-controlled intervention study with employees over several weeks, including measurements one week prior to the training as well as one week and one month after completing the training.

Results from our interviews and literature analysis suggest that temporal, spatial and communicative boundary management strategies are perceived as particularly effective. Preliminary results of the intervention study with participants (72.5% female, mean age 37.0 years) who responded to all three surveys (intervention group: N=22 and control group: N = 29) show that participants in the intervention group engaged in stronger boundary management over time compared to the control group. In addition, perceived boundary management control as well as psychological detachment changed significantly, suggesting improvements for participants in the intervention group. Interaction effects for recovery-related self-efficacy were marginally not significant.

Our findings offer new insights about effective strategies for employees to foster a healthy ICT use, boundary management, and recovery. The study contributes to developing evidence-based interventions for employees in a digitalized working world, and provides insights on the theoretical mechanisms that may explain the effectiveness of such interventions.
Bringing Boundary Management to the “Real World”: Lessons Learned from Implementing Boundary Management Interventions

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As a reaction to the Covid 19-pandemic, more organizations than ever have been offering flexible working conditions. Therefore, effective boundary management is becoming more and more important. Research has given clear implications on segmentation as helpful for a successful work-life balance and on how this can be achieved (Haun, Remmel, & Haun, 2021; Karabinsiki et al., 2021; Rexroth et al., 2016). However, when implementing these research implications in organizations, several challenges have to be met. The conditions under which employees need to establish boundary management tactics differ to a large extent across organizations and employees. Therefore, general implications from boundary management research are not easy to operationalize into daily actions within an organization, something that needs to be considered when implementing boundary management interventions.

First of all, we discuss the needs of organizations and employees with regard to boundary management. Working in the field shows that these needs vary to a large extent due to different conditions in organizations and the private environments of employees, but also because of individually different preferences and capabilities. Moreover, the needs of organizations and employees respectively do not always match.

Second, we report how these varying and often contradictory needs can be met in interventions and what has proven most helpful in our experience as designers and trainers of boundary management interventions and workshops. It turns out that it is helpful for employees to reflect on their roles in different areas of life and to analyze stakeholder expectations and where they are in conflict. In addition, employees need to become aware of their desired amount of segmentation and compare it to their actual boundary management. Based on these reflections, employees can develop tactics to overcome their individual boundary management constraints. For example, a lot of employees experience a great conflict between their own segmentation preferences and organizational demands and therefore do not know how to implement their segmentation preferences into everyday life.

Moreover, employees struggle with blurred boundaries between life domains and want to learn how to set and maintain clear boundaries. When teaching boundary management strategies (Kreiner, Hollensbe, & Sheep, 2009) in the field, feedback showed that employees found it most helpful to find their own individual strategies because standardized solutions often do not apply to individual challenges. The methods used in our interventions were guided self-reflections and discussions in tandems and in small groups. Furthermore, peer group supervision (Tietze, 2010) and coaching elements were used and perceived as very helpful. These practical experiences and participant feedbacks were obtained in several organizations, ranging from large international companies to medium-sized German companies with a headcount from 3000 to 300,000.

Practical experience of implementing scientific evidence on boundary management into organizations shows that research results need to be converted and evaluated in applied practices. For effective practical interventions, the specific organizational conditions and constraints need to be considered as well as employees’ individual needs and conditions regarding their work and private situation.
Chair Tim Bushnell, Regina Pana-Cryan

In this symposium we will discuss three studies focusing on factors that affect worker well-being. These factors include costs and incentives related to work precariousness and job stress; employment status, unemployment duration, and healthcare access; and racial and ethnic disparities in teleworking due to the COVID-19 pandemic. We expect that these factors and their well-being impacts on workers will continue to shape research and practice priorities in the work of the future, as reflected by the Future of Work initiative of the National Institute for Occupational Safety and Health.

Ongoing technological and work organization changes have resulted in an increased prevalence of work precariousness, which has been broadly defined by some as uncertain, unstable, and insecure work in which workers, rather than employers, bear the risks of work and receive limited social benefits and statutory protections. The first study presents the components of a work precariousness scale developed to utilize US data. The scale includes four broad components: disempowerment, temporariness, vulnerability, and wages including satisfaction with fringe benefits. Results showed statistically significant positive association between job stress and work precariousness, and workers reporting work precariousness were more likely to experience more days in poor physical and mental health and more days with activity limitations due to health problems. These results corroborate previous findings on work arrangements (standard and nonstandard such as being on call, working for a temporary staffing agency, working for a contact firm, or being an independent contractor), job stress, and worker well-being.

In the United States, most working-age Americans obtain health insurance through their own or family members’ employers. The determinants and disparities in health insurance coverage among workers have been well documented, particularly among certain demographic groups, such as ethnic and racial minorities, older adults, unmarried workers, and immigrants. Variability in health insurance benefits that are associated with specific job types and characteristics may contribute to occupational health disparities. There is evidence that self-employed workers typically did not have equal access to comprehensive benefits compared to full-time, year-round workers. These self-employed workers may not be able to afford out-of-pocket health insurance coverage and go without coverage unless it is available through a spouse’s employer or they qualify for government benefits. The second study in this symposium will present findings on the prevalence of healthcare access and utilization by employment status, using data from 2018-2019.

There is recent evidence on the association of work flexibility, including the ability to telework, with worker well-being outcomes that include job stress and job satisfaction. The third study in this symposium will present estimates of racial and ethnic disparities in teleworking due to the COVID-19 pandemic and the extent to which these disparities were mediated by four-year college education and occupation.

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Background: As part of a study that comprehensively assessed associations in the U.S. among employment status, including duration unemployed, and a variety of health-related metrics, we examined prevalences of healthcare access and utilization by employment status. We evaluated differences among respondents who were employed, self-employed, short-term (<12 months) unemployed, long-term unemployed, and unable to work.
Methods: We used data from the 2018-2019 Behavioral Risk Factor Surveillance System to assess differences by employment status in the prevalence of five healthcare access and utilization metrics: having healthcare coverage; having a personal healthcare provider; visiting a doctor in the past year for a routine checkup; needing to see a doctor but being unable to do so due to cost; visiting a dentist in the past year; receiving an influenza vaccination in the past year. We calculated unadjusted prevalences and adjusted prevalence ratios comparing metrics among employed individuals to those of individuals in each other employment status group.

Results: Short-term unemployment and self-employment were associated with poor healthcare access. Prevalences of several adverse access and utilization metrics were highest among the short-term unemployed: lacking health insurance (34.8%), not having a personal provider (41.1%), and needing to see a doctor in the past year but being unable to do so because of cost (30.3%). Self-employed respondents also had low access to care, with the highest prevalence of not visiting a doctor in the past year for a routine checkup (38.1). This group was likely to lack health coverage (27.8%) or a personal provider (35.6%).

Conclusions: Employment is a health equity issue. Limiting barriers to healthcare is particularly important for short-term unemployed individuals in order to prevent health declines that can preclude re-employment and lead to enrollment in and reliance on long-term social insurance programs.

S171
Studying Racial and Ethnic Disparities in Teleworking Due to the COVID-19 Pandemic: A Mediation Analysis
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Background: In addition to facilitating work flexibility and helping to improve work–family balance, teleworking reduces the risk of COVID-19 exposure and other contagious diseases at work. However, a growing literature has pointed out disparities in teleworking among different racial and ethnic workers.

Objective: This study estimated racial and ethnic disparities in teleworking due to the COVID-19 pandemic and the extent to which these disparities were mediated by four-year college education and occupation.

Method: The data source for this study was the Current Population Survey (CPS), May 2020 through July 2021. The study considered 702,500 respondents (aged 16 years and older) who worked during the survey weeks. The outcome variable was working remotely for pay because of COVID-19 in the previous 4 weeks. Four-year college education and occupation were identified as mediators of disparities in teleworking among different racial and ethnic groups. Mediation analysis was used.

Results: In the reduced or unadjusted model, the odds for Black and Hispanic workers to telework were 35% and 55% lower than for White workers, respectively, and the odds for Asian workers to telework were 44% higher than for White workers, controlling for covariates. When four-year college education and occupation were included in the model, the odds for Black and Hispanic workers to telework were reduced to 7% and 16%, respectively. For Asian workers, the increase in odds of teleworking reduced to 14%. Overall, disparities in four-year college
education and occupation explained 83% and 78% of the variation in the odds of teleworking for Black and Hispanic workers, respectively, relative to White workers. The remaining variations in the odds of teleworking might be related to the direct impact of race and ethnicity on teleworking and other factors not controlled for in the study. Between the mediators, occupation explained more than 60% of the total effect of race and ethnicity on the odds of teleworking for Black and Hispanic workers.

Conclusion: The results of this study could not rule out the possibility of racial and ethnic discrimination or inequity in teleworking. Ultimately, reducing racial and ethnic disparities in four-year college education and the distribution of workers across different occupations might be a long-term solution for reducing racial and ethnic disparities in teleworking.

S172
Work Precariousness, Job Stress, and Health-Related Quality of Life
Anasua Bhattacharya, Ray Tapas, Regina Pana-Cryan
NIOSH, Cincinnati, USA

Objectives: Recent technological and work organization changes have resulted in an increased prevalence of nonstandard work arrangement types. One of the consequences has been an increased prevalence of precarious work. Our objective was to generate a scale to measure work precariousness in the United States and examine the associations between this study precariousness scale with job stress, unhealthy days, and days with activity limitations among US workers from 2002 to 2014, to determine if precarious work adversely affects worker health.

Methods: Our scale was inspired by the Employment Precariousness Scale that measures work precariousness reported by salaried workers and developed for the US workforce. We used pooled cross-sectional data from 22 representative items from the General Social Survey, Quality of Work Life survey for the years 2002, 2006, 2010, and 2014. These data included 4534 observations for analysis. We used regression models to examine associations between work precariousness and job stress, unhealthy days, and days with activity limitations.

Results: Statistically significant positive association existed between job stress and work precariousness. Workers reporting work precariousness were more likely to experience more days in poor physical and mental health and more days with activity limitations due to health problems.

Conclusions: The results of our study provide support for our precariousness scale and its suitability for assessing the health-related quality of life of workers in different work arrangements.

Symposium 38: Field interventions on recovery from job stress: The beauty and the beast
Chair Christine Syrek, Jessica de Bloom

When recovery research was gaining more attention at the beginning of the 20th century, the interest grew in interventions to enhance recovery from job stress. Prompted by research underlining the importance of successful recovery for sustainable working lives and a heightened need for better recovery on the work floor, intervention research is flourishing nowadays. More and more companies implement recovery interventions. Yet, field intervention research is probably one of the most challenging and at the same time a highly rewarding type of research. It is often difficult and time consuming to find companies that are willing to
collaborate, particularly when it comes to scientifically evaluating interventions. If the request for intervention research comes from companies, it can be difficult to make sure that the data collection does not lack depth to conduct scientific research, which distinguishes scientists’ work from consultancy. It is also hard to find a balance between measuring frequently and extensively to capture the full implementation process, and not overburdening the participants. Dropout and selective non-response are often a greater problem in intervention studies than in other types of research: Employees that need the intervention most, may be the ones dropping out most often/the fastest. Important questions in the context of intervention research, that we will address in the current symposium, are:
• Do recovery interventions work?
• Why/how do interventions work?
• Who benefits from recovery interventions (and who does not)?
• How can interventions’ effects be enhanced and how can transfer into everyday working life be ensured?

The symposium consists of four contributions. The first contribution concerns a study on the impact of workplace telepressure on detachment. Törschner and Syrek examined the impact of various break activities that employees could choose from over the course of one working week. The second contribution by Kosenkranius et al. describes the development and implementation of a hybrid intervention to stimulate off-job crafting and satisfaction of psychological needs. The intervention included two in-company workshops in a group setting and the use of a smartphone application between the training sessions. The third contribution by de Bloo et al. concerns the introduction of an unlimited leave policy in a large field experiment in a Dutch bank. The fourth contribution from Schleupner and Kühnel examines the effectiveness of a training that aims to foster psychological reattachment to work.

In this symposium, the presenters will not only focus on the effects of their interventions on key well-being and performance outcomes but will also zoom in on the various challenges – and pleasures – you get to experience when conducting intervention studies in field settings. Field settings refer to natural environments in the real world and are more complex to plan and interpret due to multiple effects that take place at the same time. However, field settings enable investigating the impact of an intervention where they should be embedded, i.e., under everyday conditions in work and leisure.

S173
How Workplace Telepressure Affects Exhaustion on a Daily Level: The Mediating Role of Detachment during Lunch Breaks
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These days, information and communication technologies (ICTs) are indispensable in the workplace. However, high ICT demands can lead to negative well-being outcomes, for example when employees experience workplace telepressure (WPTP), “[…] the combination of a strong urge to be responsive to people at work through message-based ICTs with a preoccupation with quick response times.” (Barber & Santuzzi, 2015, p.172). Barber and Santuzzi (2015) have shown that WPTP can lead to exhaustion and that detachment mediates this relationship. The present study aims to replicate these findings and further examine whether lunch break activities promoting detachment can help to reduce the negative impact of WPTP on exhaustion after lunch breaks.

Method: A total of 70 employees from diverse organizations in Germany participated in a two-week lunch break intervention, resulting in 471 data points. Each day participants could choose
one out of six 15-minutes break activities to promote detachment. Activities included yoga, meditation, progressive muscle relaxation, body scan, going for a walk, and listening to music. Each day participants filled out a brief questionnaire on WPTP, detachment, and exhaustion after their lunch breaks. Taking the non-independence of the data into account, we estimated multilevel models in R.

Results: The findings of Santuzzi and Barber (2018) could not be replicated using this sample. Even though WPTP and detachment significantly predicted exhaustion, the mediation hypothesis on the between-level was not significant. However, mediation analysis on the day-level supported our hypotheses. The day-level data revealed that employees suffered less from WPTP on days when they detached from work during their lunch break. ICC1 for exhaustion was .52, suggesting that almost 50% of the variance in exhaustion resides at the within-person level. Six percent of the variance in exhaustion within persons was explained by WPTP and 17% of the variance was explained by detachment. Detachment did not differ across persons, but WPTP did.

Practical implications: Our results suggest that activities promoting detachment during lunch breaks might be an effective way to reduce the negative effects of WPTP on afternoon exhaustion. Therefore, managers should encourage employees to take breaks to switch off from job and ICT demands. In addition, organizations should support employees’ well-being by offering spaces to practice activities like meditation, yoga, or body scan.

Originality: An earlier approach of Santuzzi and Barber (2018) to prove these relationships at the within-person level failed. They measured the relevant constructs at three time points at intervals of one month but did not find any of the above-mentioned effects at the within-person level. Furthermore, to our knowledge, our study was the first one to examine intervention effects to reduce the negative effects of WPTP.

Will the Real Winners Please Stand Up? the Effectiveness of a Hybrid Off-Job Crafting Intervention
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Research goals: Both employers and employees are increasingly looking for ways to successfully navigate the intensifying working life and enhance employee well-being. Needs-based off-job crafting is a technique for employees to proactively make changes to their non-work activities to align their off-job time with their psychological needs and goals. Engagement in such crafting efforts could yield higher psychological needs satisfaction and well-being. In this talk, we will discuss the effects of a hybrid off-job crafting intervention on employees’ off-job crafting efforts, psychological needs satisfaction and well-being. Particularly, we will focus on the results of a process evaluation, aiming to understand how participants’ attitudes and behaviors could have played a role in the effectiveness of the intervention.

Theoretical background: The intervention program focuses on six psychological needs (detachment, relaxation, autonomy, mastery, meaning, and affiliation) proposed by the DRAMMA model. Engagement in needs-based off-job crafting could enhance employee well-being by reducing high demands (via detachment and relaxation needs) and promoting resource gains (via autonomy, mastery, meaning and affiliation needs).

Methods: We conducted a quasi-experimental study with a waitlist control group in three organizations in Finland (N = 86). Intervention group participants took part in an on-site off-job
crafting workshop, set a personal crafting goal for the four-week intervention period and attended a reflection workshop. Participants were also supported by a smartphone application specifically designed to stimulate off-job crafting. We measured off-job crafting efforts, psychological needs satisfaction and well-being with multiple online questionnaires before, during and after the intervention period. To shed light on different mechanisms that might have influenced the effectiveness of the intervention, we asked participants to fill in an online process evaluation questionnaire at the end of the reflection workshop. The process evaluation included questions about participant's goal attainment, level of engagement with the intervention content and attitudes towards the intervention. Additionally, data about the app use was collected via the smartphone application.

Results: Participants expressed high satisfaction with the intervention and reported having learned relevant new techniques that they will continue incorporating into their daily routines. The results of the process evaluation showed that around two thirds of the intervention participants (69.1%) chose to focus on enhancing detachment from work or relaxation need satisfaction during the four-week intervention period. There was variation in participants' goal attainment and app use during the intervention period. Potential implications of these differences to off-job crafting efforts, need satisfaction and well-being outcomes will be discussed in our talk.

Conclusions: Developing, implementing and evaluating the effectiveness of brief, accessible and app-supported interventions is needed, as these interventions could offer considerable well-being benefits for employees. Further understanding of which employees benefit from a hybrid off-job crafting intervention the most needs additional investigation. Finally, a detailed process evaluation can enhance our understanding of the potential underlying process-related mechanisms affecting the intervention outcomes.

S175
Start Your Day Right: Fostering Daily Work-Related Well-Being Through an Intervention Aiming at Psychological Detachment and Psychological Reattachment
Ricarda Schleupner, Jana Kühnel
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Research goals: There is empirical evidence on how beneficial psychological reattachment to work in the morning can be for employees' anticipatory task focus, goal activation, positive affect, and work engagement throughout their workday (Sonnentag & Kühnel, 2016; Sonnentag et al., 2019). Thus, psychological reattachment should be encouraged and trained among employees. With this study, we aimed to develop a short intervention and investigate its effects on employees' daily work and recovery experiences, empowering employees to actively take care of their own well-being. At the same time, we wanted to find new evidence on psychological reattachment's effects on daily self-efficacy, proactivity, and work-life balance. This is the first project to test whether psychological reattachment can be improved with the help of a field intervention.

Theoretical background: Psychological reattachment to work in the morning is the process of mentally preparing for work, anticipating demands and tasks, and transitioning from nonwork life to work life. It is the complementary phenomenon of psychological detachment after work in the evening, the two forming a cycle that ideally takes place every day (Fritz & Taylor, 2019).

In previous studies, psychological detachment and psychological reattachment have turned out to bear multiple positive effects on employees' health, well-being, and performance (Fritz & Taylor, 2019). Interventions aiming at psychological detachment have already been conducted successfully. After investigating the phenomenon of psychological reattachment, which has
been introduced to research only recently, we felt curious about whether its benefits may become accessible for employees who learned about it in a training. Drawing from self-determination theory, employees might experience more daily self-efficacy and show more daily proactive behavior after receiving the group setting training. In the training, employees are empowered to actively take care of their own work-life balance, receiving information on the links between recovery after work including psychological detachment, a conscious start of the day by deliberately reattaching to their work, building mindful morning and evening routines, and transitioning between work roles and nonwork roles. Consequently, we hypothesize:

Employees who participated in the training compared to participants who did not participate in the training should …
1) psychologically reattach more before work and
2) experience more daily self-efficacy,
3) daily work engagement,
4) and daily work-life balance
compared to before the training.

Methodology: We chose an economic approach, easily applicable for organizations of all sizes, practicable for all kinds of settings (group trainings and individual trainings, synchronous and asynchronous).

Our study is an experimental daily diary study. After filling in a pre-survey, participants were randomly separated into two groups (experimental group and waiting list control group); both groups received daily surveys (one in the morning and one in the afternoon, 5 minutes each) for two consecutive workweeks. After the first week, the experimental group participated in the short training. Thus, the first week serves as a baseline to identify effects of the training during the second week. The training contained a live zoom session, an interactive presentation, self-reflective exercises, take-home material, and the opportunity to ask questions and exchange with other participants. After the two weeks, the waiting list control group may voluntarily participate in the training.

Expected results: We are currently collecting the data (recent total number of participants: 80). Data collection will be finished by April 2022.

Limitations: We are not adding a follow-up to our data collection to measure long-term training effects.

Research/practical implications: A successful intervention would a) reveal new insights on the construct of psychological reattachment, and b) open new possibilities for organizations, setting the basis for a more extensive, e.g., whole-day training for employees on the topic of work-nonwork interface.

S176
Unlimited Paid Time Off Policies: Unlocking the Best and Unleashing the Beast
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Changes towards an intensified working life characterized by globalization, rapid technological developments, and leisure scarcity have led to a renewed interest in alternative and more flexible working time arrangements, which enable employees to exert and experience greater levels of autonomy. Unlimited paid time off policies are widely discussed by HR professionals around the globe. But systematic research on this phenomenon is lagging behind. We will discuss the theoretical and empirical evidence regarding the effects of unlimited paid time off policies (UPTO) on employee attitudes and behaviors. We will focus on theoretical as well as empirical evidence generated via qualitative interviews and questionnaires.
We propose two pathways through which effects of UPTO’s unfold: autonomy need satisfaction and social exchange. UPTO enables employees to take agency over their work and this autonomy is considered the core mechanism which can bring about positive effects of UPTO. At the same time, UPTO may create a social obligation towards the employer following social exchange theory. Taking advantage of UPTO may lead to a feeling of obligation or even guilt towards the employer or colleagues. In return for UPTO and the freedom it supposedly provides, the organization may expect the employee to be an ideal worker who is willing and able to “walk the extra mile” and UPTO becomes a part of a psychological contract.

Our data is derived from a longitudinal field study following a group of employees after having been granted the right on paid unlimited leave for one year. The data consists of four semi-structured interview rounds with around 20 individual employees as well as several group interviews and quantitative surveys.

The results show that UPTO seems to provide employees with freedom of mind and triggers them to take off more often throughout the year (i.e., from scarcity to abundance mindset). Through the interviews, we could also observe how the new policy impacts trust, perceptions of workload and responsibility, and reciprocity norms among teams (e.g., the “leave cake” needs to be equally shared). Leave turns from an individual commodity into a collective good, amplifies pre-existing relationships, lays bare power struggles, and shifts roles and responsibilities. It also leads employees to reexamine the purpose of leave taking: Utilitarian purposes of leave (e.g., maintaining workability, personal development, taking care of family or practical issues) which indirectly benefit the employer and/or the team become more important whereas hedonic purposes (e.g., fun, enjoyment of sunshine and being lazy) decrease in importance.

Combining qualitative and quantitative data collections is essential to arrive at a deeper understanding of change processes. Interviews form an essential source of information that can help researchers to make sense of their quantitative findings. The qualitative data also help us to unravel the boundary conditions which facilitate or inhibit the successful utilization of UPTO on individual-, team-, and organizational level.

**Symposium: Boredom at work: Work characteristics as causes, consequences and coping outcomes**
Chair Madelon van Hooff, Edwin van Hooft

Some estimates indicate that no less than 87% of employees feel bored at work at least some times. Work-related boredom refers to a negative emotional state characterized by being unable to focus attention (inattention) and longing to engage in a satisfying activity (disengagement). It has been shown to be associated with a variety of negative consequences, such as counterproductive behavior, withdrawal from work and depressed feelings. Work characteristics have been proposed to play an important role in the development of work-related boredom, and monotony, lack of autonomy and low task identity have all been shown to be positively related to this emotional state. However, still a lot remains unclear about the role of work-characteristics in relation to work-related boredom. Therefore, in the proposed symposium, three studies will be presented that aim to advance insight in a) reciprocal associations between work characteristics and work-related boredom, b) the moderating role of work characteristics in the relationship between work tasks and work-related boredom and its affective outcomes, and c) which employees cope with boredom by means of (attempting to) change their work characteristics by means of job crafting, and the extent to which this is an effective way to reduce subsequent work-related boredom.
The first study, by Harju and colleagues, examines the reciprocal longitudinal associations between challenge and hindrance stressors on the one hand and burnout and work-related boredom on the other, in a sample of 1081 Belgian employees. Results revealed that challenge stressors increased burnout but did not decrease boredom. In contrast, hindrance stressors increased boredom but not burnout over the follow-up period. Furthermore, authors found that boredom decreased subsequently perceived challenge demands.

The second study, by Massoudi and colleagues, proposes 1) that boredom occurs in response to work tasks characterized by lack of stimulation and meaning, and leads to low work engagement, and 2) that the association between daily tasks and boredom is mitigated by job resources. These hypotheses were examined in a 5-day daily diary study (4 measurements daily) among 491 working adults. Preliminary findings indicate that on days that participants performed more boring tasks than usual, they reported lower engagement, and that this relation was weaker for those with high level of job resources.

In the final study, by Van Hooff, it is hypothesized 1) that there is a positive association between work-related boredom and job crafting, which is stronger for employees with a more proactive personality and 2) that job crafting will only be negatively related to subsequent work-related boredom if job crafting attempts result in actual changes in work characteristics. Data for this study are collected among 108 employees, by means of a three-wave longitudinal study with one week between measurement waves. Results will be available during the conference. Together, currently available results of these studies highlight the role of work characteristics in understanding the development and consequences of work-related boredom. As such, findings indicate that applying beneficial changes in work characteristics may be a fruitful avenue to decrease work-related boredom and its negative consequences.

Introduction: In this study, we aim to extend knowledge on boredom at work vis-à-vis burnout by integrating boredom research and challenge hindrance stressor (CHS) framework. Specifically, we will investigate the reciprocal effects between challenging and hindering stressors and boredom at work and whether these are distinct from those of burnout. Previous research on boredom at work has mostly perceived it as a response to lacking challenging job demands (i.e., work underload), thus contrasting the causes of boredom at work with those of burnout. Perhaps as a result, studies have largely overlooked the role of other types of job demands in boredom at work, which we believe underlies the limited understanding on what causes boredom at current workplaces. Furthermore, although previous research recommends considering reversed effects as a plausible alternative explanation for relationships between job stressors and employee well-being, these effects have so far remained unexamined in boredom literature. Because of the prominence of cross-sectional study designs in research on boredom at work, the causality of the relationships between job stressors and boredom remains unknown. This study furthers literature on the reversed causal effects between job stressors and boredom at work to understand the correlation between these variables over time. This study expands understanding on causes of boredom at work and sheds light on the distinctiveness of boredom at work versus burnout over time.
**Theoretical background:** In this study, we build on a broader conceptualization of boredom as a result of activities lacking both challenge and meaning. To that end, we examine employee boredom and burnout in the challenge - hindrance stressor (CHS) framework, which distinguishes two types of stressors. Challenge stressors are straining but also stimulating, which is why we expect them to be positively related to burnout and negatively to boredom. Hindrance demands, in turn, thwart employee goal achievement and impede performance and we expect them to be positively related to both burnout and boredom at work. This is because tackling hindrance demands can be exhausting but also feel meaningless, as these activities do not relate to valued goals of the employee.

Recently the reciprocal effects of burnout and job stressors have been investigated, and our study builds on this work by extending this examination also to the effects of boredom at work. Specifically, we argue that boredom can affect employees' perceptions of job stressors in the same manner as burnout. First, it is possible that boredom at work leads to actual changes in job stressors. For example, it may be difficult for bored employees to find new jobs to improve their situation, because employers will not want to give them such opportunities. Boredom is not a valued experience at workplaces, and as bored employees do not radiate the kind of engagement and interest that invite employers to offer them challenging tasks and responsibilities, they may be left with less stimulating activities to do or more meaningless tasks to perform. Second, bored employees may also perceive their jobs less interesting and become less involved in it, which may have an impact on their experience of job stressors.

**Design and results:** We used two-wave panel data from 1081 employees in Belgium to examine the cross-lagged relationships between challenge and hindrance stressors (i.e., workload and red-tape) and boredom vis-à-vis burnout. Results of structural equation modelling revealed that challenge stressors increased burnout but did not decrease boredom. In contrast, hindrance stressors increased boredom but not burnout over the follow-up period. Furthermore, we found that while burnout increased perceived challenge and hindrance demands, boredom decreased perceived challenge demands. These results partially support our hypotheses and indicate that boredom and burnout may have distinct causes and that they can shape employees’ perceptions of their job content in different ways.

**Limitations and implications:** The limitations of this study include only two waves of data that prevent examining possible feedback loops between study variables over time and focus on only two types of job demands. This study nevertheless informs research and practice. Specifically, to prevent employee boredom managers may wish to focus on streamlining meaningless aspects of work rather than adding the amount of work, which may be more likely to foster strain than motivation among the workforce.

**Originality:** This study is the first to examine boredom at work in CHS framework and to include reciprocal relationships between job stressors. It is also the first to study examine boredom and burnout in a two-wave design.
approaches work-related boredom from a daily perspective, examining its associations with specific task characteristics, and its immediate negative outcomes. We postulate that boredom occurs in response to tasks characterized by perceived lack of stimulation and meaning, and leads to low work engagement. Furthermore, we expect the relation between task characteristics and affective states to be moderated by job resources.

Participants were 491 working adults (55% female; Mean age = 46, SD = 11.23) in Switzerland. Participation required the completion of an online questionnaire assessing general working conditions, and 4 daily smartphone-based questionnaires focusing on the features of the ongoing tasks and the immediate affective state, over a period of 5 working days. Ongoing analyses show promising findings both at within and between-person levels. The relation between boredom and engagement was moderated by job variety and learning opportunities, showing that on days participants performed more boring tasks than usual, they reported lower engagement, but that this relation was weaker for those with more variety and learning opportunities. The relation between task stimulation and work engagement was moderated by job autonomy: on days participants performed less stimulating tasks, they reported lower work engagement, this relationship being weaker for those with higher autonomy. The relation between task meaning and engagement was moderated by social support. Namely, when performing meaningless tasks, participants reported lower engagement, this relation being weaker for those with stronger social support. These findings seem to highlight the dynamic nature of daily experiences at work in relation to specific tasks. Moreover, our results also confirm the buffering effect of various job resources, pointing at potential interventions at the organizational level to support employees’ needs for stimulation and meaning at work.

S179
Coping With Work-Related Boredom: A Short-Term Longitudinal Study on the Role of Proactive Personality and (Effective) Job Crafting Attempts
Madelon van Hooff
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Boredom is an emotion that is relatively commonly experienced, also at work. Given the negative consequences of work-related boredom (e.g., counterproductive work behavior, depressed feelings, turnover intentions, lower job satisfaction), it is valuable to examine how employees can effectively cope with it. One potential coping mechanism that has received some attention in research so far is job crafting (i.e., a type of proactive behavior that employees can engage in to make their job more in line with their personal abilities and needs). However, research findings have remained both scarce and equivocal regarding the (bi-directional) associations between work-related boredom and job crafting. It is therefore not surprising that at least two questions have remained unanswered so far. First, the role of interpersonal differences in the extent to which employees cope with work-related boredom by means of job crafting it is still largely unknown. Secondly, insight is lacking as to if and under which conditions job crafting is (not) effective in actually reducing work-related boredom.

Therefore, the present study aims 1) to examine if the extent to which employees report to have a proactive personality moderates the association between work-related boredom and job crafting, and 2) to differentiate between failed and successful job crafting attempts to understand the association between job crafting and subsequent levels of work-related boredom. Doing so not only contributes to our understanding of coping with work-related boredom, it also provides starting points for interventions aimed at reducing this emotional state and – hence – its negative consequences.

It is hypothesized that there is a positive association between work-related boredom and job crafting, which is stronger for employees with a more proactive personality (h1). Secondly, it is expected that job crafting will only be negatively related to subsequent work-related boredom if job crafting attempts were successful, i.e. resulted in actual changes in the job (h2).
These hypotheses will be tested in a sample of 108 employees from various occupations, by means of a three-wave longitudinal study with one week between measurement waves. Proactive personality is measured only once, at the start of the study, as this trait is supposed to be relatively stable over time. Work-related boredom, job crafting behavior and job crafting success are measured weekly. Data will be analyzed by means of path-analysis in Mplus before the conference. Results will be further discussed in the presentation.

The study’s findings will add to the boredom literature in both a theoretical and a practical sense. From a theoretical perspective, this study is among the first to provide insight 1) in the role of interpersonal differences in the extent to which employees cope with work-related boredom by means of job crafting, and 2) in the conditions under which job crafting is (not) effective in actually reducing work-related boredom. From a practical perspective, results may provide guidelines to identify groups to focus on when applying job crafting interventions to reduce boredom at work, and the conditions that need to be met for such an intervention to be effective.

Symposium 39: Doing good and feeling well at work: The role of prosocial motivation and positive impact for work outcomes
Chair Jacques Forest, Konstantinos Papachristopoulos

Interdisciplinary research shows that our lineage survived while all other human species went extinct because our ancestors used their creative capacity to reshape the threats and opportunities of their environments, in turn reshaping themselves. As our world and working environments become increasingly dynamic, uncertain, and knowledge based, organizations and social challenges depend on creative ideas and creative resilience from employees, young people and entrepreneurs. As Teressa Amabile posits “only by using multiple lenses simultaneously, looking across levels, and thinking about creativity systematically, will we be able to unlock and use its secrets. What we need now….is to tie together and make sense of the diversity of perspectives found in the literature – from the innermost neurological level to the outermost cultural level”. A growing body of empirical work suggests that giving to others and perceiving that we, as humans, have positive impact though our work is beneficial for our resilience, well-being and creative nature (Martela & Ryan, 2016, Eshel et al., 2017). Research in organizations need to move away from the cognitive-behavioral dichotomy and by adopting a more systemic approach focus on the rewarding/motivational effect of perceived social impact and aims at capturing patterns of proactive & creatively resilient behavior of different samples where rewards are not absolutely institutionalized and thus are of lower importance whereas motivation is the key & dominant element. This current symposium aims to present research with a wide spectrum of samples investigating the relationship between prosocial & autonomous motivation (perceived social impact & affective commitment to the welfare of the beneficiaries), and resilience creativity in different contexts (employees, students, doctors, artists & volunteers). Our research aims at offering insights and important practical implications on how contextual factors can boost autonomous and prosocial motivation and thus lead to a more creatively reliant workforce/organization in an era of emerging challenges and during a period that employees’ motivation is hardly burdened.

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Using Positive Technology to Promote Employees’ Psychological Well-Being Through Prosocial Behaviors

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Because smartphones are within arm’s reach 50% of the time and, on average, people tend to look at them 150 times a day (Meeker et Wu, 2020), they may be useful to spread behavioral change interventions. The combination of mobile devices and online health promotion interventions is representing one of the fastest-growing digital markets (Barton, 2017). Since everybody is allowed to create an application, and they do not need to be based on any scientific theory to operate, there is hardly any scientific evidence of their quality in general (Fieldmann, 2017). Therefore, to enlighten the interaction between behavioral interventions and technology, more scientific research is desperately needed.

The term Positive Technology (PT), proposed by Botella et al. (2012), refers to the scientific and applied approach focused on the study of the use of technology to improve the quality of personal experiences. This perspective seeks to promote the use of technology to foster personal growth and the development of strengths. Recently, a mobile app (Listen Léon) was conceived to promote anonymous character strength-oriented feedback in organizations and, indirectly, to favor employees’ psychological well-being. The digital platform is akin to Character Strengths 360° activity (see Niemiec, 2019), which is a prevalent practice in clinical situations involving the patient systematically collecting character strengths feedback from a variety of people in his or her life. The overall functioning of the app is similar, gathering and giving descriptive feedback on strengths while offering an anonymous platform to do so. To our knowledge, the potential consequences of anonymous strength-oriented feedback disseminated by a digital platform have never been tested yet. Could a digital platform that promotes anonymous strength-based feedback have a significant effect on employee’s well-being?

Self-Determination Theory (Deci & Ryan, 2000) seems to be a suitable conceptual framework to answer this question since social relationships and feedback are both substantial antecedents of employees’ need satisfaction and, indirectly, levels of psychological well-being (Forest et al., 2022). In this research presentation, we argue that receiving or giving anonymous feedback on strengths within an app would increase satisfaction of users’ need for competence (i.e., through strength identification and use), and autonomy (i.e., through anonymous communicational mechanisms which ensure freedom to choose when and how often to use the app). Furthermore, research has shown that prosocial behavior (e.g., sending anonymous positive feedback) significantly increases the need for relatedness even without contact with the beneficiary (Martela & Ryan, 2016). Then, we also suggest that giving or receiving anonymous feedback on strengths would increase satisfaction of employees’ need for relatedness.

We designed an intervention program where full-time employees were invited to experience the Listen Léon app for 4 weeks. This study establishes that research can rely on digital platforms (such as mobile applications) to promote anonymous 360-degree feedback on strengths. More precisely, it demonstrates that an affordable, scalable, and innovative intervention on strength feedback can significantly increase various dimensions of well-being.
During the last decade, there have been many calls for more research on compensation. Indeed, academics generally agree that compensation is unduly neglected in management research. To this day, researchers are debating about the role of financial incentives, such as bonuses, in work settings. With regards to financial incentives, years of research, including in SDT, yield the consistent finding that offering money does not constitute the optimal way to increase the quantity and quality of individuals’ motivation (Deci, 1971; 1972; Ryan & Deci, 2011; Vansteenkiste, Neyrinck, Niemiec, Soenens, Witte, & Broeck, 2007). On the contrary, researchers find, for example, that cueing individuals with money leads them to work in isolation, without asking or providing help to their colleagues (Vohs, Mead, & Goode, 2008), while withdrawal of such cues leads them to be less motivated to invest effort in their work (Murayama, Matsumoto, Izuma, Matsumoto, 2010). It would thus appear that using money as incentive can backfire and bring unwanted consequences, such as diminished autonomous motivation, as individuals come to believe that their main source of motivation is money (Cerasoli et al., 2014). Hence their motivation would appear to shift from being autonomous and driven by internal factors like authentic enjoyment, to being controlled and driven by external factors like financial incentives (Krug & Braver, 2014; Ryan & Deci, 2000).

Our goal was to contribute to our current understanding by considering the role of basic needs satisfaction & prosocial motivation in the relation between financial incentives & distributive justice and work outcomes such as well being, innovative work behavior and performance. Based on self-determination theory, we hypothesized that when employees perceive their work as impactful, this fosters stronger autonomous motivation and thus enhances creativity and well being. Results from analyses in a cross-sectional survey of samples both in Greece and Canada from diversified employment sectors suggest that the effect of incentives is contextual, and that compensation plans using financial incentives and bonuses can be effective if managed properly. Practical implications of the research will be provided and proposals for future research will be made.

Benevolence in the Workplace

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People generally enjoy contributing to the well-being of others, both in the private sphere (e.g., volunteering and giving) and in the workplace (e.g., organizational citizenship). One way to explain these results is that humans are endowed with an internal system that motivates and rewards us to act in a benevolent manner (Hepach et al., 2012). This, therefore, refers to the hypothesis that the psychological benefits following the adoption of a prosocial gesture would be a "universal" need (Martela and Ryan, 2015). According to self-determination theory, all human beings have at least three psychological needs: autonomy, competence, and social affiliation. For Martela and Ryan (2016), benevolence - the fact of contributing positively to others - would potentially be a "fourth" psychological need. By controlling for the three initial needs (ie, autonomy, competence and affiliation), they have shown that benevolence satisfaction is a mediating variable in the relationship between prosocial behaviors and well-being.

While benevolence satisfaction can be a significant predictor of well-being, its frustration - the feeling that one's behaviors and actions have caused harm to others - must also lead to distress, which is not the case when controlling for the frustration of the three initial needs.
(Martela & Ryan, 2019). Nevertheless, Martela and Ryan (2019) measured this construct as being the fact of having a negative impact on others, but they conclude a posteriori that benevolence frustration is rather the fact of wanting deeply to have a positive impact on others, and to be desperately deprived to do so. In sum, the current results of the frustration of benevolence on psychological distress can be explained by a problem of concept validity, and the authors consequently support the importance of continuing the exploration of this new concept, its operationalization and measurement, as well as its possible implications in various contexts of life.

A fertile ground would be to study the two dimensions of benevolence (satisfaction and frustration) in the work context to better understand their links with the prosocial (or deviant) behaviors of employees. Considering the impacts of prosocial intentions on autonomous motivation (Weinstein and Ryan, 2010), it seems relevant to explore these key concepts to explain the well-being, motivation, and behaviors of employees.

This research presentation addresses the potential need to act benevolently, by considering its potential implications at work. First, we argue that benevolence satisfaction promotes employee autonomous motivation, well-being, and prosocial behaviors. Second, this presentation explores the validation of benevolence frustration through its potential associations with psychological distress, controlled motivation, and employee deviant behaviors. Drawing on a cross-sectional research design based on two independent samples (N = 141 and N = 147), the results show that benevolence satisfaction has a significant impact on well-being, as well as on autonomous motivation and employees’ prosocial behaviors, beyond the statistical control of the three initial needs. The effects of benevolence frustration on distress, as well as on controlled motivation and deviant behaviors do not appear significant when we control for the frustration of the three initial needs.

Chair Jessica de Bloom, Georg Bauer

An intensified and increasingly demanding working life requires new approaches to improve health and wellbeing at work and beyond. Job crafting is a well-established strategy to lower work demands, increase resources, and achieve better person-job fit and meaningful work. In the new flexible (tele)working life, life domains increasingly overlap and a holistic view on life, including both work and leisure, is urgently needed. Thus, in this symposium, we broaden the perspective of proactively shaping working life to include also the crafting of boundaries between work/private life and crafting of off-job time. The goal of this symposium is to better understand the effects and relationships of different types of crafting across different contexts. We present findings from various studies on crafting, using a variety of time frames ranging from daily crafting patterns, over 6 to 12-months intervals of crafting to long-term crafting of the future of work.

Our symposium will provide ideas for creating a more meaningful and sustainable (working) life in which employees take an active role in aligning their dynamic environment with their personal needs, preferences, and abilities. Insights on crafting can also inform the development of interventions combining in-company trainings and digital tools.

Kosenkranz et al. use experience sampling methodology to assess crafting at work and during private life in a sample of 110 employees. Using eight short measurements spread across two working days and two weekend days, the study will shed light on crafting processes unfolding across time, as well as activities and experiences affecting these processes.
Ho et al. and Morstatt et al. focus on identifying latent profiles across job and off-job crafting behaviors in their panel study with 2,104 employees, thus allowing a deeper understanding of how these crafting behaviors are interrelated. Both investigate longitudinal associations of crafting profiles with relevant predictors and outcomes. Ho et al. focus on work-life and mental well-being, while Morstatt et al. investigate stress-related predictors and outcomes.

Tusl et al will present validity evidence for a new needs-based job crafting scale which was developed based on the integrative needs-model of crafting (De Bloom et al., 2021). Psychological needs adopted in the model are defined by the DRAMMA model of needs (Newman et al., 2014) and it is assumed that people can vary in the extent to which they proactively strive to attain these needs.

With a global survey of 18,000 participants in 35 countries, Kerksieck et al. examine how people across the globe think and feel about the future of work. Building on needs-based job crafting research, they assess in how far employees anticipate that they will pro-actively shape the future of their work (“future crafting”) to meet their DRAMMA needs. Also, they investigate the association of such future crafting with future-oriented concepts such as perceived future opportunities at work.

Crafting Work and Leisure: Understanding the Individual and Contextual Factors of Employees’ Needs-Based Crafting Efforts
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Needs-based crafting is a concept that entails changes that persons can purposefully make in their activities to meet their personal goals and satisfy psychological needs. Engagement in needs-based crafting can happen both at work and during off-job time and could offer employees various well-being and performance benefits. So far, however, little is known about how individual and contextual factors such as time of the day, location or social company could influence employees’ motivation and ability to engage in such crafting efforts. Using the DRAMMA-model of six psychological needs, we investigated employees’ crafting efforts in a detailed manner to better understand the mechanisms that can enhance or hinder employees’ crafting efforts and needs satisfaction.

To investigate employees’ experiences in real time and in real-life settings, we used Ecological Momentary Assessments (EMA) methodology. Using a convenience sampling, we recruited participants via personal networks (mainly from Germany and the Netherlands). After filling out the baseline questionnaire in Qualtrics, 110 employees from various occupational fields took part in the EMA measurements over two work and two non-workdays. On each day, participants received eight brief questionnaires (covering a 16-hour period from early morning until late evening) via the ExpilWell smartphone application. The questions concerned employee’s crafting efforts, psychological needs satisfaction, location, social company, energy levels and mood over the past two hours.

On average, each participant completed 21.4 EMA questionnaires ($SD = 8.2$). The preliminary analyses showed that in the work domain, employees reported highest crafting for mastery ($M = 3.6$, $SD = 0.6$) and meaning ($M = 3.6$, $SD = 0.7$), and lowest for detachment ($M = 2.8$, $SD = 0.8$) and relaxation ($M = 2.8$, $SD = 0.9$) during their work breaks. Similarly, employees reported highest mastery ($M = 3.8$, $SD = 0.5$) and lowest detachment ($M = 2.7$, $SD = 0.8$) and relaxation ($M = 2.7$, $SD = 0.8$) need satisfaction during their work time. During off-job time, participants reported highest crafting for autonomy ($M = 4.0$, $SD = 0.5$) and lowest for mastery ($M = 3.2$, $SD = 0.6$), suggesting that employees use compensatory crafting strategies between life domains.
In terms of need satisfaction, employees reported highest autonomy \((M = 4.1, SD = 0.4)\) and lowest meaning \((M = 3.4, SD = 0.6)\) need satisfaction in the off-job domain. Between-person correlations showed that crafting was positively associated with psychological needs satisfaction in the same life domain. Results from multilevel analysis examining the between-person and within-person relationships between individual and contextual factors, and employee crafting efforts and need satisfaction will be presented. While the questionnaires were brief and conveniently available via one’s smartphone, our research design might have caused disruptions in employees’ normal activities and may even work as an intervention by making people aware of their needs.

This research will expand our knowledge about different mechanisms that might shape employees’ crafting efforts and needs satisfaction at work and during off-job time. Besides potential benefits for employees, crafting may also offer considerable benefits for employers.

**S184**

**Patterns of Combined Job and Off-Job Crafting: Predictors in Work and Private Life and Their Relationship With Work Engagement and Mental Well-Being**

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**Background and aim:** Working life today, intensified by the Covid-19 pandemic, has become increasingly flexible and demanding. Boundaries between work and home life are progressively blurred. We need to address these challenges in order to improve health and well-being at work and beyond. One well studied way is through individualized job crafting, which allows individuals to proactively shape work-life by lowering work demands, increasing job resources, improving person-job fit, and engaging in meaningful work. Extending this crafting concept to the off-job domain, we aim to better understand the interdependence of job and off-job crafting. Using the established job crafting scale (Tims & Bakker, 2010) and the newly developed off-job crafting scale based on the DRAMMA model of six psychological needs (detachment, relaxation, autonomy, mastery, meaning, and affiliation; Kujanpää, De Bloom, & Kinnunen, under review) in a Latent Profile Analysis (LPA), we elucidate profiles of the combination of job and off-job crafting behaviors. Further, we examine their relations with job- and off-job-related predictors (i.e., job as well as home demands and resources) and outcomes (e.g., work engagement, mental well-being) in employees over time.

**Procedure/ Study Design/ Methodology:** This research is a longitudinal study conducted in three waves with three-month intervals among the German speaking countries (Germany, Austria, Switzerland). The survey covers job crafting, off-job crafting, work / home demands and resources, work engagement and mental well-being. Preliminary statistical analyses comprise three phases. First, confirmatory factor analysis (CFA) was used to examine the ten-factor structure covering both job crafting with four sub-dimensions and off-job crafting with six sub-dimensions using the second wave of this study \((N = 1503)\). Second, LPA was used to identify clusters of subpopulations based on both job crafting and off-job crafting characteristics. Third, ANOVAs were used to examine outcome variables from the third wave across profile solutions. Subsequent analyses for predictors and outcomes will involve other methodologies such as Structural Equation Modelling.

**Results:** Preliminary results of the model fit indices obtained from the CFA indicated that the estimated model fitted well to the data \((\chi^2 = 1818.35, df = 549, p < .001, \text{RMSEA} = 0.039, \text{CFI} = 0.934, \text{TLI} = 0.924, \text{SRMR} = 0.051)\). Furthermore, preliminary results from the LPA show a potential three-profile to five-profile solution, and ANOVA shows the five-profile solution as most suitable and distinctive for work engagement \([F(4, 1156) = 25.9, p < .001]\) and mental well-being \([F(4, 1156) = 61.27, p < .001]\).
Implications: These results will inform how different patterns of combined job and off-job crafting are predicted by both job and off-job demands/resources – and how they are differentially related to both work-related and general wellbeing.

S185
Investigating Crafting Patterns of Job and Off-Job Crafting: Do Different Profiles Experience Stressors Differently?
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Background and aim: Modern working life leads to more flexible working situations, but also more complexity, for a vast part of the working force. To address this challenge, recently, researchers proposed to holistically review proactive efforts of employees across life domains, such as crafting behaviours, and their links to health-related outcomes (de Bloom et al., 2020). In the work domain, job crafting is proposed as an individual strategy to ensure a good fit between one’s job and one’s skills and needs by reducing demands but also increasing job-related resources (Rudolph et al., 2017; Tims & Bakker, 2010; Vogt et al., 2016; Wrzesniewski & Dutton, 2001). While in the job life domain, job crafting has been related to a job resources and demands perspective, the crafting concept has been broadened and transferred to the off-job life domain focusing on how the crafting efforts associate with six psychological needs: Detachment, relaxation, autonomy, mastery, meaning, and affiliation (DRAMMA model; Kujanpää et al., 2021; Newman et al., 2014).

In a new research project in collaboration with researchers from the University of Groningen and the University of Zürich, we investigate the interconnections between these crafting behaviours. Using latent profiles analyses (LPA), we aim to identify and describe meaningful subpopulations of different crafting types. Focusing on job crafting by itself, previous research has already identified distinct profiles (Mäkikangas, 2018; Mäkikangas & Schaufeli, 2021). To the best of our knowledge, no study has investigated whether different profiles across crafting domains exist. The present study is part of this research collaboration and aims to connect such identified profiles with different stress-related predictors and outcomes, such as workload, exhaustion, and recovery experience.

Procedure: We use a longitudinal dataset surveying N = 2104 German-speaking employees from Germany, Switzerland, and Austria. Data from 3 waves with three-month time intervals will be analysed using both LPA and structural equation mixture modelling.

Results: Preliminary LPA results show that at the time of wave 2 (2018), five meaningful profiles referring to the extent of job and off-job crafting could be identified. Basic ANOVA tests show significant mean differences for these subpopulations for workload \((F(4, 1156) = 2.560, MSE = 0.579, p < 0.05)\), exhaustion \((F(4, 1155) = 18.385, MSE = 0.675, p < 0.001)\) and recovery \((F(4, 1156) = 52.044, MSE = 0.339, p < 0.001)\), both assessed at wave 3. More active crafting profiles report higher work engagement and improved recovery at the next survey wave.

Outlook: At the conference, refined LPA results and further associations of the different profiles with stress-related predictors and outcomes will be presented.
Needs-Based Job Crafting Scale: A Validation Study
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Background: The needs-based job crafting scale (NBJC) is theoretically based on a recently developed integrative needs model of crafting covering “substantial behavioral and cognitive changes individuals deliberately apply to their roles to satisfy their psychological needs” (de Bloom et al., 2020, p. 4). Psychological needs adopted in the model refer to the DRAMMA model (Newman et al., 2014): detachment, relaxation, autonomy, mastery, meaning, and affiliation. Unfulfilled psychological needs are the drivers of crafting efforts in both work (i.e., job crafting) and nonwork (i.e., off-job crafting) domains, and needs satisfaction is the expected outcome. Thus, an important asset of the integrative needs-based model is the possibility for spill over and compensation in needs satisfaction across the two domains. Previously, a needs-based off-job crafting scale (Kujanpää et al., under review) has been developed. The present, complementary NBJC scale builds on this work and covers six dimensions of job crafting behavior targeting the six DRAMMA needs.

Methods: We performed factor, correlation, and regression analyses to test the scale for factorial, convergent, divergent, and criterion validity using a three-wave panel data sample from Finland (N = 578) and Japan (N = 228), and a cross-sectional sample from Germany and Switzerland (N = 996). To test criterion validity, we compared the scale with related constructs such as off-job crafting, job demands-resources (JD-R) based job crafting, and expected outcomes for convergent and divergent validity such as work engagement, recovery, need satisfaction, meaning at work, job satisfaction, and stress at work.

Results: Exploratory factor analysis indicated six independent job crafting dimensions that correspond with the six DRAMMA needs. Longitudinal confirmatory factor analysis confirmed the six dimensions and indicated strong measurement invariance of the scale. Each dimension is measured with three items and the whole scale is composed of 18 items. The six dimensions of the scale are positively correlated with off-job crafting, and job crafting and explain a relatively large amount of variance when regressed on both constructs (R² = 0.28; R² = 0.15), indicating criterion validity. The scale is positively correlated with and explains a large amount of variance in work engagement (R² = 0.41), meaning at work (R² = 0.41), job satisfaction (R² = 0.30), recovery (R² = 0.27), and psychological needs (R² = 0.24) indicating convergent validity, and negatively correlated with stress, indicating divergent validity. Regression analysis indicates that NBJC explains variance in work engagement beyond the variance explained by the JD-R job crafting scale.

Discussion: The results of this study imply that the NBJC scale is a valid and reliable measure of needs-based job crafting. The scale may not just be an alternative measure for the concept of JD-R job crafting, but our results indicate that it may explain variance in outcomes such as work engagement beyond the JD-R job crafting measure. The integrative needs-based model of crafting offers a useful framework for studying crafting in a holistic way across life domains building on the NBJC scale and the previously validated off-job crafting scale.

How Future-Oriented Job Crafting is Associated With Employees’ Perception of the Future of Work. Results From a Global Study in 35 Countries
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Purpose: The future of work holds challenges but also opportunities for individualized work design. We are interested in the perspectives that people hold regarding their agency for change concerning the future of their work. Particularly, do they foresee opportunities for pro actively shaping (crafting) this future of work according to their own needs and
Building on needs-based job crafting research (De Bloom, Vaziri, Tay, & Kujanpää, 2020; Newman, Tay, & Diener, 2014), we assess by how far employees anticipate that they will proactively shape the future of their work (“future-oriented job crafting”) to meet their DRAMMA needs (crafting for detachment, relaxation, autonomy, mastery, meaning, affiliation). Anticipating the chance to proactively adjust and craft work can influence employees’ subjective perspective of the future of work. Therefore, future-oriented job crafting may be associated with people’s expectations of future opportunities at work (Zacher & Frese, 2011). Further, we are interested in how far future-oriented job crafting as an individual-level behaviour is dependent on participants’ appraisal of horizontal/vertical individualism and collectivism (HVIC) in their respective society (Triandis & Gelfand, 1998). Consequently, we will study HVIC as a moderator of the relationship between future-oriented job crafting and expected future opportunities at work.

**Study Design:** We conducted a global survey of 18,600 gainfully employed individuals in 35 countries. Applying established and newly developed scales, we will assess a) if employees intend to job craft for meeting their DRAMMA needs in the future (De Bloom et al., 2020) by using an adapted 18 item scale that measures crafting for these six needs, b) how this is associated with employees rating on the future opportunities at work scale (Kosenkranius, Rink, Kujanpää, & De Bloom, 2021; Zacher & Frese, 2011), and c) the role of HVIC for such future-oriented job crafting around the globe.

**Implications/Value:** Addressing these questions will help identify and promote beneficial individual-level strategies and behaviours for employees to adjust their situation at work proactively. In this way, our research can support society at large and individuals themselves to better prepare for changes and challenges due to the accelerating digitalization processes in the work context.

**Symposium 41: New Perspectives on Events and their Consequences for Employee Well-being and Motivation**

Chair Antje Schmitt, Susanne Scheibe

Events in the work context and their antecedents and outcomes for employees have become a prominent focus of organizational psychology research. Events are discrete happenings, requesting employees’ attention, and are usually outside of the individual’s control. They are temporally bounded with identifiable beginnings and endings and have a non-routine character (Morgeson et al., 2015).

Integrating different theoretical perspectives, this symposium offers a collection of studies focusing on the role of various positive and negative, frequent and infrequent, and extraordinary events experienced by employees and the consequences these have on employee well-being and motivation. First, Schmitt et al. develop a taxonomy of 32 daily positive and negative work events, including benchmarks of event frequencies and impact scores, and provide evidence for the generalizability of their taxonomy across cultural, occupational, and demographic groups. Second, the study by Scheibe et al. focuses on the experience of daily work events, motivation, and well-being in teleworkers. They found a positive relationship between the amount of teleworking with job satisfaction and work engagement through fewer negative events, but a negative relationship through fewer positive events when teleworkers moved from moderate to high levels of teleworking. Third, Rivkin et al. investigate the role of somatic complaints as a daily event and determinant of employee daily...
presenteeism. They found that the relationship between somatic complaints and presenteeism is mitigated by work goal progress. Goal progress further helped reduce the negative indirect effect of somatic complaints on next day’s work engagement. Fourth, Khawli et al. examine changes in employees’ job insecurity as a response to the COVID-19 pandemic as an uncontrollable career shock. Their results revealed that job insecurity increased during a shock phase and decreased during an adjustment phase, yet the latter was modulated by coping styles (i.e., planning, reappraisal). Finally, Posch et al. study the change in employee job engagement during the first and the second lockdown in a large sample, and, thus, examine repeated exposures to negative events during the COVID-19 pandemic. Engagement declined especially at the beginning of the first lockdown. They further report findings on changes in job characteristics and the roles of disruptiveness and criticality of the lockdowns as potential predictors of change in job engagement.

This symposium combines research by presenters from the Netherlands, Ireland, and Germany to illustrate the significance of various perspectives on events and their consequences for employee well-being and motivation. The studies present various theoretical approaches and evidence from diverse methods of how events influence employee outcomes that help guide future research. Practical implications are offered for organizations, supervisors, and employees facing events, as well as for consultants supporting employees in managing the events they experience.

S188
Development of a Cross-Cultural Taxonomy on the Frequency and Impact of Affective Work Events
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Employees experience various events in their daily work that elicit emotional reactions. Research on affective work events has been growing ever since Weiss and Cropanzano (1996) published their affective events theory (AET). Yet, the field still lacks a comprehensive list of affective work events that scholars can use when selecting events to include in their research. Moreover, most previous research has focused on the frequency with which various events occur in daily work. According to appraisal theories (Scherer & Moors, 2019), events can further be distinguished on multiple dimensions, such as their impact for goal achievement. Though they are largely based on idiosyncratic and subjective appraisals, events should also be composed of consensually shared perceptions (Parrigon et al., 2017).

This study’s aim was to develop a comprehensive taxonomy of daily affective work events that integrates existing AET-based research. Apart from information about the frequency of particular work events, the taxonomy aims to establish impact benchmarks (i.e., the normatively expected disruption of a given event on the average employee). This approach allows to differentiate between more and less frequent and/or impactful events. We further aimed to validate our taxonomy across different age, gender, and occupational groups from three continents to determine its robustness and generalizability.

In Study 1, we conducted a literature search to collect the daily work events measured in prior research. We identified 76 articles that reported empirical studies with working samples in which daily work events were measured. We sorted the 860 events into 32 categories. The categories were rephrased and revised with the help of subject matter experts. In Study 2, we conducted a cross-cultural study to obtain employee ratings of the 32 events on frequency and impact. We collected data stratified by gender, age, and occupational status in Germany (N =
For each event category, the participants recalled a specific incident and rated its frequency and impact. Finally, we generated a rank ordering of the work events by frequency and impact and calculated mean differences between subgroups.

Two dimensions (positive and negative events) were identified across the datasets. Most frequency and many impact ratings were higher for positive than for negative events, and the ratings were relatively similar across countries. We found mean differences in the frequency and impact ratings across age, gender, and job categories and across countries. For instance, Asian workers perceived certain positive events referring to social interactions as more impactful than German and American workers.

We anticipate that our taxonomy will instigate research contributing to the testing and development of AET. It allows researchers selecting relevant events to study based on their research question (e.g., focusing on intense but infrequent events) and timescales (i.e., day-level studies will poorly capture rare events). The taxonomy will also be useful for professionals in occupational stress management. It might help detect symptoms of strain earlier and use this knowledge for counseling.

S189
Daily Life of a Teleworker: Finding the Teleworking “Sweet Spot” Through the Lens of Affective Events Theory
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The trend towards telework has accelerated during the COVID-19 pandemic, yet knowledge about how telework impacts employees’ daily work experiences is limited. This study investigates how (the amount of) telework impacts upon daily work experiences through the lens of affective events theory, which holds that affective events can serve as a mechanism linking work arrangements (e.g., work location) with affect-driven outcomes. Affective work events may be social- or task-related in nature and vary in valence. We seek to identify (1) differences in frequency of daily work events between onsite and teleworkers and (2) among teleworkers, whether the frequency of work events could explain the curvilinear relationship between the amount of teleworking and job satisfaction and work engagement. We conducted a cross-sectional survey study with 937 German employees working in various occupations, of which 767 reported working only at their work site, and 170 reported teleworking an average of 41% of their worktime. Participants reported how often they experienced 32 daily affective events (“You accomplish something or make progress on a work goal, project, or task”), their job satisfaction and work engagement. Compared to onsite workers, teleworkers reported a comparable frequency of positive/negative social events, but more frequent positive/negative task events. The latter difference disappeared after accounting for education and blue/white collar. Accounting for education and collar, amount of teleworking had a curvilinear relationship with positive task events (peaking at moderate levels of teleworking), and a negative linear relationship with the other event categories. Amount of teleworking had a positive indirect effect on job satisfaction and work engagement through fewer negative social/task events, but a negative indirect effect on work engagement through fewer positive social/task events. The latter was only seen when moving from moderate to high levels of teleworking. Moreover, indirect effects were larger when moving from moderate-to-high levels of teleworking, compared to moving from low-to-moderate levels of teleworking. Findings suggest that daily social exchanges (positive and negative) are successively reduced with higher levels of telework. Yet, positive task events are most often experienced at moderate levels of telework and contribute to job satisfaction and work engagement. Considering all the results, there seems to be a “sweet spot” (where beneficial and detrimental effects are in balance) in
teleworking at around two work days a week. The study was cross-sectional which limits the conclusions that can be drawn. A daily diary study assessing links between daily work location choices and daily affective events is planned. Overall, our novel focus on affective work events allows for a better understanding of how teleworking affects daily work experiences. Considering organizations' plans to offer their employees more telework options in the future, these findings are helpful in designing telework conditions.

S190
Should I Stay or Should I Go? How a Desire-Goal Conflict Between Health and Work Shapes Daily Presenteeism and Associated Work Effectiveness
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Presenteeism – the behavior of working in the state of ill-health – has been labeled as an “800-Pound Gorilla” due to the tremendous costs it can cause for employees and organizations alike. Drawing on initial conceptualizations of presenteeism as an attendance behavior past research has predominantly focused on presenteeism as a macro-level phenomenon, which is retrospectively measured across several months or years. We extend this research by applying a micro-level lens to presenteeism. Such a micro-level perspective is theoretically important because examining short-term within-person changes (i.e., daily fluctuations) in presenteeism may offer us a better understanding of the within-person decision-making process which results in presenteeism. The present study thus aims to add to our scholarly understanding of presenteeism by exploring the day-specific within-person determinants of presenteeism and the psychological mechanisms underlying the harmful effects of presenteeism on employee effectiveness.

We develop our research model based on the integration of the health performance framework of presenteeism and ego-depletion theory. Specifically, we draw on the notion that somatic complaints are a sine qua non for presenteeism but that it is also influenced by work-related factors. We further draw on ego-depletion theory, which proposes that self-regulation (i.e., the regulation of cognition, behavior, and emotion for successful goal achievement) is an effortful cognitive process that draws on and depletes regulatory resources. We theorize that engaging in presenteeism requires employees’ self-regulation because working despite being ill reflects a goal conflict between protecting and preserving one’s health and achieving work-related goals. We assert that this conflict is triggered by the daily occurrence of somatic complaints but also depends on employees’ work goal progress as a work-related contingency. More specifically, we expect that higher work goal progress reduces the perceived value of presenteeism as it signals that an employee has already achieved their work goals and can tend to their health. Furthermore, we argue that presenteeism requires self-regulation and thus should impair employees’ functioning on the next workday through the depletion of regulatory resources.

Results from a daily-diary study across 15 workdays with a sample of N=126 employees support the hypothesized model. More specifically, daily work goal progress attenuates the daily relation between somatic complaints and presenteeism and thereby also reduces the indirect effect of somatic complaints on employees’ next-day work engagement and task performance through presenteeism and ego depletion.

Our research helps to gain insights into the black box of within-person fluctuations of presenteeism. Specifically, our results demonstrate that more than half (60%) of the variation in presenteeism occurs on the day level. For practitioners the present evidence underlines the necessity to prevent presenteeism when it happens, that is during everyday organizational life.
Organizations and managers do not only have a moral obligation to safeguard the health of their employees but there is also a business case for ensuring that employees refrain from working when ill because presenteeism reduces work effectiveness further down the line.

S191
A Career Shock Perspective on Job Insecurity Trajectories During the Pandemic: The Role of Coping Strategies
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Career shocks and coping may drive changes in perceived job insecurity. Yet, career shocks have not been previously studied from a temporal perspective. In other words, little is known about how job stressors, for example job insecurity, unfold over time during a major career shock. The COVID-19 pandemic is considered a career shock that had drastic implications for people’s careers (e.g., loss of employment, changes in work conditions, job insecurity). Given the historic job losses that occurred in March-June 2020, it is expected that this time period may be marked by fluctuations in perceived job insecurity within the workforce. In this study, using a longitudinal, repeated-measures design across 5 waves (N = 645), we first test the trajectory of job insecurity during the earlier phases of the COVID-19 pandemic (March to June 2020). We then investigate whether and how habitual coping profiles modulate this trajectory, using profiles of three habitual coping strategies (planning, reappraisal, and distraction) that were measured at T1. Our results show an average increase in job insecurity (shock trajectory) followed by a decrease (adjustment trajectories). People with stronger increases in job insecurity during the shock phase experienced less pronounced decreases during the adjustment phase. Latent profile analyses of habitual coping suggested that there are four subgroups, which we labelled planners-reappraisers (characterized by high planning and reappraisal), planners (characterized by high planning), moderate regulators (characterized by moderate levels of all three coping strategies), and low regulators (characterized by low levels of all three coping strategies). During the shock phase, no pronounced differences were observed between groups in the trajectory of job insecurity, even though planners and planners-reappraisers had steeper increases. During the adjustment phase, those same subgroups showed significant decreases in job insecurity, while other coping profiles (i.e., moderate and low regulation) did not. All in all, our results show that the effects of career shocks may change over time. Our results also show that certain coping style are more helpful to adjust to these career shocks, though their effectiveness may only show at later stages of the career shocks. Taken together, our research takes a critical look at coping strategies to examine the extent of their effectiveness during extraordinary and uncontrollable career shocks.

S192
Trajectories of Job Engagement During the Covid-19 Pandemic: The Role of Event Strength Characteristics
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In addition to changes within an organization, major events outside the work context can have an impact on organizations, teams, and individual employees (Morgeson et al., 2015). This study examines changes in employees’ job engagement in reaction to national lockdowns in Germany during the Covid-19 pandemic. We explore effects of the event strength characteristics, as defined by event system theory (Morgeson et al., 2015), and changes in central job characteristics.
Job engagement as a motivational construct refers to the simultaneous investment of physical, cognitive, and emotional energy in the work role (Rich et al., 2010). The Covid-19 pandemic as a collective disruptive event can generally be expected to impact employees' job engagement (Hu et al., 2020; Jung et al., 2021). Furthermore, it offers a unique context to study the characteristics of disruptive events such as national lockdowns. Building on event system theory (Morgeson et al., 2015) and transition theories (Bliese et al., 2017; Schlossberg, 1981), we examine the changes in employees' job engagement across two consecutive lockdowns in Germany. According to event system theory, an event's strength is determined by its disruptiveness, criticality, and novelty (Morgeson et al., 2015). Given that the second lockdown was a less novel event, we expected a less pronounced effect of the second lockdown. We examine the role of changes in central job characteristics, such as workload and autonomy. In addition, we analyze event disruptiveness and criticality as reflected in objective data on lockdown measures in Germany per state.

Our analyses include longitudinal data with 12 measurement waves, collected between December 2019 and January 2021. The sample consists of 1000 full-time employees in Germany from a variety of professions. Job characteristics and physical, emotional, and cognitive job engagement were assessed using reliable and valid self-report measures. Lockdown characteristics were assessed with objective measures from a publicly available dataset for Germany (Steinmetz et al., 2020). We use discontinuous growth curve models (Bliese et al., 2017) to analyze the development of job engagement over time, especially changes at the beginning of the first (March 2020) and second (December 2020) national lockdown in Germany. In addition, we examine whether changes in workload and autonomy at the transition into the lockdown predicted changes in job engagement. Our data revealed a sharp drop in job engagement at the beginning of the first lockdown consistently across the three job engagement facets. The analyses showed negligible changes at the beginning of the second lockdown. Overall trajectories suggest sustained changes in the setpoint of job engagement associated with the pandemic. Similar trajectories were observed for workload and job autonomy, which suggests that they might explain the observed changes in job engagement in reaction to national lockdowns. Our study adds to existing research by examining employees' reactivity to the repeated occurrence of events as reflected in work motivation and by investigating event strength with objective data. Our results illustrate that disruptive events can have severe and long-lasting motivational costs which are important for practitioners to address.

Symposium 42: New themes in the 3rd version of the Copenhagen Psychosocial Questionnaire (COPSOQ III)

Chair Hermann Burr

The Copenhagen Psychosocial Questionnaire (COPSOQ) is used worldwide in two settings: 1) on site occupational risk assessment/organizational development and 2) research on work, health and labour market participation. In 2019, the third version of the questionnaire (COPSOQ III) was established in response to societal trends (e.g., increased precariousness in labour relations and digitalization of interpersonal relations) and to new theoretical models (e.g., the Job Demands-Resources Model; JD-R) (Burr et al., 2019). Decade long trends of precariousness of employment relations were deepened during first the financial crisis and second the CoViD-19 pandemic. Since introduction of the world wide web in the 90’ies, the increased digitalization of interpersonal relations has changed not only interactions within and between organizations but also to customers and clients, which create new arenas for negative acts such as bullying. The development of the JD-R model has pointed at the interplay between positive and negative risk factors in working life and their role for development of mental health and productivity mediated by e.g., work engagement. Therefore, this third version of COPSOQ
contains the new dimensions Insecurity over employment and working conditions respectively (Vives et al., 2010), Work engagement (Schaufeli and Taris, 2014) and Cyberbullying (Cowen Forssell, 2019) among others. The presentations in this symposium focus on data on precariousness from Spain and Chile, cyberbullying from Sweden and work engagement from Germany and on practical use of the instrument on the shop floor level in Canada.

The research presented indicates that precariousness and cyber bullying are important risk factors for employees' health, though not covered in classical work environment models. These are important factors to be dealt with in the systematic OSH management at workplaces and to address in research of working conditions as risk factors for health and labour market participation. Work engagement is an important aspect when dealing with productivity and turnover of the workforce both in organizations and in research. Addressing risk factors as well as positive factors of importance for motivation and health is important for facilitating a successful development of work environment at workplaces. The instrument can on the shop floor level be used to carry out risk assessment and/or organizational development, when one are conscious of a number of aspects.

Empirical results from four countries corroborate the importance of these examples of new aspects of working life introduced to COPSOQ. Results from Spain indicate that insecurity of employment and insecurity of working conditions are indeed different dimensions. Results from Chile indicate that vulnerability (i.e., lack of empowerment) is correlated poor health – and with COPSOQ’s existing measures of precariousness. Results from Germany confirms assumptions of the JD-R model and points at new directions of risk assessments in organizations. Results from Sweden indicate that cyber bullying is indeed a new risk factor for health and wellbeing of employees. Experience from Canada highlights that one needs to be aware of the organizational context and the risk assessment process when using COPSOQ on the shop floor level.

S193
Insecurity Over Working Conditions - Prevalence Due Employment Status and Associations to Job Insecurity and Mental Health
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Background: The literature regarding job insecurity usually revolves around the job loss. There is a great amount of scientific evidence that shows that job loss insecurity is associated with several morbidity outcomes such as cardiovascular diseases, psychiatric disorders, sleep problems or diabetes (De Witte, 2016; Kim, 2015; Ferrie, 2016). However, job insecurity research scarcely deals with other dimensions of work such as salary, schedule, tasks, or workplace that due to flexibility schemes could also be stressors even when the job itself is secured. Little is known about how this expression of job insecurity affects worker’s wellbeing and health, but the rare available evidence indicates that a perceived threat to valued features of the job have an independent detrimental effect in reducing employee wellbeing (Gallie, 2016). The COPSOQ instrument considers both domains of insecurity (working conditions and job loss) to better understand job insecurity in its complexity and its implications to health.

Methods: Population study with a cross-sectional design. Data was obtained from the third edition of the Spanish Psychosocial Risks Survey, carried out between October and December 2016, based on a representative sample of the wage-earning population in Spain aged 16 to 69 years old. Participants were considered eligible if they had done at least 1 hour of remunerated work in the last week. Interviews were done face to face at the worker’s homes by trained interviewers. Sample size is n = 1807 and it includes all participants in the survey. The response rate was 70.1%.
Results: The descriptive analysis of the available data shows that insecurity over working conditions is unequally distributed among the Spanish salaried population across a number of factors such as type of contract, having unemployment episodes in the last 12 months or working at a downsizing firm. Regarding the relationship between working conditions insecurity and mental health the confidence interval (95%) of the crude prevalence ratio goes from 1.2 to 2.7 and the adjusted one (by sociodemographic, economic, objective job insecurity indicators and other perceived job insecurity measures regarding job loss and labour market insecurity both cognitive and affective) is 1.16-1.02. As for general health crude and adjusted intervals are the following ones: CI95%=1.01-2.46; CI95%=0.79-2.07.

Discussion: Insecurity over working conditions has a detrimental effect on mental health but it does not seem to affect general health among the Spanish salaried population. The representativeness of the sample and the use of a robust instrument validated in Spain confers value to the study. However, since it is cross-sectional, it is not possible to exclude the reverse causality bias. Risk assessment tools and human resources management practices regarding internal flexibility within the companies may take into consideration other domains of work insecurity besides job loss, since it might come with unexpected drawbacks for worker’s wellbeing.

S194 Vulnerability, Mental Health, and Psychosocial Risk in the Workplace
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Background: Rate of work-related mental illness has reached 60% of all work-related diseases in Chile, which is an obvious concern for policy makers. We know that psychosocial risk at work is strongly linked to the mental health of workers. By intervening on psychosocial risk factors, especially those that have the greatest correlation with mental health, it is possible that the high rates of mental illness at work can be reduced. COPSOQ is a world-wide used questionnaire for measuring psychosocial risk factors and is mandatory for all kind of workplaces in Chile. We ask which COPSOQ III dimensions show higher correlation with mental health, and if there is a different dimension not considered in COPSOQ III that shows higher correlation with mental health.

Method: We selected a probabilistic household representative sample of 1942 Chilean salaried workers, which had a gender, age, economic activity, and occupational distribution similar to the salaried worker population. We applied COPSOQ III with several added items for sociodemographic variables, General Health Questionnaire 12 item version, and the vulnerability subscale from the Employment Precariousness Scale (7 items). We conducted a correlation analysis (Spearman) of each COPSOQ III dimensions with GHQ12 scale and with vulnerability subscale.

Results: Spearman’s rho correlation with GHQ12 ranged between 0.009 and 0.49. Three dimensions had rho below 0.20 (Work Pacing, Job Insecurity, and Hiding Emotions) and another 6 had rho over 0.20 but below 0.30 (Influence, Control over Working Time, Insecurity over Working Conditions, Job Satisfaction, Work Life Conflict, Horizontal Trust). We found highest correlation in six dimensions with Spearman’s rho over 0.40 (Meaning of Work, Recognition, Role Clarity, Social Support from Supervisor, Sense of Community at Work, Organizational Justice.) Notably, questions about being a victim of offensive behaviour had Spearman’s high correlations with GHQ12, cyberbullying being the highest (rho = 0.46). Also, the added vulnerability subscale, which contains some items semantically close to those of offensive behaviours, had much higher correlations with the GHQ12 mental health scale (rho = 0.49), and with several COPSOQ dimensions (Social Support, rho = 0.53, Organizational Justice, rho = 0.50, and Recognition, rho = 0.59.)
Discussion: Psychosocial risk in the workplace intervention is costly in time and personnel, so it is convenient to know which dimensions are closely related to mental health to first intervene on them. It is notable that dimensions associated with respect and fair treatment are those most correlated with mental health, and other to a much lesser degree. Parallel subscale of vulnerability at work and items on offensive behaviours (cyberbullying in particular) showed the highest correlation with GHQ12. A workplace intervention program may need to consider first the dimensions of Recognition, Organizational Justice, and Social Support, but especially vulnerability at work and offensive behaviours.

S195
Cyberbullying – Does It Differ From Face-to-Face Bullying as Measured by COPSOQ III?
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Background: During the last decades, an increased digitalization of work processes and communication has changed working life in many ways. In relation to this shift, new types of adverse social behaviour in working life such as cyberbullying has emerged. Cyberbullying refers to bullying via digital devices and includes hostile or deviant behaviour mediated via email, text messages, blogs or on social network sites such as Facebook. In the COPSOQ III, a single item with a follow-up question was introduced to address this new reality. The overall aim is to present and discuss findings regarding prevalence and concurrent validity of cyberbullying compared to face-to-face bullying.

Method: Cross-sectional data from a national random sample of employees in Sweden aged 25–65 years (N = 2847) collected autumn 2018 were analysed. Cyberbullying and bullying were measured by single items with a follow-up question; quality of work, work engagement, job satisfaction, commitment to the workplace, stress and burnout were measured by two-three items for each dimension. Uni- and bivariate distributional analyses were conducted and differences between groups were tested by t-tests and chi-square tests. Frequency of conflicts and offensive behaviours were calculated according to sex (men/women), work sector (private/public) and white/blue-collar work and for each of the ISCO-1 main occupational groups. Mean scale scores were calculated for the six COPSOQ III scales based on exposure status for evaluation of concurrent validity.

Results: The overall prevalence of exposure to cyberbullying during the last 12 months was 2.7% compared to 10.3% for bullying (based on weighted data). Among exposed respondents, only 6.5% reported double exposure, while 93.5% had experienced either face-to-face bullying or cyberbullying. In relation to cyberbullying the perpetrator most frequently came from outside the organization, e.g., clients, pupils, patients while it was most from colleagues for face-to-face bullying. Differences in pattern of frequencies were seen in relation to background characteristics. Notably, managers was the occupational group most exposed to cyberbullying, while least exposed group to face-to-face bullying. In relation to both kinds of bullying, those exposed reported significantly lower levels of quality of the work conducted, job satisfaction and commitment to the workplace, and higher levels of strain symptoms in form of stress and burnout. Compared to the national benchmarks for the COPSOQ scales, face-to-face bullying showed larger discrepancies for those exposed.

Discussion: The groups at risk for these two kinds of bullying differ, and also the relationships with other constructs of interest. The findings will be discussed in the light of the special features that characterizes cyberbullying and face-to-face bullying, respectively. Additional validation including a deeper understanding of the role of work environment factors as
antecedents and analyses of predictive validity is warranted. However, the findings indicate the relevance of including the item on cyberbullying in national versions of COPSOQ III for application in research projects and in workplace surveys for a more complete assessment of risks.

S196

Work Engagement in COPSOQ III: Expectations and Empirical Results in Germany
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Background: Work Engagement is an important factor in the Job Demands-Resources Model (JD-R Model), which has become very popular in the last years. In this approach Work Engagement is a main positive outcome expressing motivation at work. In this sense it is an antipode of Burnout Symptoms as main negative health outcome. One of the advantages of measuring Work Engagement using items from UWES is that the scale and items have already been validated and are available in many languages. This means, that there are two questions that might be answered: 1. Do the empirical data from Germany show similar values as original UWES do? 2. Is the scale useful in statistically explaining new relations between psychosocial stress factors and outcomes in a way that would fit with the JD-R Model?

Method: The analyses build on a cross-sectional sample, containing anonymised data of N = 257,236 employees. Data were collected in almost 1,000 risk assessments of German companies between 2015 and 2020. An answer on question 1 shall be found by subgroup-analysis, i.e., ANOVA for distributions of Work Engagement for example by gender, age, position, working hours and occupational group. Question 2 shall be answered by a closer look at bivariate correlations between Work Engagement and other COPSOQ scales and a complimentary linear regression model.

Results: Question 1: The Work Engagement scale is showing only small differences between subgroups, when Eta values as measures for effect size are considered for gender (.04), age (.07), supervisor position (.10), fixed term contract (.06), full time work (.02), and major occupational group defined by ISCO-081 (0.01). This meets quite well, what was to be expected from original UWES. Question 2: Pearson correlation coefficient of Work Engagement with Burnout Symptoms is r = -.39, what means that there is a moderate negative association what is along the lines of JD-R Model. Linear regression with 24 COPSOQ scales as predictors can statistically explain a total variance of 47%, while the first five scales reach 44%. These top 5 scales are the Commitment to Workplace, Meaning of Work, Possibilities for Development, Work Privacy Conflicts, and Role Clarity. This modelling is very close to what could be assumed in relation to the JD-R Model.

Discussion: The selection of scales is an appropriate approximation to theory with what is possible via German COPSOQ version. Methodology was chosen to get a first impression of the new scale’s potential. More complex analyses would help to elaborate the associations predicted by JD-R Model but would also allow some critical reflexion. The introduction of Work Engagement to COPSOQ III is opening up new aspect in risk assessment and is beneficial for companies carrying out surveys: they get an additional (positive) information on how their employees are doing their work. This is a rather unusual topic in risk assessment, with its focus on risk for bad health.
Using COPSOQ III to Characterize Psychosocial Conditions in Canadian Workplaces

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In Canada, the Occupational Health Clinics for Ontario Workers has been using COPSOQ III (3rd version of the Copenhagen Psychosocial Questionnaire) as a part of their tool to evaluate workplace psychosocial conditions since 2017 (During the pandemic we also launched a number of population surveys which included selected scales from COPSOQ III). We will describe how workplaces can use the questionnaire to improve working conditions and our experiences regarding presentation of results in this process.

Use on the workplace level: Learning from experience, we now stress the need for the workplace to prepare themselves prior to administering the survey. We recommend a 5-stage, continual improvement cycle of: “Learn, Organize, Assess, Change, and Evaluate”. Our experience in administering the questionnaire to about 60 workplaces of all sizes has taught us that the survey not only performs well in progressive workplaces with good commitment and problem-solving skills, but also, surprisingly, in workplaces that can be described as “toxic”. In “toxic” workplaces, the survey allows for confidential input, which depersonalizes issues and gives everyone an anonymous “voice”) and provides a “vocabulary” (“labels”) to discuss psychosocial factors. Oddly enough, our experience with workplaces situated in between these two extremes has been somewhat disappointing due to a lack of action in response to the results (such workplaces often engage with the survey more out of curiosity rather than based on the intention to improve the workplace).

Presentation of results: We have developed ways to present the survey results to the workplace – making comparisons to the national population reference data; comparisons between internal departments; and/or, prioritizing by the strength of correlations with outcomes (e.g., symptoms, engagement, work-life balance, rating of psychological health and safety conditions). We have also considered different methods for the qualitative analysis of open-ended questions and to the written “further comments” provided at the end of the survey (the use of “word clouds”, text analysis software, and/or labour-intensive qualitative analysis). While, directed questions can often be adequately summarized with “word clouds”, the open-ended “further comments” are often difficult to analyze using “automated” methods.

When communicating the results, there is a need to tailor the presentation style to the audience (the survey steering committee, leadership, workplace townhalls meetings, union meetings, etc.). The level of technical detail provided has varied depending on the range and depth of statistical sophistication in the audience. Originally, a single format was anticipated to be sufficient for all workplaces. However, differing levels of familiarity have encouraged us to vary our styles of presentation. When not taking this issue into account, workplaces administering the survey might feel overwhelmed when reviewing the results.

Conclusion: In summary, COPSOQ III has been successfully used in Canadian workplaces for the assessment of psychosocial conditions. Nevertheless, solely administering the survey is insufficient as workplaces need commitment, skills, and ideas to translate the survey results into improvements of the workplace psychosocial environment.
Symposium 43: From Assessment to Dissemination: Targeted Intervention and Evaluation to Build a Sustainable Child Welfare Workforce

Chair Robin Leake, Sharon Kollar

Purpose: Many of those in helping professions work to serve children, adults, and families under conditions that are physically, psychologically, and emotionally taxing to themselves. In the United States, the child welfare profession is widely considered among the most stressful, with staff experiencing high levels of job stress and burnout (Leake et al., 2017). Frontline staff sometimes lack robust educational preparation needed to properly serve families and typically carry caseloads that are well above the recommended range (Kim et al., 2019). Contributing to the problem, child welfare agencies experience pervasively high turnover that typically ranges from 20-40% (Edwards and Wildeman, 2018). As in many other sectors, job exits in child welfare have increased during the COVID-19 pandemic, with rates in 2021 15% higher than they were in 2019.

In 2009, the U.S. Children’s Bureau funded the National Child Welfare Workforce Institute (NCWWI) to support the recruitment, development, and retention of public, private, and tribal child welfare workforces across the country. NCWWI funds child welfare educational stipends for students to get their Bachelor’s and Master’s level degrees in social work and supports partnerships between university schools of social work and public and tribal child welfare agencies; develops and tests interventions to strengthen the child welfare workforce, provides professional development and coaching for leaders; and curates, develops, and disseminates knowledge for researchers and practitioners.

This symposium showcases NCWWI’s efforts to build organizational climates of learning and safety, deliver transformational leadership training, study the impact of COVID-19 on the child welfare workforce, and bridge the science to service gap through innovative dissemination strategies. A description of historical workforce challenges faced by US child welfare professionals and practical implications for agency leaders to build and sustain a healthy workforce will also be included.

Presentations: Using a diverse sample of child welfare workers from across the country, the first presentation by Robin Leake and Shauna Rienks explores how organizational climates of learning and safety can moderate the impact of burnout on turnover. The second presentation by Shauna Rienks and Anthony Mack outlines the development, implementation, and evaluation of a competency-based Leadership Academy for child welfare professionals, as well as strategies for building a community of practice through blended online and synchronous learning. Drawing from workforce needs assessment data gathered early in the pandemic, the third presentation by Amy He and Robin Leake provides insight into how the child welfare workforce quickly pivoted to remote work and developed innovative ways to connect with children and families through the use of technology.

Workers’ recommendations for changes in their work from lessons learned during COVID-19 are also discussed. Based on a learning ecology infrastructure, the final presentation by Sharon Kollar and Amy He outlines NCWWI’s strategies for knowledge engagement and dissemination, including information-sharing networks, web-based portal for “one-stop shopping” access to resources and trainings, and the creation of a wide range of accessible and easy-to-use products and tools to promote evidence-supported practice.

S198
Building Safety Climates that Protect Against Burnout and Support Retention of the Child Welfare Workforce
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Objectives: A positive organizational climate is critical for the well-being of the workforce (Glisson et al., 2012) and a number of constructs have emerged that characterize this concept. For example, one aspect of a positive organizational climate includes a learning culture that
encourages continual learning and transformational change (Yadav & Agarwal, 2016). Another factor is psychological safety, where workers feel supported and comfortable voicing concerns, asking questions, taking risks, and making decisions; recent work indicates that psychological safety reduces moral distress and improves worker well-being (He et al., 2021). Finally, inclusive leadership, where decisions are made fairly, with high transparency, and free from bias and discrimination, is linked with higher job satisfaction among staff (Lawrence et al., 2019). Drawing from a strength-based workforce development framework, the current study examines how organizational cultures of learning, psychological safety, and inclusive leadership may impact job satisfaction and retention by reducing the impact of burnout for the child welfare workforce.

Methods: This study used secondary data collected through an organizational health assessment conducted in 2019 at four public child welfare agencies in the United States. The assessment included measures of Learning Culture, Supportive Organizational Climate, Psychological Safety, Inclusive Leadership, and Burnout, as well as Job Satisfaction, and Intent to Stay. The sample for this study included 3713 survey respondents from all job levels in the agencies (including caseworkers, managers, and directors). Linear regression was used to examine the relationships between the four organizational climate constructs and burnout and job satisfaction and intent to stay in two separate models. Subsequently, the climate variables were tested as moderators of the impact of burnout on each dependent variable.

Results: The overall model predicting job satisfaction was statistically significant, $F(5, 2932) = 493.36$, $R^2 = .46$ ($p<.001$). Parameter estimates indicated that burnout was the strongest predictor (negative association), followed by organizational support, psychological safety, learning culture, and inclusive leadership (all positively associated and significant). The model predicting intent to stay was also significant, $F(5, 2923) = 128.22$, $R^2 = .15$ ($p<.001$). In this model, burnout was again the strongest predictor followed by organizational support, psychological safety, and inclusive leadership, while learning culture was not significant. Moderator analyses predicting intent to stay from burnout revealed that each organizational climate variable was a significant moderator (and buffer) of that association while learning culture was the only significant moderator of the link between burnout and job satisfaction.

Conclusion: Results indicate that child welfare professionals who work in organizations that provide psychological safety, organizational support, and cultures of learning experience higher job satisfaction and are more likely to stay in their jobs. Further, all four organizational climate factors offer some protection for the negative impact of burnout on intent to stay at the agency. Previous studies with these data have shown burnout to be a high predictor of turnover, yet a positive organizational climate can be a buffer against turnover. Suggestions for how agency leaders can use a strength-based approach to build a positive agency climate, support staff well-being, and mitigate effects of burnout will be discussed.

S199
Leading for Results: Effectiveness of a Leadership Academy for Child Welfare Professionals
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Purpose: To support current and emerging leaders, the U.S. National Child Welfare Workforce Institute (NCWWI) has been developing and testing a leadership academy for child welfare workers for over 10 years. Evaluation data show the NCWWI Leadership Academy (LA) to be
effective in improving participants’ leadership knowledge and practice, even a year later. The comprehensive approach to the LA includes: 1) competency-based training that focuses on reflective practice through modularized problem-based learning sessions; 2) pairing participants with a coach to support professional development and transfer of skills into the workplace; 3) application of skills through the development and implementation of an organizational change project. This study describes a modified version of the LA designed to be integrated into agencies’ own training systems through standardized content offered in an online format. The online modules are based on NCWWI’s Leadership Competency Framework: Fundamentals of Leadership, Leading Change, Leading in Context, Leading for Results, and Leading People. NCWWI provides agencies with the content and trains LA facilitators and agency coaches who support participants throughout the LA and for six months afterward. Preliminary results explore the three components of the LA, examining participants’ leadership as it evolves from knowledge-based (training) to skill mastery through coaching and application.

Method: This study includes data from 49 LA participants who completed a pre-post training survey designed to measure changes in knowledge (Training Competencies; e.g., I know how to apply phased implementation to lead a change project) and behavior (Leadership Competencies; e.g., How frequently do you lead with a results-oriented approach?); coaching helpfulness (e.g., The coaching sessions helped me understand my strengths/challenges as a leader) and skill application (e.g., I will be able to successfully implement my change project).

Results: Paired-samples t-tests revealed significant pre-post knowledge gains, t(38) = 5.34, p < .001, particularly in Leading for Results; as well as significant behavioral competency gains, t(38) = 3.69, p = .001, particularly in Leading Change. At both timepoints, participants’ greatest self-reported strength was in Fundamentals (i.e., treating others well and setting an example) while their greatest challenge was Leading in Context (i.e., collaborating internally and externally). Participants were generally satisfied with the LA, with 93% agreeing that the information was relevant and that they would use the skills learned. Participants met with their coaches about five times during the LA and spent the greatest amount of time discussing development of their change project (31%) and practicing self-awareness (21%). Participants reported that they have the necessary workplace supports to implement their change project (94%) and 85% anticipated that they would be successful in doing so.

Conclusions and Implications: Based on the learning theory that participants begin understanding key constructs during a training event but acquire skills through additional supports and practice on the job, the LA was developed to address all three components. Findings confirm the effectiveness of the LA in developing leaders through training, coaching, and skills application. Discussion will describe components of the NCWWI model and include six-month follow-up data.

S200
“We Do Not Need Brick and Mortar Buildings to Get Our Essential Work Done.” Lessons Learned in Child Welfare During Covid-19
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Purpose: U.S. public child welfare agencies respond to over 4 million annual referrals of abuse and neglect and are charged with ensuring the safety, permanency, and well-being of more than 400,000 children and youth involved in this system. Child welfare agencies were among those required to close their offices to protect the health and safety of their workforce at the start of the Covid-19 pandemic. Because of the critical and essential nature of child welfare work, agency leaders had to move their workforce out of agency settings and into remote work.
Drawing from the theory of large systems change, this study explores child welfare caseworkers’ experiences working with families during the pandemic, as well as their recommendations for changes to how they do their work going forward based on lessons learned during Covid-19.

**Method:** This study used secondary data collected in May 2020 as part of a multisite public child welfare workforce improvement project. Data were collected from two state- and two county-administered child welfare programs. Staff were invited to complete an anonymous survey asking about workforce needs related to the Covid-19 pandemic and included open-ended questions about engagement and work with families and implications for workplace changes. Using a subsample of caseworkers, descriptive statistics were calculated for respondents’ demographic characteristics and summative content analysis was conducted for open-ended responses.

**Results:** Of the 2,631 child welfare staff who responded to the survey, 47% were caseworkers ($n = 982$). Most caseworkers were female (92%), 45% identified as a person of color, 90% reported being ordered by their agency to work from home/work remotely, and almost all indicated that they were considered ‘essential staff’. In general, caseworkers believed that virtual visits were conducive to family engagement but that they work better with some families (such as those who were already making progress and had services set up) than with new families. Virtual visits also worked best when families had adequate technology, and for connecting with older children, foster families, foster kids in long-distance placements, and for follow-up visits. The overwhelming majority of caseworkers expressed a desire for remote work/work-from-home options to continue in the future, even if in a limited capacity. In particular, caseworkers shared how working from home was a productive experience that allowed for increased client engagement, schedule flexibility, a decrease in driving time and travel-related stress, better concentration, and increased work-life balance.

**Conclusions and Implications:** The pandemic demonstrated that, when responding to the circumstances of a public health crisis or natural disaster, pivotal change can happen quickly and effectively, even for large complex systems like child welfare. Results indicated that virtual platforms and remote work options can be effective in engaging with families and doing the day-to-day work of child welfare for caseworkers. Given the calls for a spectrum of changes and ways to reimagine the child welfare system, investing in resources and creating long-term practice alternatives such as virtual home visits and remote work options have strong implications for improving the well-being and retention of child welfare caseworkers.

**S201**

**Bridging the Science-to-Service Gap: Strengthening the Child Welfare Workforce Through Knowledge Engagement**

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**Background:** Academic research papers and lessons learned from evidence-based programs are often not made available in accessible formats or disseminated strategically to practitioners. This information is also generally written using technical terminology and crafted for a research audience, making it challenging for organizations’ leaders and practitioners to apply research findings to policy and practice. The challenges with interpreting and applying research findings are especially true for fast-paced child welfare organizations where top-level administrators are typically political appointments without previous child welfare experience or expertise, and where workers are trained as clinicians rather than researchers. Addressing the need to bridge the science to service gap, the National Child Welfare Workforce Institute (NCWWI) created the Leading Information-sharing Networks, Knowledge Management, and Dissemination (LINKD) program.
**Approach:** The primary goal of LINKD is to connect a national child welfare audience to promising and evidence-supported workforce development strategies and practices and support their integration into policy, practice, and organizational training and education. The audience that the LINKD seeks to reach includes all levels of professionals working in state, county, tribal, and non-profit child welfare programs as well as federal and state policy specialists; legislators; social work faculty members; human services educators; and training and professional development staff. To best meet the needs of today’s child welfare workforce, the LINKD approach is informed by data analytics and ensures that products are applicable to the field and are compelling, accessible, utilization-focused, and limit the use of academic language.

**Knowledge Management Strategies:** Drawing from a learning ecology infrastructure, this presentation provides information on LINKD’s tested strategies for dissemination of research findings through a variety of channels to impact practice outcomes. Knowledge engagement and dissemination strategies include: (1) a strategic dissemination plan that includes information-sharing networks, national webinar and discussion series, newsletters, and social media channels; (2) an easy-to-navigate workforce development web-based portal for 'one-stop shopping' access to resources and trainings; and (3) the creation of innovative products including videos, podcasts, infographics, 1-pagers, webinars, online learnings, and toolkits.

**Capturing Impact:** To demonstrate efficacy and to understand the impact of its knowledge engagement and dissemination efforts, LINKD collects and analyzes the following data: website analytics including downloads and hits on LINKD products; survey and attendance data for webinars, events, and online training modules; social media followers, impressions and engagement; and newsletter interactions. Results indicate that LINKD’s public-facing products are widely accessed by local and national audiences, support efforts to promote workplace health, build social networks and capital, and support training and education of the child welfare workforce. In 2021, LINKD has over 33,000 people on its distribution list, 29,000 followers on social media, and 1.2 million impressions on social media.

**Symposium 44: Labour market uncertainty and job insecurity – what can be done and for whom?**

Chair Claudia Bernhard-Oettel

This symposium brings together four contributions that investigate labour market uncertainty and experiences of job insecurity in different and potential vulnerable groups on the labour market. Taking different approaches (quantitative questionnaire study, discourse analysis), the contributions seek to better understand how to facilitate a healthy and sustainable working life for workers who, in various ways, experience labour market uncertainty and job insecurity. Whereas the bulk of research on job insecurity and its consequences has focused on individual and organizational outcomes and explanatory mechanisms, this symposium aims at initiating a more focused discussion on what can be done - and for whom - to create more sustainable work.

To this end, study 1 investigates the discourse of labor market policy, and explores potential contradictions and challenges to include migrants into the formal labor market. Study 2 investigates how short-time work (STW), that was funded by governments in the aftermath of the financial crisis, relates to experiences of job insecurity as well as health and well-being over time. Study 3 focuses on entrepreneurs’ experiences of insecurity and unpredictability during the COVID-19 pandemic, to better understand how entrepreneurs may best be supported in potential future crises. Study 4 explores job insecurity experiences in rather privileged groups such as highly educated individuals, since these tend to be overlooked by organizations, unions and policy makers.
The symposium gives a deeper understanding of how employment uncertainty and job insecurity and their consequences are experienced in different and potential vulnerable groups on the labour market (e.g., individuals with migrant background, temporary workers, entrepreneurs and self-employed workers, workers in short-time work). Additionally, with evidence from different European countries (e.g., Germany, Sweden) during different economic times (e.g., financial crisis after 2008, economic growth from 2014 onwards, Covid-19 pandemic) different contextual factors can be discussed in their importance for the experience of labour market uncertainty and job insecurity. Furthermore, the role of labour market policies (e.g., ways to include migrants into the formal labour market), and governmental interventions in times of crisis (e.g., support for entrepreneurs during the pandemic, payment of loss in income for workers in short-time work) can be highlighted in relation to the discussed findings.

In today’s work life, a wide range of individuals may experience labour market uncertainty, job insecurity and its consequences, but to better understand what can be done for whom requires taking the complexity of economic and organizational circumstances and labour market policies into account. In sum, the different contributions in this symposium highlight possible new avenues for future research to better understand and eventually help to create more sustainable and less insecure work. The symposium aims to attract both practitioners and researchers.

S202
Exploring Employability Constructions of Migrants in Sweden: What Are Potential Consequences for Labour Market Entrance and Health?
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Research goals: The present study aimed at critically analysing the discourse regarding employability constructions and categorizations in the online material that government agencies present newly arrived migrants for their labour market integration. The primary interest of this study is to better understand how an employable individual is constructed in the guidance and information material provided by government officials, Public Employment Service representatives, and recruitment agents. We explore what this construction demands form as well as enables the individual to do. Specific attention was also directed to intersectionality to examine the role of social categorisation, depending on, for example, the migrants’ vocational and educational background, gender, and country of origin.

Theoretical background: Within a neoliberal framework, accountability for one’s possibility to successfully obtain or keep employment – to make oneself employable - rests with the individual. In the flexible Swedish labour market, the concept of employability has therefore grown important. This contradicts the still existing social welfare discourse offering individuals care and support in order to gain employment. This perspective portrays migrants as unemployable and in need of labor market measures to counter unemployment. Merging these perspectives is challenging – but how official information and communication by public authority constructs migrants’ employability can be of vital importance to enable or hinder a quick labor market integration. The analysis of official policy documents further requires an intersectional approach to better understand how subject positions, power or the lack thereof are construed and communicated based on the migrants’ age, gender, ethnicity or different educational background.
Methodology: The present study made use of public documents as its source of data to analyse. We started data gathering on the webpage of the Swedish Public Employment Service (PES) that is directed to newly arrived migrants. We collected information about labour market entrance, employability and associated concepts such as competence building and career development. We complemented this data with reports by other organizations who target migrants’ labor market integration. All the materials were publicly available and accessed online.

Results: Navigating the information was difficult, advanced Swedish was used, links and further reading could switch from English to Swedish, and at times, the presented information required a good understanding of the functions and roles of different Swedish authorities. The employability constructions were often contradictory—placed at the crossroads of neoliberal and social welfare discourses—and built on tacit assumptions as well as they were influenced by stereotypes.

Limitations: Data was collected during 2016 and 2017, and the analysis is limited to official documents.

Implications: Restricted or one-sided constructions of employability may lead to exclusion from long-term employment and may have detrimental effects on health. It appears very important to reconstruct migrants’ employability in a new (Swedish) labor market context without damaging influence from inflexible categorizations and stereotypes and to make information available in a practical and more accessible manner.

S203
Job Retention Schemes as Signals of Insecurity: The Long-Term Effects of Short-Time Work on Perceived Job Insecurity and Employee Well-Being
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To prevent mass layoffs in economic crises, many countries rely on short-time work (STW) or comparable job retention schemes through which firms temporarily reduce employees’ working hours while governments provide subsidies to compensate for lost earnings. During the Covid-19 pandemic, the prevalence of STW has reached unprecedented heights, while individual psychological consequences remain largely unknown. Though STW serves to prevent job loss, we argue that it can trigger job insecurity perceptions, with negative consequences for well-being. Using German panel data from before the pandemic, we investigate effects of STW on the development of job satisfaction, life satisfaction and affective well-being via perceived job insecurity across six years. We also take previous unemployment into account as a moderator of people’s insecurity appraisals.

Based on appraisal theory, we argue that employees interpret STW as a threat to the demand for their work and react with job insecurity perceptions, leading to decreased well-being. Because STW is temporary, we expect that employees react immediately with increased insecurity but recover after work goes back to normal. How long these reactions last, however, is an open question. People will also differ in their subjective reactions to STW. Scarring effects suggest that unemployment can increase people’s susceptibility to subsequent job insecurity. We therefore test whether employees who have been unemployed before show stronger insecurity reactions to STW than others.

We calculated latent growth curve models with N = 1247 employees from the German Socio-Economic Panel. We included employees affected by STW between 2009 and 2013, matched them to a control group and followed the sample from one year prior to STW up to four years
later. STW predicted higher levels, as well as quadratic growth in job insecurity: Job insecurity increased immediately with the onset of STW and began to decrease one year later. Both levels and changes in job insecurity were associated with levels and corresponding changes in job satisfaction, life satisfaction and affective well-being. Indirect effects of STW on well-being via job insecurity were visible up to two years later; after three years, employees affected by STW no longer differed from the control group. Multiple group analyses suggested no difference between previously unemployed respondents and others in their reactions to STW.

The use of a single item for job insecurity is a limitation, and we cannot rule out bias due to panel attrition and missing data. Shorter measurement intervals and additional information, such as the extent to which hours and earnings are reduced, will be needed for a more fine-grained understanding of the stress process in response to STW.

This study is the first to investigate the psychological consequences of STW and contributes to the literature on temporal dynamics between job insecurity, its antecedents and outcomes. The findings identify STW as an antecedent of job insecurity and show lingering effects on well-being even after STW ends. Though STW is certainly preferable to layoffs, employers should keep psychological side effects in mind and aim to mitigate employees’ concerns about job security.

S204
The COVID-19 Pandemic and Entrepreneurs in Sweden: The Role of Entrepreneurial Stressors on Eudaimonic Well-Being and Entrepreneurial Success in a Crisis
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The Covid-19 pandemic has affected citizens and businesses all over the world, including many companies across a wide range of business sectors in Sweden. Although there was no strict lockdown in Sweden, the restrictions on physical distancing led to fewer customers and a lower turnover for most entrepreneurs.

Typically, entrepreneurs are expected to handle pressure, insecurity and risks better than others, and overcome any adversities in their work. However, after COVID-19 was declared a pandemic in March 2020, many entrepreneurs found themselves in an unprecedented situation of acute stress since the sudden drop-in clients, quarantine measures, travel bans and lockdowns all around the world interrupted or totally eroded their usual business opportunities.

For entrepreneurs, particularly for those with small businesses, well-being and health is a crucial resource and a substantial human capital. Well-being of entrepreneurs is not just crucial per se, but also because it can impact on entrepreneurial performance. We follow the recent calls for a more elaborate view on relevant outcome variables for entrepreneurs by examining both eudaimonic well-being and personal success in addition to business success as relevant outcome variables for entrepreneurs.

In this study, the aim is to investigate how entrepreneurs in Sweden experienced the impact of various kinds of stressors have during the pandemic, and how entrepreneurs managed the prolonged nature of the pandemic.

Based on transactional stress theory, this paper provides an empirical glimpse into how entrepreneurs in Sweden experienced the first year of the COVID-19 pandemic. Specifically, we investigated the impact of three types of entrepreneurial stressors, i.e., entrepreneurial unpredictability, loneliness and personal financial hardship, on business and personal success through the indirect effect of eudaimonic well-being. Data stem from a larger project that examines how the COVID-19 pandemic affects business owners’ work environment, well-being and health in Sweden. The project is a part of a global research initiative and data collection occurred between May and July 2020. A follow-up was conducted in spring 2021.
In total, 210 entrepreneurs participated in the Swedish part of the study at T1. Of these, 59% were women, with an average age of 51, 65% were without employees, and the sample came from different sectors. At T2, only 67 answers were recorded. Results from the path model revealed that entrepreneurial unpredictability, loneliness and personal financial hardship were significantly negatively associated with eudaimonic well-being. Eudaimonic well-being, in turn, was significantly positively associated with business and personal success. The indirect effects from the stressors to business success via eudaimonic well-being were marginally significant, the indirect effects to personal success were significant. Moreover, entrepreneurs who detected new business opportunities at T2 also had higher levels of eudaimonic well-being at T1 and entrepreneurs with higher levels of eudaimonic well-being at T1 reported lower intentions to exit entrepreneurship as the pandemic continued. Results suggest that well-being is a crucial resource for entrepreneurs to be able to overcome the adversities of the pandemic.

S205
Profiling Job Insecurity Among Full-Time Working Women and Men in Sweden
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Research has consistently shown adverse consequences of job insecurity. Such adversity includes poorer mental and physical health as well as reduced well-being. Moreover, findings suggest that job insecurity increases interference between work and family domains. While most job insecurity research focuses on quantitative aspects, including overall worries regarding the future existence of a job, there is a qualitative dimension which includes worries about losing valued characteristics of the job. Studies of the two dimensions suggest that quantitative and qualitative job insecurity have diverse effects on different health-related outcomes. This makes it meaningful to investigate whether and how individuals and groups vary in their job insecurity perceptions across these two dimensions. While most studies have taken on a variable-oriented approach focusing on relationships between variables and the identification of predictors and consequences in specific populations, it tends to neglect variation between individuals. A person-oriented approach, including for instance latent profile analysis, uses the variation between individuals to form groups of individuals with similar variability. This study investigates such individual differences in perceptions of quantitative and qualitative job insecurity to go beyond categorizations of high and low job insecurity and forward the understanding of how individuals within a population may vary in their experiences. Specifically, the aim was to explore whether it would be possible to identify different job insecurity profiles among women and men working full-time. Moreover, variations between profiles in work/home interference, health, and well-being were investigated.

We invited working women and men with positions requiring a higher education, aged 32-58 years and residing in Sweden, to a questionnaire study (response rate: 56 per cent). The analysis included self-ratings of quantitative and qualitative job insecurity, work/home interference, health, and well-being, and demographics, from 1169 full-time working adults (52.4 per cent women). Latent profile analysis was performed to identify profiles. Subsequent analyses included profile comparisons of demographics, work/home interference, health, and well-being. Four different job insecurity profiles were identified: 1) Secure (n = 715), 2) Secure: quality concerned (n = 238), 3) Insecure: employment concerned (n = 149), and 4) Insecure (n = 67). Comparing the profiles, significant differences emerged for work/home interference (i.e., family/work conflict), self-rated health, and well-being. As would be expected, the Secure had better self-rated health and well-being than the others, while the finding for family/work conflict seemed less consistent.
Obviously, the study design limits conclusions regarding causality. Also, the study included full-time workers with a higher education which limits generalization. Yet, it was possible to distinguish different job insecurity profiles also in more privileged populations. Although the Secure profile was by far the largest, other profiles were characterized by concerns regarding overall insecurity, the employment, or job qualities. Using a person-oriented approach, this study adds to the fine-grained understanding of individual differences of job insecurity as an occupational stressor. This is important to facilitate targeted communication to vulnerable groups when organizational resources are limited, which, in turn, is key for developing a sustainable working life.

Symposium 45: Safety Climate and Service Access in the wake of a pandemic: investigating the perspectives of working professionals and service users in healthcare
Chair Anna Paolillo, Ally Memon

The last 40 years of research on safety at work has often focused on safety climate as an antecedent of safety performance, defining safety climate as the shared perceptions of policies, procedures, and practices relating to safety, which affect well-being at work (e.g., Zohar, 1980, 2003, 2010b). Zohar and Luria (2005) suggested that safety climate relates to socially constructed indications of desired behaviours, arising simultaneously from policy and procedural actions of top management and from practices of the supervisors and co-workers.

However, with regards to the healthcare sector, the relationship between safety climates and safety-related behaviours has been scarcely investigated. More specifically, existing research has primarily focused on safety-related injuries, demonstrating what has already found in other settings, that better safety cultures and climates lead to less safety-related injuries for patients (Singer et al., 2009; Cook et al., 2016). Consequently, positive patients’ outcomes with regards to their safety have been identified solely with a lower incidence of safety-related injuries, namely in terms of patient safety indicators attributable to healthcare systems or professionals’ errors (e.g., infections), rather than in terms of patients’ compliance with safety procedures and access and use of services in a safely manner. This would make imperative to identify risky practices within the healthcare provisions, especially during a worldwide pandemic as Covid-19, when international studies and information provided by institutional sources have reported that 40% of healthcare users would avoid hospital and other HC services for the fear of infection (e.g., Nicholson et al., 2020). Understanding the public’s concerns and perceptions of the risk of contracting COVID-19 and the related safety practices associated (i.e., social distancing, mask wearing, hand sanitising) is important for the effectiveness and success of government responses to control the disease. Moreover, the public management literature identifies and emphasises on the role of service users in the co-determination and co-production of services (Loeffler and Bovaird, 2018). User perceptions of services (and their increasing role in governance) is also treated as means of value creation (Osborne, 2020) in the 21st century. This has relevance since professional behaviours arising in the workplace are not socially constructed in isolation out policy or professional practice, but they are a result of an understanding of users and interaction/engagement with them in the service system, often in varied contexts (Bovaird, 2006; Bovaird, 2007). Similarly, it can be argued that the roles of professionals in co-producing and co-creating processes are based on relations between professional staff and service users. How these relations (and adversely processes and service environments) evolve is dependent on all the co-producing stakeholders (Steen and Tuurnas, 2018). Furthermore, it has been demonstrated in other sectors how an organisation’s positive safety climate and a physically safe workplace will spill over into the service environment and enhance service encounters (Willis et al., 2012) in terms of better customers’ perception and satisfaction (Schneider et al., 1998).
The symposium aims to focus on the perspectives of both working professionals and users around safety climate and to examine possible spillover effects from one to the other, which could ultimately impact the delivery and usability of healthcare services. Ideas and debates focusing on employees and users provide for richness since both stakeholders are key change agents in determining performance and creating value in public healthcare organisations.

S206
Perceptions of Safety Climate Amongst Employees and Users in Healthcare in Midst of a Pandemic: A Systematic Literature Review
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Background: It has been apparent during the COVID-19 pandemic that there has been hesitancy amongst the public (users) in accessing healthcare provision, particularly secondary and acute healthcare establishments. This is while employees themselves in healthcare organisations have had to either refrain from physical working in acute and secondary care environments or deal with entirely new ways working in novel risk averse environments where safety is of paramount concern. For both employees and users, perceptions of safety climate and risk have radically altered and continue to do so during the pandemic. The objective of this paper is to systematically review and analyse the existing body of research in safety climate and safety access in healthcare, with a focus on examining both employee and user perceptions of safety, and hence what the literature may suggest about safety behaviours in relation. Literature pertaining to safety cultures and safety motivators has also been identified to draw on any empirical findings and theories for this preliminary investigation. To examine the associated perceptions of safety climate and user access, this systematic literature review investigates the definitions of safety culture and climate, whilst synthesising any findings from research in customer experience climates to observe any similarities or convergent perspectives.

Method: For the systematic literature review, a search protocol was developed based on the Briner and Denyer (2012) principles for systematic reviewing. Search parameters for locating relevant studies were established and carried out. Identified studies were then critically screened and selected using defined inclusion and exclusion criteria. The studies were then critically appraised, followed by an analysis and synthesis of findings from the studies which were then disseminated and presented.

Findings: A plethora of research has been dedicated to the topic of safety climate in organisations, however this effort primarily focuses on the relationship between safety climate and customer perceptions (Schneider et al., 1998). Although the relationship between these two constructs could be relevant to this research, it is argued that the end user of healthcare provision has a differing relationship with the healthcare provider and one that cannot be categorised as a customer to service provider relation dictated by market forces, as conventionally framed. In the context of safety climate, past research has defined the relationship between safety climate and service climate, which leads to better safety performance and therefore better customer satisfaction but does not make direct distinctions to healthcare professionals and their users (Willis et al., 2012). It must be noted that little research has been afforded to the connection between users’ safety climate (i.e., perceptions of safety from the users’ point of view) and service access. The existing and available research on outcomes of safety cultures in healthcare remains limited in scope to only safety-related injuries (Singer et al., 2009; Cook et al., 2016). This paper, based on a review of the evidence, not only explores safety climate perceptions from the perspectives of both healthcare employees and users, but also attempts to explore if any spillover effect can be identified (theoretically).
between the perception of employees about the extent to which their organisation values and prioritises safety and the subsequent level of safety thereafter in healthcare provisions as perceived by the users.

**Implications:** The systematic review of literature provides a theoretical and empirical insight to perception of safety climate in healthcare from both employee and user perspectives. A better insight into such perceptions from the employee’s view can influence and impact the well-being of employees and their engagement while also impacting performance behaviours during times of rapid change and uncertainty. A better insight to safety climate perceptions from the user’s viewpoint will influence and impact user access behaviours. Safety cultures are not only shaped by employees but by service users as well with repercussions for the whole organisation. Hence, exploring both employee and user perspectives can help policy makers and managers in healthcare organisations to understand risk and safety as perceived by both stakeholders in service or organisational setup that inform and influence service design.

**S207**

**Users-Perceived Safety Climate and Safety Behaviors in the Healthcare Sector and Its Implications for Healthcare Professionals and Organisations: A Preliminary Study During Covid-19**

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**Background:** The relationship between safety climate and safety performance has been rarely examined in the healthcare sector and, when investigated, it always focused on the employees’ perspective, demonstrating a positive link between healthcare employees’ safety climates and patients’ safety outcomes (mainly safety-related injuries, i.e., patients’ infections, medication errors). This research represents an innovative attempt to spotlight the users/patients’ perspective; similar to the impact of safety climate on healthcare employees, users also perceive the atmosphere in which an organisation supports its employees to serve patients. Specifically, the aim is to verify whether users’ perceptions of a healthcare provision’s safety climate have an impact on their safety behaviors (e.g., the patients’ compliance to safety procedures when accessing a service, for instance correctly wearing a mask); moreover, it is hypothesized for this relationship to be mediated by the individual’s motivation to comply to safety when accessing the service.

**Method:** Data was collected following a two-wave procedure: the first data collection involved 635 users of different healthcare provisions, who answered a questionnaire covering safety climate and motivation to comply to safety regulations; after two weeks, a sub-sample of 377 users completed another questionnaire on their safety compliance behaviors when accessing the service. Structural Equation Model was applied to analyse the data using Mplus, with Maximum Likelihood Robust estimator (MLR).

**Results:** Findings confirmed the hypothesized model; specifically, users’ perceptions of how much their service provider valued and engaged with safety policies and practices predicted the extent to which patients adhered to safety procedures when accessing the service. This relationship was mediated by the user’s motivation to comply (for example, how much importance the individual gives to consistently use personal protective equipment).

**Practical Implications:** This preliminary study shows that if patients feel that their healthcare provider attempts to maintain excellent safety levels and provides employees with tools and systems for safer service delivery, then patients will feel highly motivated to adhere to those procedures and they will more likely comply with them. This has important implications for the
organisation as well, since it helps promoting a safe environment for workers too, one where there are less risks/hazards (for example to contract an infection, such as in the case of Covid-19). From a practitioner’s perspective, through the development of a positive safety climate among employees, there appears to be the added benefit of the behaviors and interpretation of events that occur among users. Future research could explore whether the development of a positive safety climate at the employees’ level in the healthcare sector could predict the development of a positive user-perceived safety climate with a consequent higher commitment to safe behaviors among users/patients. A positive safety culture may be therefore enforced not only by the healthcare workers but by service users as well, with positive repercussions for the whole organisation.

S208
The Impact of the Psychosocial Climate of Safety on Health Workers During the First Wave of the Covid-19 Pandemic
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The rapid spread of the Covid-19 had a significant impact on the health of the entire population. The pandemic caused significant implications for the psychological health of the population, but above all, it affected the health care workforce in several ways (Giusti et al., 2020). For healthcare workers, work demands, and workloads have increased during this emergency situation, along with the fear of becoming infected and transmitting the virus to family and friends (Liu et al., 2020; Schroeder et al., 2020). They also reported lack of support in the workplace and compared to other workers, they were more at risk of experiencing acute psychological distress, anxiety, depression, and an increased long-term risk of developing PTSD (Su et al., 2007; Gupta & Sahoo, 2020; Moitra et al., 2021). Otherwise, all these adverse outcomes affected the professional performance and the quality of the care service provided. Several protective factors can help healthcare workers to cope with the emergency, during outbreaks or other critical situations. They lead to procure essential resources, promote a psychosocial safety climate (PSC), and mitigate the negative effects of the job (Loh et al., 2018; Ripp et al., 2020). Psychological health in the workplace is an important issue, and a lack thereof can cause significant economic and social costs. Several studies showed that a lack of perceived safety leads to lower levels of personal well-being (Thormar et al., 2013), and higher levels of anxiety (Goulia et al., 2010). Other studies reported that PSC affected and predicted work engagement, by having a reducing effect on exposure to psychosocial risks, such as bullying and harassment (Law et al., 2011).

Structural Equation Modelling was applied to analyze the data using Amos. It was found that working excessively fully mediated the effects of management commitment and management priority on vigor, absorption, and psychological distress. In addition, working compulsively fully mediated the relationship between organizational participation and vigor. These results might suggest that the lack of perception of practices aimed at preserving the employees’ state of health and psychological safety leads them to a work addiction that intensifies their psychological distress and affects their engagement at work.

S209
Developing the Concept of Nominal Value When Working with People Centred Services: An Exploratory Case Study Examining the Perspectives of Social Care Professionals and Managers
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Influenced by systems approaches to management, some People Centred Service (PCS) health, care and support organisations have been experimenting with alternative ways of designing their services (Hood et al., 2020) around understanding a citizen’s ‘nominal value’. A
nominal value constitutes a heuristic device for capturing what might best satisfy an individual's needs at any point of interaction with the service organisations around them (Seddon, 2003). This paper will explore further what is meant by the term nominal value, how it is being employed in practice, and initial findings of research into its particular application in a PCS setting. In turn, the paper will address issues how the new approach has affected interpersonal relationships between staff working in the system, and how the staff relate to citizens in receipt of care services. Further discussion will examine implications for safety/risk and access to services during a pandemic.

Since the 1980s, the UK public sector has followed the conventions of the dominant New Public Management (NPM, Hood 1991) paradigm and its concomitant approach to managing and designing public services. Despite the evolution of alternatives over the forty-year period, NPM remains as the default setting within public administration and management (Li & Chung, 2020). NPM prioritises compliance with top-down controls in search for efficiency, which in effect means attempting to minimise the unit costs in any particular service (Ward, 2011). In recent years, however, greater debate has emerged around conceptions of value creation in the sector (Williams & Shearer, 2011, Osborne, 2017).

PCS organisations are broadly concerned with the welfare, health and social care of their tenant/patient/residents who require an ongoing relationship and frequent contact with their service users, who may be better described using the more holistic and active term ‘citizens’. In a PCS such as home-based domiciliary social care, that care is conventionally arranged to happen based on a ‘time-and-task’ commissioning process whereby local authorities tender for tasks that need to be completed and the time expected for their completion. The provider is subsequently paid on a rate-per-hour basis (Bennett et al 2018). However, one Welsh local authority has deviated from NPM orthodoxy and instead prioritised the need to build relationships and understand what matters to citizens - their nominal value - before working towards a coproduced, bespoke outcome.

Employing an exploratory case study methodology (Yin, 2018), this research involved interviews being conducted with a purposive sample of workers from this domiciliary care system who represent a cross section of the different levels of management. The data collection process focused on reflections from experiences with the 'nominal value' approach, as well as any artefacts and records from the experimentation process. Initial findings from analysis of the data collected from the case study will be discussed in the context of considerations for the design and management of organisations in similar PCS settings.

Symposium 46: Exploring the Burnout Assessment Tool Cross-Culturally
Chair Jarrod Haar

The current symposium is based on the new Burnout Assessment Tool (BAT). While the BAT has begun to experience growth in studies, many cultures and contexts remain untested. This symposium brings together four papers exploring BAT in the Czech Republic, Turkey, Hungary, and New Zealand – including an indigenous population. Many of the studies report on high level psychometric tests to confirm the psychometric properties of the BAT.

Paper 1. Uses a representative sample of 1011 employees from Czech Republic organizations. Panel survey data. The paper examines the factor validity of Czech-BAT, reliability (internal consistency), conducts invariance testing (gender, professions), tests concurrent validity with
MBI, and construct validity with various job demands and job resources (e.g., job insecurity, work engagement, Psychological Capital (optimism, hope, self-efficacy, resilience).

Paper 2. Uses three representative samples of 2778 Turkish, 1500 Dutch, and 1500 Belgium (Flanders) employees. The latter samples are the original from the BAT development paper. Turkish data was collected by an online survey study.

The paper examines the factorial validity of BAT-TR for 34-item and 12-item versions. Tests measurement invariance (gender, occupations, and cross-country). Factor loadings are invariant in all analyses. Item intercepts are not invariant across gender and occupations. Females have higher, managerial jobs holders have least. The cross-country model showed scalar invariance and partial strict invariance (some items' residuals have different variances). Overall, the analysis (Monotrait heteromethod approach) showed that BAT-TR is also similar to the Turkish MBI & OLBI. BAT-TR explained additional variance on job-related outcomes beyond MBI and OLBI. Nomological validity based on the JD-R model on multigroup data showed that main effects are not significantly different between TR and NL.

Paper 3. Uses a representative sample of 1042 employees from New Zealand using a panel survey data. The data includes an over-represented sample of Māori employees (16.7% of the population), the indigenous people of New Zealand (n=250). Tests measurement invariance (by race and gender). Factor loadings are invariant in all analyses. Confirmatory Factor Analysis (CFA) of the BAT confirms the higher-order construct for both New Zealand and Māori employees. Conducts odds ratios of wellbeing outcomes (job depression, psychological complaints, and psychosomatic complaints) and job outcomes (employee engagement, job satisfaction and turnover intentions).

Paper 4 uses a sample of Hungarian teachers (n=666) and tests the construct validity, convergent and discriminant validity of the BAT. The sample is geographically diverse. Analyses include Factorial validity: Confirmatory Factor Analysis (CFA) of the BAT, reliability, and construct validity (convergent and internal discriminant validity with MBI-ES; external discriminant validity, with AVE method). Correlational links to WHO-5 well-being index, Multidimensional Social Support Scale, Self-Compassion Scale, Big Five Inventory, Coping scale (based on Lazarus and Folkman), and Sense of Coherence Scale.

S210 The Validity and Reliability of Czech Adaptation of Burnout Assessment Tool
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This study focuses on the validity of the Czech adaptation of Burnout Assessment Tool (BAT) (Schaufeli et al., 2020). BAT is a new free-to-use burnout questionnaire. It consists of 23 items measuring four core dimensions of burnout (exhaustion, mental distance, cognitive impairment, and emotional impairment) and 10 items that measure two secondary symptoms of burnout (psychological complaints and psychosomatic complaints). The questionnaire was translated to Czech using three independent translations and a backtranslation by a native speaker. The new Czech translation was tested and revised in three pilot studies on convenient samples of 361, 201, and 161 employees of Czech companies. The amended version was administered to a representative sample of 1011 Czech employees that were contacted by a company that specializes in public opinion polls and the collection of socioeconomic data. The preliminary analyses showed that the Czech translation had a similar factor structure to the Dutch and English versions. All items load strongly on their respective factors. All subscales of BAT also showed to have high internal consistency. The questionnaire shows strong measurement invariance across men and women. Concurrent validity was supported by correlations with the official adaptation of Maslach Burnout Inventory (MBI) (Maslach et al., 1996). The construct validity was supported by inspecting mutual relationships with work engagement (UWES-3;
Schaufeli, 2006), job insecurity (Job Insecurity Scale; Vander Elst, 2014), job satisfaction, work performance, turnover intention (single item for each construct), and various constructs from the Job demands–resources model (JD-R Questionnaire; Schaufeli, 2015). The study showed that combining core symptoms and secondary symptoms of burnout in one model might cause problems in identification of the model. It also showed several imperfections in the official Czech adaptation of MBI. The data collected for the Czech MBI showed only satisfactory fit to the theoretical model. Two MBI items (nr. 6 and nr. 13) seem to be adapted incorrectly as they tended to load significantly on theoretically unrelated factors. This study provides evidence on the reliability and validity of the official Czech version of BAT. It also shows that the Czech version of BAT should be preferred over the Czech version of MBI and that the Czech version of MBI needs further improvement.

**S21**

**BAT-TR: The Validation of Turkish BAT and Cross-Country Comparisons**

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Recently, a new burnout measure was established (Burnout Assessment Tool-BAT). The necessity for a Turkish translation was urgent, as past research had raised concerns about the psychometric properties of both the Turkish and other translations of previous measures (i.e. MBI, OLBI). Turkey has the highest percentage of employee burnout among 35 nations, with 25% of employees expressing burnout, according to the European Union's European Employee Conditions Survey (N = 43675). As a result, a robust assessment of job burnout should exist in order to develop appropriate policies and treatments, either individually or organizationally.

We translated and validated BAT into Turkish in our validation research (BAT-TR). After collecting cross-sectional data from a representative population in Turkey (N = 2778), we confirmed that the BAT-TR has a factor structure consisting of four core and two secondary factors, which corresponds to the original BAT. We analyzed both the 34- and 12-item versions. In both situations, we obtained a satisfactory match and the reliability of all first-order factors.

To check that the new measure is comparable across a wide range of employees, we conducted two multigroup confirmatory factor analyses and discovered evidence of partial measurement invariance across gender and occupational categories. While factor structure and loadings did not differ between gender and occupational groups, females had greater item intercepts than management job-holders. Although BAT-TR is comparable to earlier burnout measures such as Turkish versions of MBI and OLBI, it has incremental validity over job-related outcomes such as job satisfaction and performance. Following that, we conducted another multigroup confirmatory factor analysis using our data in conjunction with Dutch (N = 1500) and Flanders' (N = 1500) data obtained from the BAT consortium, yielding a partial tight measurement invariance across nations. Then, we examined the nomological validity of BAT-TR using multigroup data from the JD-R model, which revealed that the main effects are not significantly different between TR and NL (B not included due to missing data).

The findings indicate that the BAT-TR is a reliable and valid Turkish instrument for assessing job burnout. It includes four core variables: exhaustion, mental distance, cognitive impairment, and emotional impairment, as well as two secondary variables: psychological strain, and psychosomatic complaints. Its invariance with Dutch and Flanders' data demonstrates that the Turkish version is congruent with the original data used to construct the BAT, corroborating previous validation results. Additionally, the equivalency of structural impacts as measured by the work demands-resources model demonstrates the model's contemporaneous validity.

Future research utilizing this measure, however, should address item-level variations between males and females, as well as managerial and non-managerial jobs.
Purpose: The Burnout Assessment Tool (BAT) seeks to remedy many of the current deficiencies around measuring and, ultimately, understanding burnout. The BAT provides a cut-off score representing severe burnout, representing a burnt-out risk, and the present study seeks to explore determinants amongst Māori employees, the indigenous people of Aotearoa/New Zealand. Māori are the indigenous people of Aotearoa/New Zealand, representing 16.5% of the population. While there is growing interest in the economic contribution of Māori to Aotearoa/New Zealand (with economic contributions out-stripping New Zealand Europeans), there are aspects around wellbeing that also warrant investigation. Recently, Haar and Martin (2021) reported on the wellbeing of Māori scientists and found that the consequences of working a cultural double shift (normal job plus cultural work) was high burnout. The present study explores the BAT to determine the psychometric properties amongst indigenous employees and compares them with New Zealand Europeans.

Methods: Using two samples of data, one from Māori employees (1) N = 265, and (2) N = 777 New Zealand European (white) employees, the psychometric properties of the BAT are established. Next, high burnt-out risk are calculated. Odds-ratios are conducted across a number of work, personal, and perception determinants to understand burnt-out risk amongst Māori employees and comparing these to New Zealand European employees.

Findings: The psychometric properties of the BAT-New Zealand and BAT-Māori are established. Metric invariance test finds no differences between the datasets. Regarding high burnt-out risk, significantly higher levels are found for Māori employees (25%) versus New Zealand European (16%). Some individual determinants of burnt-out risk were not supported for Māori employees but are for New Zealand European employees. This conflicts with findings from across the globe. However, organizational determinants around high job insecurity and supportive culture towards wellbeing (perceived organizational support) are uniformly supported for both data sets.

Practical Implications: The implications for human resource managers, organizations, and Māori entities and individuals are discussed. Importantly, Māori employees are a minority group and the higher rates of burnt-out risk have important societal implications, not least the legislative pressures New Zealand organizations may be under. Mental health issues in the workforce (e.g., stress, burnout) are aspects that New Zealand organizations can be prosecuted against.

Originality: The study is the first to explore the BAT on indigenous employees (Māori) and also compare it with the dominant non-indigenous population. Given the growing interest in Māori, including contribution to the broader economy, understanding the determinants of burnt-out risk is needed.
In our presentation, we introduce the validation of the newly developed burnout inventory, the Burnout Assessment Tool (BAT) on a sample of Hungarian teachers. About 5-20% of teachers are prone to experience burnout in Hungary due to a lack of professional respect, low wages, rising numbers of disadvantaged students, and poor infrastructure in schools. We initially surveyed 600 teachers and followed up with 100 teachers for a second wave of data collection which enabled us to measure the test-retest reliability. The BAT distinguishes between core (exhaustion, impaired emotional control, impaired cognitive control, and mental distance) and secondary symptoms (depressed mood, psychosomatic complaints, and psychological distress), thus it has two parts, BAT-C and BAT-S respectively. We conduct a confirmatory factor analysis to see the BAT factors of the Hungarian sample, and by creating Cr-α values, we examine the validity of the Hungarian items. We will introduce test-retest reliability of the Hungarian version of the BAT, and we measure the convergent and internal discriminant validity of the BAT-C (since these are the dimensions of the BAT overlapping) with the MBI-ES scale, which is the most popular measurement for burnout among teachers. With the AVE (Average Variance Explained) method we measure external discriminant validity of BAT, with well-being variables: the WHO-5 Well-being Index, the Self-Compassion Scale, and a Hungarian Coping Scale based on the theory of Lazarus and Folkman. We measure goodness of fit of the model with RMSEA, CFI, χ², TLI methods. Hereby, the current study aims to help provide access to a more comprehensive tool for burnout measurement for an especially vulnerable population in Hungary.
Detecting Insufficient Recovery: Early Indicators of Stress-Related Psychological Health Problems
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Background: The current Covid-19 pandemic has highlighted the urgent need for scalable preventive interventions that could be rapidly implemented to manage work-related stress among public service employees, such as healthcare workers. To succeed with such timely interventions, it is crucial to harness the potential brought to us by ever more present mobile technology. However, an increasing availability of data gathered with mobile technology (e.g., diary data, experience sampling data) poses questions about possible ways to effectively summarize and interpret them. In this study, we focus on identifying dynamic indicators of insufficient stress recovery and investigating their relevance in predicting stress-related psychological health problems. Even though occupational health literature provides evidence on which factors (e.g., high work demands) may predict the occurrence of stress-related psychological problems, surprisingly little is known about early indicators of when such problems start to occur. Psychologists typically assume that a period of insufficient recovery from work-related stress precedes an onset of burnout or exhaustion symptoms. Thus far, however, theories of work-related stress have not specified how long such period typically lasts and what indicators may be used to detect an insufficient recovery over time.

Design: The data were collected among healthcare workers using a 28-days diary format. Participants (N = 353) completed daily assessments of stress reactions, sleep quality, and factors related to their work environment (e.g., workload). The daily assessments were modelled in a series of multilevel analyses to determine individual patterns of responses indicating insufficient recovery. The patterns were in turn used to predict symptoms of burnout/exhaustion.

Results: Several dynamic indicators of insufficient daily recovery may be used to predict increased levels of psychological stress symptoms at the end of the assessment period. We have tested indicators reflecting temporal stability, emotional inertia, and psychological detachment. Moreover, we have also analyzed the optimal length of a daily assessment period that is necessary to compute such dynamic indicators of insufficient recovery.

Practical Implications: Psychosocial stressors at work are alarmingly prevalent, especially among crucial public service occupations such as healthcare workers. Recent studies highlight the importance of effective recovery from stress reactions triggered by demanding work environments. Correctly identifying insufficient recovery over time is therefore critically important for building a better theory of work-related psychological health problems, and consequently determining optimal time frames for successful early interventions. From a practice perspective, such interventions are much needed as a complement to vocational rehabilitation measures for those on sick leave due to common mental disorders.

Originality: The current practice of assessing dynamic processes, such as stress-recovery cycle, using only one-time measurement may create a significant amount of error due to recollection biases. Thus, ecologically valid measurements using intensive diary formats are an important steppingstone for the development of targeted early intervention programs. The results of this study will contribute to this aim by exploring how daily diary data may be summarized to effectively predict an onset of stress-related psychological health problems.
O2
It's a New Week – Is It? Testing Recovery, Accumulation, and Sensitization Effects of Work Stressors on Fatigue in a 12 Week Diary Study
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Study aim: Studies investigating the stressor–strain relationship using daily or weekly diary designs have usually been interested in short-term effects. These models typically have not accounted for the possibility of accumulation (i.e., previous stressor experiences having a lasting effect and affecting strain on subsequent occasions) and sensitization (i.e., previous stressor experiences amplifying subsequent reactions to stressors) effects of stressors across days and weeks. In this research, we test the immediate, lagged, and sensitization effects of two work stressors, namely workload and relationship conflict on fatigue within and across weeks.

Theoretical background: Some theories such as the initial impact model (Frese & Zapf, 1988) assume that employees immediately react to stressors with heightened levels of strain. As soon as the stressor is removed, strain returns to their base level (McEwen, 1998). These models imply that there are concurrent positive relationships between stressors and strain, but not necessarily lagged relationships. Other theoretical positions assume that exposure to stressors may accumulate over time. For example, Meijman and Mulder (1998) assumed that exposure to stressors leads to insufficient time to recover which may increase the intensity of subsequent load reactions.

Design: Planned: Diary study with weekly measures over three months (i.e., 12 measurement occasions) with 300 participants. Data collection and analyses will be completed by May 2021

Limitations: Self-report of work stressors and well-being

Research/Practical Implications: By comparing different perspectives on how work stressors affect employees' well-being within and across weeks, we respond to the call to pay more attention to temporal issues in order to extend our knowledge of the temporal dynamic of the stressor–strain relationship (Sonnentag, 2012; Sonnentag et al., 2017).

O3
Does Timing Matter? Modeling Daily Trajectories of Recovery Experiences
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Recovery from work demands is important for employee health and wellbeing (cf. Steed et al., 2021). Past studies on employees’ daily recovery experiences (i.e., psychological detachment, relaxation, mastery, and control) have mainly focused on the mean level of recovery (e.g., Ouyang, et al., 2019). This approach, however, neglects how recovery experiences develop during the course of an evening. The goal of our study is to examine daily trajectories of evening recovery experiences. We expect psychological detachment, relaxation, and control to show an increase during the evening. Moreover, we expect mastery to first show an increase and then a decrease during the evening. Additionally, we investigate whether the slopes of recovery experiences predict employees’ next morning wellbeing beyond the mean level of recovery. To the best of our knowledge, this is the first study examining how recovery experiences develop during the evening and showing that it is of importance when during the evening specific recovery experiences occur.
Our sample comprised 92 employees (63% female, Mean age=38.16 years). Participants completed – as part of a larger project – daily surveys on ten workdays. In the morning survey, we measured participants’ momentary mood, sleep quality, and state of being recovered. We additionally used the day reconstruction method (Kahneman et al., 2004) to assess participants’ recovery experiences during several episodes of the previous evening. The final data set included 477 morning surveys (containing information about the evening before) with a total of 1,998 episodes.

We conducted multilevel growth curve analyses and multilevel path analyses in Mplus 7.4 (Muthén & Muthén, 1998-2015) considering the nested data structure (person, day, episode). As expected, psychological detachment, relaxation, and control showed a positive linear trend and mastery experiences showed a negative quadratic trend during the evening. Additional analyses suggest that the slopes of the recovery experiences predict certain next morning wellbeing indicators beyond the mean level of the recovery experiences when controlling for the duration of recovery time during the evening. These results demonstrate that, in addition to the mean level of recovery experiences, the timing of when the recovery experiences occur is important for wellbeing.

One limitation is that findings are based on constructs measured at the same occasion. However, the application of the day reconstruction method and complex statistical analyses may minimize concerns of biases. Investigating evening recovery trajectories has important implications. For research, our findings imply that recovery experiences develop differently during the evening and that this development is, in addition to the average degree of evening recovery experiences, relevant for the recovery process. For instance, an increase in psychological detachment was found to be over and above the mean daily level of psychological detachment beneficial for employees’ next morning wellbeing. From a practical point of view, employees might want to design their evenings in ways to facilitate certain developments of recovery experiences.

**O4**

**Associations Between Daily Sleep and Affective Experiences: A Systematic Review**

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The primary objective of the systematic review was to examine empirical research investigating the bidirectional relationship between daily sleep and affective experiences. A secondary objective was to summarise evidence on the impact of work-related emotions, mood, and affect on sleep; in particular, this aimed to explore the situational context of daily assessments and the role of work-related events in daily life. This work expands on two previous reviews by Konjaraski, Murray, Lee, and Jackson (2018) and Ong, Kim, Young, and Steptoe (2017). The International Prospective Register for Systematic Reviews (PROSPERO) and four electronic databases were searched: EMBASE (Ovid), Ovid MEDLINE(R), PsycINFO (Ovid), and Scopus (Elsevier). Additional studies were identified through reference checking and hand searching. The search strategy followed PRESS guidelines (McGowan et al., 2016) and utilised the Yale MeSH Analyzer tool (Grossetta Nardini & Wang, 2018) to identify relevant search terms (Atkinson & Cipriani, 2018). EndNote software was used to de-duplicate identified records which were then uploaded to Rayyan (Ouzzani, Hammady, Fedorowicz, & Elmagarmid, 2016).

Four databases were searched to January 2021 with additional studies identified through reference checking and hand searching. 1832 studies were identified and 51 met the full...
Studies predominantly included healthy populations (N=42) and remaining studies investigated mood disorders; depression or anxiety (N=5) and bipolar disorder (N=4). A total of 1832 studies were identified and 51 met the full inclusion criteria. Studies predominantly included healthy populations (N=42), of which four involved shift workers; remaining studies investigated mood disorders (N=9). Studies with only self-report sleep measures were most common (N=31) but a high number incorporated actigraphy (N=20). Overall, 13 studies used both actigraphy (objective) and self-report (subjective) sleep markers. Sleep diaries (N=13), the Pittsburgh Sleep Quality Index (PSQI; N=10), and Positive and Negative Affect Schedule (PANAS; N=20) were the most widely used measures. In general, findings support a mutual relationship between sleep and next-day affective experiences among healthy populations, shift workers, and individuals diagnosed with a mood disorder.

Studies varied considerably in how ‘sleep’ and ‘affect’ were defined and operationalised. The type of momentary assessment technique, frequency and timing of daily measures, and study duration were also wide-ranging. Relatively few studies utilised both objective and subjective sleep markers. Further research is needed among those with non-standard work schedules, shift workers, and affective disorders; for which sleep-wake and circadian disruption are common and may confer vulnerability to mood perturbations. Recommendations for future research include a focus on standardised sleep & affect measures, a combined use of subjective and objective sleep markers, and an understanding of the association between shift work and mood disorders.

O5
A Daily Diary Study on Workplace Embitterment: The Role of Illegitimate Tasks and the Impact on Counterproductive Work Behavior and Affective Rumination.
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Embitterment is defined as an emotional response to unjust work experiences that can have a toll on employees’ wellbeing. Embitterment is usually assessed as a condition that develops over long periods of time. In the current study, we argue that embitterment is also a state that may exhibit significant within-person variations. To further support the validity of state embitterment we study it within ‘Stress-as-Offense-to-Self’ (SOS) theory (Semmer 2007, 2019) with the aims to understand its proximal antecedents and consequences at work, but also during off-job time. According to SOS theory, threats to one’s self-image (i.e., anything that signals a lack of appreciation and respect), can trigger stress and unfavorable outcomes. Within this framework, illegitimate tasks (ITs) refer to tasks that are perceived by employees as unnecessary and/or unreasonable, and, as such, may threaten their self-esteem and image, and violate justice rules. Also, SOS theory proposes that appreciation by significant others at work such as supervisors and colleagues, may buffer the unfavorable outcomes of ITs. In line with this theory, we hypothesized that daily ITs will have a positive, indirect relationship with daily embitterment via their negative relationship with interactional justice, and that this indirect relationship will be stronger (vs. weaker) in conditions of lower (vs. higher) appreciation from colleagues and supervisors. We, also, anticipated that embitterment will relate positively to counterproductive work behavior (CWB) as an attempt to restore a sense of justice. Drawing upon the recovery literature, we further argued that employees, who feel embittered and, as a result, engage in CWB during work, may end up experiencing more pervasive, recurrent, and negative thoughts about work in the hours after work (i.e., affective rumination). The study hypotheses were assessed using a daily, diary study. In total 71 employees completed the diary twice a day (i.e., after work and before bedtime) for five consecutive workdays.
Findings indicated that 41% of the variance in embitterment could be attributed to within-person variations, justifying our assumption that embitterment is a state that may vary substantially within-persons as a response to environmental stimuli. In line with our hypotheses, ITs (both unreasonable and unnecessary) related positively to embitterment via reduced interactional justice. Appreciation either by colleagues or by supervisors did not moderate this indirect effect. Embitterment did not relate significantly to CWB but was found to mediate the negative relationship between interactional justice and affective rumination. Analyses for the separate dimensions of ITs also showed that appreciation by colleagues buffers the positive relationship between unreasonable tasks and embitterment. This study expands the nomological network of embitterment by highlighting that embitterment is a state that varies within employees and by introducing the role of ITs as a potential threat to interactional justice that may elicit feelings of embitterment with consecutive results for employees’ affective rumination during off-job hours.

O6
How Did You Sleep Tonight? The Relevance of Sleep Quality and Sleep–Wake Rhythm for Procrastination at Work
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“Never put off till tomorrow what you can do the day after tomorrow” - This quote by Mark Twain addresses the phenomenon of procrastination. Procrastination is defined as the irrational delay of the initiation or completion of activities and carries the risk of detrimental consequences at work, including strain and poor performance. Recent studies that aimed to identify predictors of work-related procrastination have shed light on the relevance of day-specific sleep quality and people’s preferred sleep–wake rhythm (chronotype).

We offer a self-regulation perspective on procrastination and argue that procrastination is an outcome of depleted self-regulatory resources and thus, the restoration of self-regulatory resources during high-quality sleep at night would prevent procrastination. Moreover, we argue that a greater mismatch (circadian misalignment) between individuals’ preferred sleep–wake rhythms (chronotype) and externally imposed sleep–wake times is resource demanding. In an attempt to further develop this line of research, the current study aimed to achieve a broader understanding of the relevance of sleep and circadian rhythm for procrastination. Therefore, we explored the effect of sleep quality on procrastination for different chronotypes. Specifically, we hypothesized that compared to employees with an earlier chronotype (morning type), employees with a later chronotype (evening types) are more dependent on good sleep at night to prevent procrastination the next day. Further, we considered the shift to daylight saving time (DST), also known as summertime, as a phenomenon that induces or aggravates circadian misalignment and thereby later chronotypes’ dependence on high-quality sleep. Thus, the shift to DST should exacerbate later chronotypes’ dependence on high-quality sleep to prevent procrastination the next day.

For this repeated-measures study, participants were 101 full-time employees. They completed a general questionnaire and day-specific questionnaires on the Monday before and the Monday following the shift to DST. The multilevel analyses showed that employees procrastinated less on days following nights during which they slept better. Later chronotypes (evening types) experienced more procrastination than earlier chronotypes (morning types). Our findings also supported the hypothesis that the relationship between sleep quality and procrastination is stronger for later chronotypes compared to earlier chronotypes on the Monday following the shift to DST. In other words, the lower the sleep quality of later chronotypes during the previous night, the more they procrastinated on the Monday following the shift to DST.
This is the first study that has shed light on the effect of the interplay of sleep quality, chronotype, and the shift to DST for procrastination. In summary, the current study’s results highlight the relevance of sleep and chronobiology for dysfunctional behavior at work. In particular, the current study has highlighted the costs of DST for specific groups of employees such as late chronotypes and thus contributes to the debate about whether DST should be abolished. Addressing limitations, late chronotypes were underrepresented in our sample, resulting in a potential underestimation of the true effect of chronotype.

07
So Far So Good, but for How Long? An Experience Sampling Examination of the Workaholic’s Short-Term Reactions to Increased Workload and Sustained Work Time
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Workaholism is recognized as a dysfunctional form of heavy work investment, characterized by preoccupation and compulsion regarding one’s work, difficulties in disengaging from it, and the tendency to work for very long hours. Although it has been consistently associated with negative outcomes, most studies adopted between-individuals designs focusing on stable differences between workaholics and controls. Here, we used a within-individual perspective to investigate the micro-processes of health deterioration activated by the interaction between workaholism and working conditions. That is, we ecologically explored whether and how the short-term affective reactions to work stressors are moderated by the individual level of workaholism. Building on studies identifying emotional strain as the most immediate response to work stressors, we expected the individual level of workaholism to magnify work-related strain responses, and specifically the affective reactions to increased workload, and the linear growth of perceived fatigue over time, within a typical workday.

A three-day protocol using experience sampling methods (ESM) was conducted with a convenience sample of knowledge workers mainly involved in back-office activities. Following a preliminary questionnaire measuring workaholism, demographic, and occupational variables, participants received seven ESM surveys per day (each 90 ± 10 min from 10:00 to 18:30) over three non-consecutive workdays (Monday, Wednesday, and Friday), measuring their current mood (negative affect, tense arousal, and fatigue) and perceived workload.

Results: Multilevel modeling conducted on 1,484 observations from 147 participants (52% females, response rate = 56 ± 21%) showed a substantial relationship between workload and each mood dimension, as well as a positive linear trend of fatigue over time spent working. Workaholism was found to moderate both relationships while being positively associated with higher mean levels of negative affect, tense arousal, and fatigue. However, contrary to our expectations, higher levels of workaholism were associated with a weaker rather than a stronger relationship between workload and negative affect, and between time spent working and fatigue, even after controlling for sex, age, job position, and family status. A possible interpretation of these findings is that individuals with higher workaholic tendencies might be more resistant/tolerant to increased workload and sustained work time compared to their colleagues. Alternatively, workaholics might be just unaware of, or insensitive to, the short-term effects of work stressors, eventually resulting in the same long-term negative outcomes affecting their colleagues. The theoretical and practical implications of both interpretations are discussed.
A Multilevel Model of Compassion in the Healthcare Context
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Aim: The study examines compassion as a psychological mechanism that can further explain how Job Demands and Resources are related to psychological well-being (burnout and engagement), also considering the multilevel nature of organizations (individual and group levels) and then contributing to the literature on personal resources. Based on the Healthy and Resilient Organizations Model (Salanova et al., 2012) and Conservation of Resources Theory (Hobfoll, 1989), the study sheds light on the antecedents of compassion as a desirable resource that might protect healthcare workers from burnout and foster engagement.

Theoretical background: Compassion means being sensitive to the suffering of oneself and others and striving to alleviate and prevent it (Gilbert, 2019). In this regard, social job resources such as providing feedback, sharing challenges, difficulties, successes with colleagues, and receiving support from leaders has been seen to act as antecedent (Lown et al., 2010). Interest in studying compassion in the healthcare context has increased due to its role as a protective factor against burnout and empathetic distress and enhancing the quality of care and patient’s health (Klimecki & Singer, 2012). We suggest that social job resources at group level can promote compassion in healthcare professionals, decreasing job demands.

Design/Methodology: The data was collected through the HERO Questionnaire (Salanova et al., 2012): 5 items of the Brief Compassion Scale (Amutio et al., 2018; Pommier, 2010), social job resources (i.e., coordination), job demands (i.e., quantitative overload), engagement andburnout. The sample consisted of 1,420 healthcare professionals (79% female) from 41 services of different hospitals in Spain. Hierarchical linear modelling was computed by SPSS 26.

Results: At the individual level, job demands (level 1) were negatively related to compassion (β = -.11, p ≤ .001) whereas social job resources at the group level (level 2) were positively related to the adjusted means of compassion at individual level (β = .27, p ≤ .001). At the individual level, compassion was also positively related to engagement (level 1) (β = .49, p ≤ .001), and aggregated social job resources (level 2) were positively related to the adjusted means of personal engagement (β = .27, p ≤ .001). Finally, compassion (level 1) was negatively related to individual burnout (level 1) (β = -.39, p ≤ .001), and aggregate social job resources (level 2) were negatively related to the adjusted means of personal burnout (level 1) (β = -.44, p ≤ .05)

Conclusion: This research proves that compassion at the group level has positive effects on social job resources and on engagement at the individual level. In addition, compassion and social job resources can reduce the levels of job demands. Although examined at the individual level, the study supports the antecedents of compassion at the group level. Furthermore, based on occupational health models, the study theorises the role of compassion as a personal resource. The findings are discussed to provide insights into how to conduct interventions in the health sector to increase job resources at the group level and in turn promote compassion.
What Is Your Oasis? Investigation of Restorative and Stressful Environments via Critical Incident Technique
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Daily recovery from work-related stress is necessary for long-term health and performance in employees. Up to now, especially restorative leisure activities and recovery experiences have been investigated (Sonnentag, 2001; Sonnentag & Fritz, 2007), whereas little is known about restorative environments for employees in the field of work and organizational psychology. We examined which environments employees perceive as either (a) restorative or (b) stressful. We hypothesized that restorative environments provide more opportunities for (a) psychological detachment, (b) relaxation, and (c) absorption than stressful environments.

Method: We used a mixed-method design, combining half-structured interviewing via critical incident technique (Flanagan, 1954) and psychometric questionnaires. In total, 29 employees from different industries reported 98 incidents ($M = 3.38$ incidents per subject), when their environment was restorative ($N = 56$) or stressful ($N = 42$). Additionally, subjects filled in questionnaires (psychological detachment, relaxation and absorption) about these incidents. Transcripts of the interview records have been analysed using techniques of qualitative content analysis, especially inductive category formation (Mayring, 2014).

Results: About half of the restorative incidents (33/56) were located in natural environments (e.g., fields, forests, mountains, beaches), 15 were mainly artificial (e.g., the own home, coffeehouse), and 8 incidents included both natural and artificial features (e.g., restaurant at the beach, harbour). Most of the stressful incidents (37/42) were located in artificial environments and have been categorized according to the central stressor of each incident, namely noise ($N = 13$), crowding ($N = 7$), high traffic ($N = 6$), too much different stimuli ($N = 6$), unattractive interior design ($N = 6$) and unpleasant temperatures ($N = 3$). As expected, the restorative incidents were rated higher on psychological detachment ($t(25) = 8.11, p < .001, d = 1.59$), relaxation ($t(25) = 22.45, p < .001, d = 4.40$) and absorption ($t(25) = 7.96, p < .001, d = 1.56$) than the stressful environments.

Discussion: Based on the results of the current study, we built an environmental stressors resources model. According to our model, restorative environments include many environmental resources (e.g., naturalness, attractive artificial features) and few environmental stressors (e.g., noise, crowding), while the opposite is true for stressful environments. Our results can be used to plan restorative leisure activities, because it is not only crucial what employees do in leisure, but also in which environment they spend their recovery time.

Antecedents and Outcomes of Employees’ Daily Latent Sleep Profiles
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Dealing with work demands increases employees’ fatigue (Demerouti et al., 2001). Sleep is an important daily recovery process (Barnes, 2012) that helps to reduce fatigue. Previous research on employees’ sleep has mainly focused on variable-centered approaches. However, sleep is best represented by an interplay of multiple facets such as qualitative, quantitative, and biological characteristics (Monk et al., 1997; Wittmann et al., 2006). We address this oversight by investigating daily latent profiles of sleep. Using a person-centered approach allows us to examine multiple sleep characteristics simultaneously. Moreover, we investigate daily workload and work-related rumination (i.e., worry) as antecedents and well-being indicators as outcomes of sleep profile membership.
Our final sample consisted of 247 employees (81.78% female) providing daily-survey data on 1,574 days. Participants were from various industries and had a mean age of 36.87 years. Participants completed daily surveys for two consecutive workweeks.

We conducted multilevel latent profile analysis (MLPA) using MPlus 8.7 (Muthén & Muthén, 1998–2021) examining six sleep characteristics: sleep duration, sleep loss, social sleep lag, problems falling asleep, problems staying asleep, and problems waking up early. First, we selected the number of profiles based on several fit indices (Mäkikangas et al., 2014). Second, we examined antecedents and outcomes of these profiles using the R3STEP and the BCH command (Asparouhov & Muthén, 2014).

A six-profile solution fit the data best. The daily profiles were characterized as follows: (1) Very favorable sleep comprises a high sleep duration, no sleep loss, low sleep problems, and a low social sleep lag. (2) Good sleep is similar to the first profile but characterized by higher sleep problems. (3) Severe problems waking up early is – compared to the second profile – characterized by a lower sleep duration combined with severe problems of waking up early. (4) Severe problems falling asleep is characterized by a lower sleep duration combined with problems falling asleep. (5) Impaired sleep also comprises a lower sleep duration and even higher sleep problems than the second profile. (6) Highly impaired sleep is characterized by the lowest sleep duration and highest sleep loss as well as highest levels on all sleep problems. Our results further indicated that worry and workload – entered into separate prediction models – predict daily profile membership and that sleep profiles are differentially related to next morning well-being indicators.

The six different daily sleep profiles help to learn more about daily sleep processes. Results on outcomes of these profiles highlight the relevance of the interplay of various sleep characteristics for employees’ daily well-being. Further, our findings on workload and worry as antecedents of these profiles emphasize the importance of cognitive processes for employees’ daily sleep.

A limitation is that sleep was measured with self-report. However, this is the first study using MLPA to examine the interplay between daily sleep characteristics. Thereby, we learn more about the variations in daily sleep which go beyond individual sleep characteristics. Moreover, looking at work-related worry and daily workload, our findings shed further light on the mechanism behind the recovery paradox (Sonnentag, 2018).

O11
Ethical Leader’s Influence on Change Recipients’ Psychological Well-Being
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Research goals: In Australia, change initiatives occur more often in public agencies across all three levels of government (local, state, and commonwealth) that cause pressure and stress among public officials. The leadership behaviour of line managers and supervisors during change can enhance or impair the psychological well-being (PWB) of employees through a psychological process. Our goal is to explore the psychological mechanism in which ethical leadership behaviour can lessen the negative consequences of frequent change on employees’ PWB.
**Theoretical background:** Large-scale change initiatives destined to fail could negatively impact employees’ PWB. In this study, we used social learning theory (Bandura, 1977) to examine the influence of ethical leadership on followers’ PWB (Babalola et al., 2016). In particular, the frequency of change could enhance change resistance which leads to psychological contract breach (PCB, Rafferty & Jimmieson, 2017). In this instance, leaders have an ethical moral role to play as they minimize employees’ experience of uncertainty that come with frequent change and their perceptions of PCB, which represents a threat to their PWB (Brown & Treviño, 2006; Sharif & Scandura, 2014).

The literature on change in the workplace depicts that the use of humour exercised by leaders can reduce stress among subordinates caused by change initiatives (Romero & Cruthirds, 2006). However, empirical evidence of leaders’ humour use from during change is still rare. This gap motivates us to empirically examine the role of a supervisor’s humour use in influencing employees’ reaction to change. Using the benign violation theory of humour (McGraw & Warren, 2010; Cheng et al., 2021) allows this study to explain the moderation effect of the supervisor’s use of humour. We expect the negative impact of ethical leadership on uncertainty and PCB will be enhanced when supervisors’ humour usage is low during change. A moderated mediation model was developed to examine the direct and indirect relationship between ethical leadership and the PWB of change recipients.

**Methodology:** We distributed an online survey on two occasions to potential public employees in Australia with the assistance of an online market research company. In Wave 1, 312 relevant participants completed the online survey. Four weeks later, we re-contacted and invited them to complete the Wave 2 survey. The matched sample consisted of 236 usable and complete responses (a response rate of 75.6%). Most of the respondents worked full-time (n=185, 78.4%). There were slightly more female (n=134, 56.8%) participants. Respondents were employed by state public service (n=126, 53.4%) and commonwealth (n=75, 31.8%), and local government (n=35, 14.8%). Approximately they had more than 3 years of job experience. The respondents were asked to rate their direct supervisor’s (1) ethical leadership behaviours using the 10-item Scale from Brown et al. (2005) and (2) the usage of humour with the 5-item scale from Avolio et al. (1999). Psychological uncertainty was measured using the 4-item scale from Rafferty and Griffin (2006) and Rafferty and Jimmieson (2017). We measured PCB with a 5-item scale from Robinson and Morrison (2000). During wave 2, we asked the participants to rate their PWB with the Kessler K-6 Psychological Distress scale (Kessler et al., 2002).

**Results:** Using IBM AMOS ver26, we found that the indirect relationship between ethical leadership and PWB was mediated by psychological uncertainty and PCB (b=-.029, boot se=.011, 95%CI: [-.05, -.01], p<.001) (see Figure 1). The moderated mediation relationship only occurs for the path from ethical leadership to PWB via PCB (b=-.074, boot se=.027, 95%CI: [-.14, -.03], p<.001). Slope analysis using the Johnson-Neyman technique shows that supervisor’s use of humour positively moderated the negative impact of ethical leadership on PCB (b=.15, p<.01).

**Limitations:** This study relied on cross-sectional, single data source (Podsakoff et al., 2012). Future studies could collect PWB from other source (such as the partner of the change recipients). Longitudinal research design could be relevant to explain the cause-effect relationships.

**Research/Practical Implications:** This study contributed to the literature by investigating the positive effect of ethical leadership on the PWB of change recipients through reduced psychological uncertainty and PCB during change. Consistent with McGraw and Warren (2010), we found support for the use of humour as a critical boundary condition of ethical leadership on PWB, such that ethical leaders would use less humour during the organisational change to reduce PCB of their followers.
Originality/Value: This study contributes empirical evidence that less humour use during organisational change could strengthen the negative impact of ethical leadership on PCB of employees to maintain their PWB during change implementation.

O12
The Role of Emotion Regulation in Managing Paid Work and Informal Eldercare
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Due to an ageing population and delay of retirement age, more workers juggle paid work and eldercare responsibilities. Research on working informal caregivers mainly focused on how eldercare responsibilities negatively affect work or well-being related outcomes and the moderating effect of various workplace support, such as flexible work options. Few studies have focused on the individual resources that working informal caregivers make use of to juggle these demands. We, therefore, aim to fill the knowledge gap in individual resources of working informal caregivers and create knowledge about the target population.

Emotion regulation is the attempt to influence one’s emotions and how one experiences and expresses these emotions (Gross, 2015), which can be seen as a resource to help working informal caregivers to cope with the dual responsibilities. Focusing on the cognitive elements of emotional regulation, Garnefski and Kraaij (2006)’s cognitive emotion regulation questionnaire measures nine different cognitive emotion regulation strategies. Positive reappraisal and positive refocusing were positively associated with mental health while planning was positively associated with physical health (Extremera & Rey, 2014). Maladaptive emotion regulation strategies (Focus on thought/rumination, Catastrophizing, Self-blame & Other-blame) were associated with poorer physical and mental health and a higher level of exhaustion (Bassel et al., 2016). Therefore, healthy emotion regulation strategies can potentially be a resource that help working informal caregivers to maintain their health and wellbeing. Our work can potentially contribute to intervention development by establishing the link between work, care and emotion regulation.

Therefore, our research question is whether or not emotion regulation strategies can moderate the relationship between eldercare responsibilities and health and wellbeing outcomes. A shortitudinal survey study (2 surveys, 2 weeks apart) is being conducted during the moment of submission. Participants are working informal caregivers of people aged 65 or above. We currently have 129 participants who completed both surveys, and we aim to collect at least 170 responses by the end of 2021. In our preliminary analysis on the existing data, we found that care burden at time 1 was positively related to work-family conflicts, work interruptions, poorer work performance, anxiety, depressive symptoms, and negatively related to flourishing and wellbeing at time 2. Maladaptive emotion regulation strategies were positively related to sleep difficulties, anxiety and depressive symptoms at time 2. Adaptive emotion regulation strategies were positively linked with flourishing and wellbeing at time 2. In our hierarchical regression analysis, we found that care burden at time 1 and maladaptive emotion regulation strategies together potentially have a moderating effect on the level of anxiety at time 2. Our preliminary results suggested that emotion regulation strategies were associated with informal caregivers in terms of the mental health and various well-being variables with a lagged effect. Another novel finding is that maladaptive emotion regulation strategies potentially have a moderating effect between care burden and level of anxiety. We are planning to conduct more detailed analysis once data collection is completed to investigate how profiles of emotion regulation strategies may affect the relationship between eldercare and various individuals, work, and work-family outcomes.
Reducing Work-Related Stress Through Soft-Skills Training Intervention in the Mining Industry

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Background: The aim of the study was to check if soft-skills training was an effective intervention in reducing work-related stress in copper miners. The stress experienced by miners results from the risk of losing one’s health and/or life. Their work is performed in conditions of constant risk, which results from unpredictable natural forces. According to the data, the highest rate of accidents as well as the highest figure of sick leave, can still be observed in the mining sector. It is also confirmed that miners tend to develop heart and vascular system diseases, and stomach diseases. A targeted training was developed basing on psychological diagnoses that had revealed workers’ need for clear and precise communication, individual and team responsibility, conflict resolution skills and self-management. The two main hypotheses were: [1] the targeted soft-skills training reduces work-related stress and improves general health; [2] observed changes will be maintained for 3 months after the training.

Material and methods: 96 employees were randomized to the intervention group (48 participants) and comparison group (48 participants). Stress was measured using JCQ by Karasek, OSI by Cooper & Williams (modified and fit to the mining environment), and mental health was measured using Goldberg’s GHQ. Experimental manipulation was 2-day-long training. A targeted soft skills training was based on the following program: (1) Improving self-management; (2) Understanding individual and team responsibility; (3) Improving conflict resolution skills; (4) Developing communication skills.

Findings: Results are based on three diagnoses (using the same 3 questionnaires as above) – before the training, directly after the training and 3 months later for the intervention sample, and two diagnoses for the comparison sample. MANOVA has revealed a significant increase of JCQ decision latitude (F=16.5, p<.00; η²=0.15) and social support (Superv. F=11.14, p<.00; η²=0.1; Cowor. F=7.19, p<.002, η²=0.07). A huge decrease in stress was noticed in a modified version of OSI (F=15.74, p=0, η²=0.14) and also a significant increase in GHQ (F=10.03, p<.00, η²=0.09). There were no changes in the comparison group. The results, collected three months after the training, showed the longitudinal effects for stress reduction (F(2,92) =36.6, p=0, η²=0.44), decision latitude (F(2,92) =15.3, p=0, η²=0.25), support supervisor (F(2,92) =11.1, p<0.01, η²=0.2), support co-worker (F(2,92) =6.35, p<0.01, η²=0.12), and general health (F(2,92) =11.2, p<0.01, η²=0.2).

Conclusions: The soft-skills training caused an increase in decision latitude due to the increase in self-management and leadership practice which helped participants better estimate their skills in choosing how they manage their individual work. The training also influenced the level of support due to the development of communication skills and team-oriented behaviour. It allowed the participants to develop individual and team responsibility. The training contributed to the decrease in mental health problems. Participants learned how to deal with stress and modify the pattern of unfruitful reactions to the environment. The soft-skills training for this specific group of blue-collar workers was successful in the long-term as well. In the case of many psychosocial and environmental risks, it is important to strengthen coping with stress abilities through targeted soft-skills intervention.
Introduction: Psychosocial factors can influence health positively or negatively, depending on the perception that the individual has of whether these factors constitute a threat or a physical or psychological risk (e.g., loss of status). In the event that they are harmful to the health and well-being of the worker, one would speak of psychosocial risk factors, sources of work stress or stressors. Second, psychosocial risks can be potentially harmful to a person's physical and mental health. Psychosocial factors are always associated with whether working conditions are perceived as threatening or not, although they do not necessarily represent a risk to health, since that will depend on the assessment made of these conditions and on the strategies to cope with these same conditions (Gil-Monte, 2014). Conversely, psychosocial risks are always associated with conditions that suppose a threat to the worker. Therefore, psychosocial risks are usually the reflection of a poorly designed work environment and organization.

Objective: This longitudinal study was carried out to assess the efficacy of a cognitive behavioral training program that was designed to modify the cognitive and emotional processes related psychosocial risks and stress at work, over a 7-month period in a sample of high school teachers.

Method: The entire sample was made up of 66 high school teachers, 8 (12.1%) men and 58 (87.9%) women. Of these, there were 30 teachers in the training group and 36 teachers in the non-training group.

Instruments: Psychosocial demands (interpersonal conflicts, imbalance, role conflict, role ambiguity, workload, work-family conflict and emotional labor) and Psychosocial resource factors (resources at work, work social support, feedback, and autonomy) were evaluated with UNIPSICO questionnaire (Gil-Monte, 2016). Self-efficacy was evaluated with General Self-efficacy Scale (Bäßler y Schwarzer, 1996). The training program was divided into twelve on-site sessions (e.g., Training in the concept of work-related stress; Training in cognitive techniques; Training in physiological techniques; Control over emotions).

Procedure: The training received by the participants was carried out by clinical psychology practitioners. The study was divided into three time periods, with a gap of three months between T1 and T2 (training program) and four months between T2 and T3 (Follow up). In order to compare the results, training group and non-training group was divided into two groups with high levels of psychosomatic disorders and low levels of psychosomatic disorders. Participation was voluntary, and confidentiality was guaranteed.

Results: Results: The training program significantly reduced interpersonal conflicts, imbalance, role conflict, workload, and work-family conflicts levels, and significantly increases the perception of personal (self-efficacy) and work resources levels in the training group with high levels psychosomatic disorders.

Conclusion: Findings show that the training program was effective in significantly reducing the job stress levels in the training group with high levels psychosomatic disorders compared to the other groups. Although our study has been carried out in a sample of teachers, burnout also affects members of other helping professions.
To Use or Not to Use: App Engagement in mHealth Intervention
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Motivation and background: Work-related stress is widely accepted as a significant risk factor for developing mental health problems such as burnout and depression. Apart from the personal suffering involved with these conditions, psychological health problems come with a large economic and social cost as they contribute to extended periods of sick leave, turnover, and early exit from the labor market. Effective stress recovery is crucially important for reducing the negative effects of work-related stressors, and thus decreasing the risk of burnout and other mental health problems. Considering these facts, effective interventions for promoting healthy stress recovery are urgently needed. Digital solutions are among the most promising options for providing cost-effective, scalable, and effective interventions in an organizational context.

Research question: A notorious problem in eHealth interventions is protocol adherence - the degree to which participants engage with the intervention content. High dropout rates and poor user engagement are common, affecting the effectiveness of the intervention. For this reason, our research seeks to understand the factors which improve adherence to the intervention protocol.

Methods: The DIARY mobile application was developed in response to the Covid-19 pandemic to track work-related stress reactions of healthcare workers over time and simultaneously deliver a self-awareness intervention. Through daily self-reflection and prompting of specific behavioral strategies, the DIARY mobile application aimed to promote active recovery from work-related stress. In this study, 283 health-care workers used the application during a 4-week period in March-April 2021. We employed a mixed methods design to investigate the reasons for user engagement of the DIARY application. Participant characteristics (e.g., gender, age, work experience) and user-experience measures (e.g., app engagement scale) were used as quantitative predictors. Additionally, we conducted semi-structured interviews with a subsample of participants (N = 20) to gain a deeper understanding of the reasons why participants chose to engage with the intervention to varying degrees.

Results: The application was developed iteratively through a series of pilot studies and user-experience analysis. Pilot data demonstrate the feasibility of this approach due to satisfactory recruitment rates and promising protocol adherence. User-experience analysis indicates that participants overall enjoyed the structure of the intervention and found the daily reflections and stress recovery strategies relevant and useful. Analysis of quantitative data indicates that a better user experience as well as finding the content helpful predicts higher adherence. Thematic analysis of interview data corroborates these findings, suggesting that the primary reasons for app engagement include (1) finding the intervention valuable, (2) finding the application easy to use, and (3) having a sense of personal motivation.

Implications: Our study integrates clinical and organizational psychology as well as the field of eHealth, and thus has implications in all these domains. Compared with most other methods, digital interventions are likely cheaper and easier to implement, making them a relevant avenue of investigation. User-experience and interview data presented in this study provide insights into how to design future digital interventions to maximize recruitment, increase protocol adherence, and improve user engagement.
O16
"Getting Past the Dead End" - Understanding Context Complexity in Organizations Undergoing a Conflict Intervention
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Research goals and why the work is worth doing: Managers, public policymakers, dispute resolution professionals, and scholars have developed a rich array of models and practices for the constructive resolution of workplace conflict. But inadequate recognition has been given to the idea that the effectiveness of a dispute resolution method depends on its fit with the source of a particular conflict. Research has established that workplace conflict can lead to detrimental outcomes for organizations, employees and leaders. But we know less about how these sources of conflict interrelate and impacts the conflict management process, including the long-term effect of interventions. The aim of the project is to validate and generate knowledge on a new taxonomy framework of organizational conflict, and evaluate different conflict interventions (IGLO) to better understand how organizational context and intervention characteristics (content and process) influence outcome (satisfaction, effectiveness, fairness).

Theoretical background: Our study seeks to overcome the more traditional atomistic, linear and short-term assumptions about conflict resolution by basing our theoretical framework on Dynamical Systems Theory (DST). According to DST, complex forms of nonlinear causality and varying temporal dimensions can help explain the emergence and change of patterns in systems. DST offers a variety of new ways of researching, analyzing and intervening in conflict using computer modeling and visualization tools and nonlinear monitoring and evaluation. In general, the DST approach to conflict (a) emphasizes the longer-term temporal patterns of conflict dynamics rather than episodic events or short-term outcomes, (b) recognizes that these patterns are often affected by a complex constellation of factors (attitudes, beliefs, norms, policies, leadership, and so on) that interact over time, and (c) suggests that some conflict dynamic parameters are likely to have a stronger impact on changes to the system than others.

Design: Data is planned collected mainly from the higher education sector and health care sector in Norway. Organizations in these sectors are knowledge intense and characterized by hierarchy and complexity, which research indicates are more prone to conflict. A validated survey can map the conflict situation, but action needs to be planned based on the result. Conflict stakeholders will respond to one online survey before conflict intervention, and two surveys during the intervention phase. A follow up interview with stakeholders will be set up within two months after intervention ends to enable evaluation of process and outcome (realist evaluation / critical incident technique).

Results expected/obtained: Using a Dynamic Saas solution (Nøgd) in analyzing the conflict we expect to clearer visualize and find patterns in psychosocial and organizational factors that can help organizations increase their capacity to better understand the fundamental dimensions of different conflict situations (typology). In line with a contingency perspective, we also hope to increase the capacity of organizations to employ a variety of conflict resolution strategies and the ability to assess fit: knowing which strategies work best in which type of situations. Process evaluation will enable a better understanding of how the SaaS solution impacted the conflict process and generate data for further optimizing functionality and assess fit.

Limitations: Collecting quantitative data in a process that traditionally collects data qualitatively could be a challenge. Further, conflict can be a sensitive process, and leaders might find it difficult being studied when themselves are involved. Next, while our study seeks to have four points of data collection, and by that establish some longitudinal data, further studies is needed to verify even more long-term effects. Finally, Norway is a unique national context due to its workplace legislation, meaning findings may differ in other contexts.
**Research/Practical Implications:** Our study will contextualize interpersonal conflict and the effect of multilevel interventions has on the sources that contributed to the conflict. Further, we hope the studies will increase the precision of methodology and standardization related to data collection and analysis to define conflict type. Hopefully, quantitative knowledge will enable clarifying interaction effects, which in turn can help leaders and practitioners get a better understanding of what the conflict is about, with associated preventive measures.

**Originality/Value:** Academia and healthcare are understudied sectors within organizational psychology. DST is also a relative new framework implemented into conflict in organizations. Using a SaaS solution as a reinforcer of the conflict process is also innovative.

**O17**

**What Needs to Improve and for Whom When We Implement Organisational Interventions?**

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A key requisite for successful organisational interventions is participation, meaning that employees and managers in collaboration identify and implement changes to the way work is organised, designed and managed (Nielsen & Noblet, 2018). From a scientific standpoint, the dominant method used to evaluate whether such interventions achieve the intended outcomes, in particular better employee wellbeing and working conditions, is the analyses of changes over time, for example through comparing before and after surveys distributed to workers (Richardson & Rothstein, 2008). If a significant improvement in wellbeing has happened, then researchers conclude that the intervention was a success. Less attention has been paid to if and how organisational members perceive the intervention to be a success (von Thiele Schwarz et al., 2021). Indeed, von Thiele Schwarz et al. (2021) argued that interventions should not only benefit science, but also the participating organisations.

In this debate paper, we build on Weick’s sensemaking theory (Weick, 1995) and argue that engaging in organisational interventions provides stimuli and cues that organisational members translate into cognitive schemata. This sensemaking process is important to understand as it may influence how the organisational members will engage in future initiatives to improve employee wellbeing – and this sustainability should be included as a key part of whether an intervention is successful or not. We term this sustainability perspective change capability, i.e., as part of the intervention, organisational members should learn how to continually engage in improvement processes to improve employee wellbeing (Nielsen & Abildgaard, 2013).

We propose a dual intervention outcome model integrating improvements in wellbeing and change capability. Thus, an intervention is successful when we find alignment between the before-and-after evaluation of wellbeing and organisational members’ sensemaking of the intervention in relation to improvements in both organisational members’ perceptions of their change capability and employee wellbeing. Finally, we not only propose how the model can be used in the evaluation of the organisational interventions but also how it may be used as a dialogue tool to support the intervention process.

**O18**

**Empathy in the Workplace: Detangling Differential Effects of Affective from Cognitive Empathy in the Context of Conflicts and Social Support**

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Emotions are an integral part of daily organizational life, elicited by interactions with others, organizational characteristics, or the work tasks themselves. Empathy, defined as the recognition and understanding of other people’s emotions, seems thus to be crucial for any
efficient functioning, both on the individual and organizational level. Nevertheless, research has not yet focused on empathy in the workplace, impairing its potential organizational benefits. Therefore, the present study investigates the underlying processes of empathy and its different facets - namely affective and cognitive empathy - as well as studying how empathy can be (dis)functional in dealing with conflicts at work. Cognitive empathy is defined as an intellectual ability enabling an individual to view the world from another person’s perspective (Duan & Hill, 1996), thus enabling the understanding of another person’s emotions (Goldstein & Winner, 2012) whereas affective empathy is defined as having a corresponding emotional reaction to the emotions of another individual (Gladstein, 1983), thus, considered more of a contagion of emotional state. The aim of this study being the investigation of affective and cognitive empathy’s roles as moderators between observed relationship conflicts and offering social support, we stipulate that affective empathy will lead to increased emotional fatigue, and in turn impairing giving social support. Indeed, the perception of emotions of others can either lead to orientation toward the other or to personal distress, strongly influenced by the regulation of our own emotions (Klimecki, Leiberg, Ricard, & Singer, 2013). Although, Eisenberg (2007) found a positive correlation between empathy and helping, this relation is inverted if the observer is overwhelmed by the vicarious emotional state and lacks the ability to distance his/herself from the other’s emotional experience. Highly affective empathic individuals can thus be overwhelmed by perceiving negative emotions of others and impairing therefore their helping behaviors. Data was collected through two diary studies over two weeks (i.e., 10 morning questionnaires and 10 end of work questionnaires). The first study was conducted among a total of 142 participants and the second data collection is currently ongoing with 192 participants. Regarding the results for first study, in contrast to our assumptions, the effect of observing conflict on providing support did not depend on observer’s level of empathy. Nevertheless, while affective empathy is related to higher emotional fatigue, cognitive empathy is not. In contrast, only cognitive – but not affective empathy – was positively related to providing support. Results regarding the second study will be available in the beginning of February 2022 and their aim are to clarify the previous obtained effects. The present study emphasizes the need to further investigate the conceptualization of empathy and highlights the necessity to decompose empathy in order to maximize its benefits and enhance all the positive outcomes it prevails. Moreover, affective empathy seems to have detrimental effects, in comparison to cognitive empathy, suggesting that enhancing cognitive empathy could be beneficial to the individual as well as the organization, whereas individuals high in affective empathy is not.

O19 Wanting, Getting, Using, and Staying: Exploring the Link Between Capabilities and Domains of Sustainable Employability
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Changes in work simultaneously emphasize the need for and complicate the challenge of maximizing labor participation of workers. Sustainable employability (SE) has emerged as a topic to address this challenge. Initial work on SE argues that a capability set – having the opportunities to achieve value at work – would be a fruitful way of achieving SE. However, the
debate on whether this capability adequately captures of SE itself, or rather describes a set of antecedent conditions of SE remains unresolved. To further research on this emerging topic in employability research, the present paper examines how capabilities relate to SE in a two-wave observational study. The paper presents a structural equation model on the basis of self-report data from 388 Dutch hospital employees that estimates how different capabilities relate to change in a series of SE indicators (i.e., employability (internal and external), work ability, and work engagement). Model estimates show that change in both internal and external employability relates positively to the capability of developing knowledge and skills, but negatively to using knowledge and skills. Second, change in external employability related negatively to involvement in decision-making and earning a good income. Change in work ability, however, relates to none of the seven work capabilities. Finally, change in work engagement relates positively to the capabilities using knowledge and skills, involvement in decision making, and contributing to something valuable, but negatively to using knowledge and skills as well. The findings suggest that some, but not all, capabilities are relevant to SE. Consequently, while this subset of capabilities can be targeted by interventions, the capability set in general does not seem to adequately cover the whole concept of SE.

O20
It All Depends Which Perspective You Choose: Agent-Recipient Perspectives and Different Ways of Job Crafting
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The purpose of this project is to integrate the Dual Perspective Model (DPM; Abele & Wojciszke, 2014) with the Job Demands/Resources (JD-R; Bakker & Demerouti, 2007) model to better explain job crafting - a proactive alteration of job characteristics to fit one’s preferences. Specifically, we investigated how two perspectives that one can take in social world (agent vs recipient) determine differential patterns of job crafting.

The DPM proposes that there are two major perspectives that people undertake in the social world - that of an agent and that of a recipient. Agent is the one who takes an action, and recipient - the one at whom the action is directed and who experiences its outcomes. An actor feels in control of the situation, experiences positive emotions, and is oriented towards goal pursuit and expansion. Recipient, on the other hand focuses on other actors in the environment and experiences low control. It results in lower mood and action withdrawal. These differences may extend to work attitudes and behaviors.

We argue that agents view themselves as those who can shape their work environment, while recipients succumb to others’ decisions and have a higher tendency to withdraw when they experience problems. Overall, we hypothesized that an agent perspective is linked with increasing structural job resources and job challenges, while recipient perspective is linked with increasing social job resources and reducing hindering job demands.

Study 1 tested the relationships between chronic agent and recipient tendencies and four types of job crafting behaviors using a time-lagged correlational design. In this study we controlled for proactivity. There were two measurement points (T1 [N = 325] and T2 [N = 146]) separated by 5-7 weeks. In Study 2 (N = 216) we tested the influence of state-level agent and recipient perspectives on participant’s intentions to craft their jobs in the following week. We experimentally manipulated the perspectives (agent, recipient, and a control group).

Study 1 demonstrated that the agent and recipient perspectives explained additional variance in job crafting over and above proactivity. We showed that the agent perspective is linked with
self-reported behavior of seeking more structural job resources and increasing one’s job challenges (Study 1). Despite our hypotheses, the recipient perspective was not significantly linked with seeking social job resources. Finally, the agent perspective was negatively and recipient positively linked with reducing job demands. In Study2, we observed stronger intentions to seek structural job resources and job challenges among individuals with manipulated agent perspective than among those with recipient perspective. The one expansion-oriented strategy that was not linked with agency across both studies was ‘seeking social job resources’, which differentiates agency from proactivity.

We conclude that strengthening agentic mindset is a vital step in forming job redesign goals during job crafting interventions. This result may have implications for activities undertaken during job crafting workshops. We show that agent and recipient perspectives have consequences for employee behavior and explain what kind of job redesign strategies individuals use to increase a fit between their jobs and their preferences.

O21
The Footprint – A Study of the Importance of Distinctive Work Characteristics for Employees of Different Age, Gender and Position in Academia.
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This study is an in-depth exploration using a large sample to elaborate on the knowledge obtained over two decades with research on the JD-R model. Knowledge about the importance of different work characteristics for employees in different groups (gender, age, and position) will provide researchers and practitioners with unique information on how to tailor occupational health interventions to the different people in the organization.

According to the JD-R model, two distinct psychological processes lead to employee outcomes (Bakker, 2011; Hakanen, Bakker, & Schaufeli, 2006): 1) The health impairment process, which is characterized by high job demands, might deprive employees of resources and lead to burnout and health problems. 2) The motivational process focuses on job resources that have the potential to lead to work engagement. Therefore, the focus of interventions aimed at improving the psychosocial work environment should be on optimizing the balance between job demands and job resources, which in turn may result in improved employee health and well-being. In a meta-analysis, it was revealed that the importance of different job demands for the target outcomes seems to vary across sectors, whereas the same resource, a supportive environment, explained most of the variance in the outcomes (Nahrgang, Morgeson, & Hofmann, 2010). In addition, Huang, Xing, and Gamble (2019) found dissimilarities in gender when studying the importance of job demands and resources in relation to well-being. In the Norwegian higher education sector, Anthun and Innstrand (2016) found that the relative importance of job demands and job resources for different outcomes seemed to vary across employees of different age groups.

ARK is an ongoing research-based intervention program consisting of the JD-R based questionnaire, KIWEST. KIWEST has been distributed to more than 25 universities and university colleges in Norway since the start in 2012, gathering data from over 46,000 respondents. The questionnaire contains, in addition to a variety of background variables such as gender, age and position, 27 previously validated and sector relevant scales that can work as an excellent base for uncovering important contributors for improving the work environment in the sector.
Preliminary results indicate, in line with the JD-R model, that job demands are more strongly related to health impairing outcomes and job resources to motivational outcomes. However, there seems to be subgroup differences. The analysis will be completed by the end of April 2022 and presented at the conference. The data used in this study were gathered from employees at Norwegian universities and university colleges and may not be generalizable across countries and sectors due to the specific work environment legislations in Norway and the distinctiveness of the academic work situation. The ARK intervention program provides a unique opportunity to explore the importance of job demands and job resources for different subgroups of employees in the higher education sector. Also, whereas researchers normally leave the organization after an intervention is completed, the ARK-program provides the opportunity to investigate the importance of work characteristics for the psychosocial work environment over time during a continuous intervention process.

**O22**

**Having Trouble Getting Rid of Negative Cognitions and Emotions? A Daily Diary Study on the Moderating Role of Emotional Regulation in the Relation of Job Demands, Negative Cognitive-Affective Involvement and Well-Being**

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Due to increasing digitalization and flexibilization, the boundaries between work and private life are gradually blurring and employees are increasingly involved in work during their leisure time in a negative cognitive-affective way (e.g., worry about upcoming work tasks). This so-called negative cognitive-affective involvement can hamper the necessary recovery from work and may result in impaired work-related well-being. In light of these negative effects, it is crucial to investigate under which circumstances this negative cognitive-affective involvement arises. In this study, we examined whether external (i.e., job demands) and individual (i.e., emotional regulation) factors are independently and jointly related to negative cognitive-affective involvement. Specifically, we investigated whether the trait emotional regulation (i.e., how individuals downregulate their negative emotions) reduces the positive association between daily job demands (i.e., cognitive demands, emotional demands, time pressure) and daily negative cognitive-affective involvement. Moreover, we investigate whether daily negative cognitive-affective involvement is in turn associated with daily work-related well-being (i.e., emotional exhaustion, cynicism) and mediates the relationship between job demands and exhaustion/cynicism.

Using a daily diary study with two daily measurement points (i.e., after work, the next morning) over two working weeks, we collected data from a diverse sample of 109 white-collar workers (667 day-level observations). We measured job demands after work, emotional regulation on a person-level (trait), and negative cognitive-affective involvement during leisure, exhaustion, as well as cynicism the next morning.

Results of multilevel analyses indicated differential patterns of moderating effects of daily job demands (i.e., cognitive demands, emotional demands, time pressure) × trait emotional regulation on daily negative cognitive-affective involvement. The pattern for cognitive and emotional demands revealed a significant positive relationship between cognitive/emotional demands and negative cognitive-affective involvement for low level trait emotional regulation (i.e., low downregulation of negative emotions). For high level trait emotional regulation (i.e., high downregulation of negative emotions) we found no significant relationship between cognitive/emotional demands and negative cognitive-affective involvement. However, the interaction of time pressure × trait emotional regulation showed an opposite pattern. We found
A significant negative relationship of time pressure and negative cognitive-affective involvement for low level trait emotional regulation (i.e., low downregulation of negative emotions). The results for high level trait emotional regulation (i.e., high downregulation of negative emotions) indicated a significant positive relationship between time pressure and negative cognitive-affective involvement. Furthermore, the results confirmed that negative cognitive-affective involvement acts as an explanatory variable and mediates the relationship between cognitive/emotional demands and the two work-related well-being indicators. Contrary to our expectations, the indirect effect of time pressure on both outcomes via negative cognitive-affective involvement was not significant. On the one hand, the study helps to broaden the theoretical understanding of negative cognitive-affective involvement, particularly the interplay between job-related and individual factors in predicting negative cognitive-affective involvement. On the other hand, the results provide practical implications, indicating that employees can benefit from interventions targeting the downregulation of negative emotions and improve employee well-being in the long run. Overall, the results help researchers to expand the scientific understanding of the antecedents and outcomes of negative cognitive-affective involvement.

O23
Family Boundary Permeability, Problems Detaching From Work, and Work-Home Conflict: What Comes First During the Lockdown?
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As the lockdown aimed at limiting the spread of coronavirus was implemented, many workers were required to handle both work and family role responsibilities in the same limited space of their homes. This change was rapid and without proper preparation for both the organization and employees. Such urgent demand to start working from home provides several challenges for employee well-being related to the successful management of the interface between work and non-work, including increased family boundary permeability (boundary blurring and work creeping into the home domain), difficulties to detach from work and work-home conflict. In theory, these challenges should be related temporally (that is, their relationship is consequential). However, current knowledge about the direction of their effects upon each other is scarce or unidirectional at best. This research aimed to investigate cross-lagged effects of family permeability, psychological detachment and work-home conflict. Two study waves were conducted in November 2020 and March 2021 during a second lockdown to limit the spread of coronavirus. 236 employees (189 females and 47 males) who were working from home participated in both waves. The average age was 35.8 years (SD = 13.1). We used the Enhanced Measure of Boundary Flexibility (Matthews & Barnes-Farrell, 2010) to measure family permeability, The Recovery Experience Questionnaire (Sonnentag & Fritz, 2007) to measure psychological detachment and the SWING questionnaire (Geurts et al., 2005) to measure work-home conflict. A structural equation modelling with Amos was used to estimate the autoregressive and cross-lagged effects. To test our hypotheses regarding the direction of effects over time, we compared several theory-based cross-lagged models. Contrary to our expectations, T1 family boundary permeability was not significantly related to T2 psychological detachment and work-home conflict. Moreover, T1 psychological detachment proved to be a significant cross-lagged predictor of both family boundary permeability (B = −.255, SE = .120, p = .033) and work-home conflict (B = −.214, SE = .092, p = .020).

In essence, our results revealed that psychological detachment could be considered a primal longitudinal indicator of an employee’s ability to successfully manage the interface of work and family domains during the transition to remote working during the lockdown. Individuals who were better able to leave work behind were better protected from both boundary-blurring and work-home conflict in these challenging pandemic circumstances. Therefore, organizations should encourage their employees to switch off both behaviourally and mentally from work-related issues, thus enabling them to function effectively in various domains of life.
How Career Priority Within the Couple Affects Well-being After the Transition to Parenthood: Ideals Versus Lived Experiences

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The transition to parenthood is an impactful life event for many dual-earner couples, during which partners make choices about how to divide work and family responsibilities between them. Past research has led to mixed findings about how this division impacts the well-being of first-time parents (Coltrane, 2000), suggesting that not only the actual division matters but also its match with individual preferences (Shockley & Allen, 2018). Studies indicate that first-time parents’ unfulfilled ideals or expectations about the division of unpaid labor relate to lower relationship satisfaction and negative psychological health outcomes (such as depression, stress or anxiety; Biehle & Mickelson, 2012; Goldberg & Perry-Jenkins, 2004; Shockley & Allen, 2018). Less is known about ideal divisions of paid labor when working couples become parents. This is surprising, since work is generally an important part of life for individuals in dual-earner families – the most dominant household type in many western countries (OECD, 2011) –, and a salient source of well-being in various life domains (Demerouti et al., 2005; Erdogan et al., 2012).

In this study, we explore how (in)congruence between actual and ideal career priority affects the well-being of working first-time parents. Actual career priority captures whose career takes priority within a couple at a given point in time, whereas ideal career priority reflects the division as it would be preferred by an individual partner. Building on person-environment fit theory, we expect that incongruence between a partner’s actual and ideal career priority leads to reduced well-being at work, in the relationship and in general. We investigate both more enduring states of well-being (i.e., satisfaction with career, relationship and life) and daily experiences (i.e., daily work engagement, perceived fairness of daily unpaid labor divisions and daily affect). Moreover, in line with research on dyadic similarity, we expect that a shared understanding between partners eases the negative well-being effect of incongruence between actual and ideal career priority. As such, partner similarity in career priority ideals is examined as a moderator for this relationship.

We collected data through a general questionnaire and a seven-day diary study amongst 204 first-time parents (i.e., 102 dual-earner couples) from Flanders, the Dutch-speaking part of Belgium. All data were collected in January and February 2020, right before the COVID-19 measures were introduced in Belgium. Hypotheses were tested using multilevel analyses. Preliminary results revealed significant gender differences in how (in)congruence between actual and ideal career priority is experienced. Mothers mainly experienced an enduring impact from incongruence, reporting lower relationship satisfaction and lower life satisfaction when their ideal career priority did not match reality. In contrast, the impact for fathers played out on a daily level, with men feeling less engaged and experiencing less positive emotions in case of incongruence. Moderation analysis suggested that partner similarity in career priority ideals was beneficial for women, as it eased the negative impact of incongruence on work-related and general well-being.
Dyads in Pandemic: Managing Work-Family Conflict Using Personal and Organizational Resources, and Coping Strategies. Intensive Longitudinal Study
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Pandemic of COVID-19 has moved remote work from a benefit available to selected groups of employees into an imposed reality for millions of people. In result, overnight, employees were faced with the need to balance work and personal life in an unprecedented way which put them at the risk of increased work-family conflict. The goal of the study was to test whether this conflict could be minimized as a function of using resources. Specifically, we verified whether three types of resources buffered the relationship between job-related workload and work-family conflict. These resources were: 1) personal: self-efficacy to manage demands from work and home, 2) organizational: the extent to which participants had control over their schedule, and 3) coping strategies developed in order to manage demands at home and at work. In order to address these questions, we conducted an intensive longitudinal study in a dyadic setting during the first wave of pandemic (June 2020). Participants were 335 couples who worked remotely, at least partially, every week over 5 weeks of the study. Self-efficacy and schedule control were measured once, at the beginning of the study, whereas workload, strategies (i.e., setting boundaries between work and home, integrating work and home, reducing housework, reducing workload, seeking support, planning, spending time with the partner, engaging in pleasant activities), and work-family conflict were measured weekly. We used multilevel analysis within the actor-partner interdependence model framework to analyze the data. We found that neither self-efficacy nor schedule control moderated the relationship between job demands and work-family conflict and this result was invariant across genders. Subsequently, we tested the moderating role of eight strategies to manage work-family conflict. Contrary to what expected, we found that, with the exception of spending time with the partner, the positive relationship between job demands and work-family conflict was stronger on the weeks that partners used these strategies more. Spending time with the partner did not moderate the link between job demands and the conflict. These results were invariant across genders. These results imply that using any kind of strategies may be effortful which makes the conflict between work and family more salient. Also, the cross-sectional nature of the assessments may suggest that the usage of strategies is intensified on weeks when workload and work-family conflict were high.

Too Many Constructs in the Kitchen: Toward a Unitary Measure of Workplace Mistreatment
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The workplace mistreatment literature has gained considerable traction in Occupational Health Psychology over the last two decades (Schilpzand et al., 2017); however, significant construct overlap exists among many workplace mistreatment constructs (Barling et al., 2009; Hershcovis, 2011). For example, definitional overlap exists among incivility, social undermining, bullying, abusive supervision, interpersonal conflict, emotional abuse, and workplace violence. Further, while there are a few definitional differences among these constructs regarding the frequency of behaviour, intensity of behaviour, and perceived intent of behaviour, these differentiating components are rarely, if ever, measured. Mistreatment researchers have long
theorized that repeated acts of low-level aggression such as incivility turn into more extreme workplace mistreatment behaviours (e.g., bullying) over time, but conceptually more extreme forms of workplace mistreatment such as bullying are measured comparably to incivility (i.e., frequency scale of negative behaviours). The similarities in measurement between incivility and bullying have meaningful empirical consequences, as meta-analytic research indicates that incivility and bullying predict psychological well-being, job satisfaction, and turnover intentions similarly (Hershcovis, 2011). Thus, it is nearly impossible to meaningfully distinguish the empirical findings of incivility (mild, ambiguous aggression) from bullying (severe, persistent aggression), creating a major issue in the field of workplace mistreatment. In this research, we created the Workplace Mistreatment Measure (WMM) to go beyond traditional measures of mistreatment measuring. Like other measures it includes frequency of behaviours but it also includes measures of perceived intensity, and perceived intentionality. Perceived intensity is an important discriminating characteristic among mistreatment constructs, as incivility is described as low in intensity (Andersson & Pearson, 1999) whereas abusive supervision is described to high in intensity (Tepper, 2000). In addition, perceived intentionality to harm the target is an important differentiating feature among mistreatment constructs yet is vastly under-researched (Hershcovis, 2011; Miner et al., 2018). Thus, the WMM is a comprehensive measure of workplace mistreatment that answers a call from the literature to measure important differentiating features of mistreatment. In this research, we conducted a bifactor confirmatory factor analysis (CFA) to evaluate the psychometric properties and underlying factor structure of the WMM and to establish an initial nomological network of relevant constructs. Participants included 343 working individuals (final sample N = 303). Results indicated that a bifactor solution with 3 subfactors yielded satisfactory model fit, X^2 = 156.554, p < .001, RMSEA = 0.089 (90% CI = 0.074 – 0.105), TLI = 0.964, CFI = 0.975. Modifications to the WMM following the bifactor CFA, the various exploratory models assessed, and initial nomological network of constructs will be discussed. The WMM will allow future researchers to use Latent Profile Analysis (LPA) to examine and organize construct overlap to the workplace mistreatment literature.

O27

How Supervisor Incivility Begets Employee Silence: A Moderated Mediation Model

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Background: Workplace incivility refers to low-intensity rude behaviors in the workplace. Though they have an ambiguous intent to harm, incivility violates workplace norms of mutual respect (Andersson & Pearson, 1999). Examples of incivility include being ignored, excluded, or spoken to in an unprofessional manner (Cortina et al., 2001). Among behavioral reactions to experienced incivility, previous studies have primarily focused on active reactions (e.g., citizenship behaviors and counterproductive work behaviors). Yet, little is known about the effect incivility has on passive forms of employee behaviors such as silence, defined as withholding of any form of sincere communication about a person's behavioral, cognitive, and/or affective appraisals of their organizational conditions to individuals who are perceived as capable of implementing change (Pinder & Harlos, 2001).

Through a social-exchange theory lens (Blau, 1964), we propose supervisor incivility will be positively related to silence (H1). Additionally, we posit supervisor incivility will be negatively related to trust in supervisor (H2), trust in supervisor will be negatively related to silence (H3), and trust in supervisor will mediate the relationship between supervisor incivility and silence (H4). Moreover, we expect perceived organizational support (POS) will moderate the negative effect of trust in supervisor on silence, such that the negative effect is weaker for individuals who perceive more POS (H5). Lastly, we propose a moderated mediation in which the indirect effect of incivility on silence through trust in supervisor is moderated by POS. The indirect effect is weaker when POS is higher (H6).
Method: Participants were recruited through CloudResearch (i.e., TurkPrime). Data was collected across three waves with a final sample of 196 participants. All measures used have been previously validated. At Time 1 we measured supervisor incivility (Cortina et al., 2001). At Time 2, we measured trust in supervisor (McAllister, 1995). At Time 3, we measured POS (Eisenberger et al., 1986) and silence (Detert and Edmondson, 2011).

Results: Results revealed that incivility was positively related to employee silence (H1). Trust in supervisor mediated the relation between incivility and silence (H2-H4). POS buffered the negative effect of trust in supervisor on silence (H5). Lastly, the indirect effect of incivility on silence through trust was weaker when POS was high (H6). Thus, all hypotheses were supported.

Discussion: The study contributes to the literature in three ways. First, by establishing silence as a potential outcome of supervisor incivility, the current study extends both the incivility and silence literature. Specifically, the results from the current study extend previous findings by providing a unique contribution by focusing on a more passive form of employee behavior (i.e., silence). Second, supporting social exchange theory (Blau, 1964), we found that trust in supervisor mediates the relationship between supervisor incivility and silence, providing researchers with a better understanding of how incivility might lead to silence. Lastly, the findings provide empirical support for the buffering effect of POS in the stressor-strain relationship and social exchange theory (Blau, 1964). Specifically, the findings demonstrate the buffering effect POS on the relationship between trust and silence. Limitations and future directions will be discussed.

O28
The Influence of Targets’ Dispositions and Enactors’ Resources on Uncivil Omission Behaviors
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Using the perpetrator predation paradigm (Cortina, 2017) and the conservation of resources theory (Hobfoll, 1989), this research extends our understanding of workplace incivility as an interpersonal stressor by explaining why individuals target others with uncivil omission behavior.

Research on workplace incivility has mostly focused on antecedents and outcomes of experienced incivility over a specific period of time (Schilpzand et al., 2016). Meta-analyses on cross-sectional research show moderate correlations between experienced incivility and target personality characteristics such as negative affectivity (Han et al., 2021; Chris, 2019). This may be explained using cognitive appraisal theories: certain target characteristics may predispose them to interpret ambiguous situations as uncivil (Sliter, Withrow, & Jex, 2015). Yet, it is also possible that certain personalities are more targeted because individuals display provocative behaviors (Milam, Spitzmueller, & Penney, 2009). However, the conceptualization of individuals exhibiting provocative behaviors can be constructed as targets inviting abuse. The Perpetrator Predation Paradigm, proposed by Cortina (2017) shifts the focus and responsibility of the mistreatment to the enactor without blaming the abused, and inviting more progressive explanations for hostile work behavior (Cortina et al. 2018).
Research exploring why people engage in uncivil behaviors (Blau, 2007; Scott, Restubog, & Zagenczyk, 2013; Trudel & Reio, 2011) is not sufficient to understand whether it is a matter of target appraisal or the enactor targeting certain individuals. Hence this study proposed a mechanism using Conservation of Resources (Hobfoll, 1989), where participants responded to a situation using vignettes where they could engage in a behavior despite losing resources and not be uncivil, or omit a behavior to conserve resources and be uncivil. In each situation, a colleague was described as either positive (cheerful) or negative (moody). We hypothesized that targets described as negative (operationalized as moody) will be more likely to be targeted by enactors of workplace incivility than targets described with positive traits (operationalized as cheerful). Additionally, it was expected that individuals would be more likely to enact uncivil behaviors when the target had drained their resources in the past.

In an attempt to replicate and triangulate our results (Jick, 1979; Turner, Cardinal & Burton, 2017), we conducted three studies with a total sample of 184 university students in study 1, 241 working employees in study 2, and 286 university students in study 3. Multilevel analyses revealed that individuals described as negative (i.e., moody) were more likely to be targets of uncivil omission behaviors compared to individuals described as positive (i.e., cheerful). Furthermore, participants were more likely to enact uncivil behaviors towards someone described as having drained their resources in a past encounter. Additional findings suggested that individual differences might influence incivility enactment by omission: trait anger was found to be a consistent positive predictor of uncivil omission behaviors, whereas honesty-humility and agreeableness were negatively related to incivility enactment. This research provides evidence to support the idea that some individuals might be targeted based on their individual characteristics and that incivility by omission might be enacted to conserve resources. It emphasizes the importance of further developing workplace incivility interventions that focus on helping employees manage their workloads and resources, which will aid in reducing workplace incivility and, thus foster healthier workplaces.

O29
Effectiveness of Workplace Incivility and Bullying Interventions: A Meta-Analysis
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Studies examining causes and consequences of workplace incivility and bullying abound. However, there is a paucity of literature evaluating workplace incivility and bullying interventions (e.g., Caponecchia, Branch, & Murray, 2020; Nielsen & Einarsen, 2018). This study builds on previous systematic reviews (Gillen, Sinclair, Kernohan, Begley, & Luyben, 2017; Hodgins, MacCurtain, & Mannix-McNamara, 2014), appreciating the broadening literature base on evaluating mistreatment interventions. Specifically, we conducted a meta-analysis of studies which measured the effectiveness of workplace incivility and bullying interventions, in terms of changes in mistreatment frequency and civility perceptions. Reductions in mistreatment frequency and/or increases in workplace civility perceptions indicated effective interventions.

We limited our search to studies which were published between 2013 and 2021 (following Hodgins et al.’s 2014 systematic review of studies from 1992 to 2012); utilized samples of working adults; included a workplace incivility or bullying intervention; and contained a pre- and post-intervention measure of mistreatment frequency and/or civility perceptions. We searched PsycInfo, Scopus, and Pubmed using controlled vocabulary and additional search terms in titles and abstracts. We excluded studies which did not include an appropriate intervention or measure of intervention effectiveness, or did not contain sufficient information to calculate effect sizes. A final sample of k=13 studies (N=498) of mostly nursing populations was selected and coded (i.e., study design, intervention length, time to follow-up period (FUP), location, outcome measure, and demographic variables).
Primary study samples were largely female. Race was rarely reported, average job tenure was three to five years, and age varied widely. Geographic locations represented included South Korea, Spain, and several regions of the United States. Four of the 13 included studies utilized control groups (one waitlist-control, three non-waitlist) and interventions lasted an average of 4.81 hours (SD=5.71). Two studies included post-test immediately following the intervention with no further FUP measures; all other studies utilized either FUP at least two weeks following the intervention or utilized a combination of immediate and later FUP.

Standardized mean differences were calculated for within-group and between-group change in mistreatment frequency and civility perceptions. We calculated effect sizes using STATA 17’s meta-analysis suite with random effects models (REML), Hedges-Olkin standard error adjustments, and 95% confidence intervals. We found that although the average effect size for treatment groups from pre-test to post-test was small and nonsignificant (Hedges’ g= -0.15; 95% CI: -0.37, 0.087), from post-test to FUP, it was medium and significant (Hedges’ g= -0.35; 95% CI: -0.55, -0.15), indicating long-term reduction in mistreatment frequency. Changes in civility perceptions among the treatment group from pre-test to post-test were medium and significant, also favoring the intervention (Hedges’ g= 0.43; 95% CI: 0.05, 0.82). However, between-group comparisons of post-test scores, as well as pre-test to post-test change scores, did not show significant differences between treatment and control groups for either outcome. Moderator analyses (e.g., of dependent variable measurement) were not possible due to small sample size. Future research on intervention effectiveness should be conducted with multiple occupations, and utilize control groups and longer follow up periods.

O30
I-Deals and Job-Crafting: How Organizations Differentially Deal With Them?
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Both the concept of idiosyncratic-deal (i-deal) and job crafting are proactive behaviours. While some authors strength their similarities, others have highlighted their differences. For example, Rousseau (2005) defines the i-deal as a win-win negotiation. However, the concept of job crafting is motivational and therefore personal (Tims & Bakker, 2010). Gascogne and Kelyher (2017) show that i-deals are negotiated and authorised, whereas job crafting does not necessarily need to be authorised or negotiated. In fact, in their study they find that in the i-deal post-negotiation stage, job crafting can be used both individually and collectively to manage the implementation of the i-deal. We aim to shed light to the discussion about the similarities and differences between both proactive behaviours. In this study we aim to identify which organizational conditions are of relevance for each type of proactive behaviour. In the COVID-19 work environment, we hypothesize that there are differences between organizational factors that explain the effectiveness of the negotiated i-deals and the job-crafting behaviours. Using a longitudinal design, data from 220 Spanish workers during the pandemic was collected at 3 different time-points (with an interval of 3-7 days between them). Results confirm our hypothesis, showing that the effect of the negotiation of I-deals (task and development) on employees’ well-being —i.e., work-nonwork enrichment/conflict, engagement, telework satisfaction and anxiety--; and effect of job crafting on employees’ well-being are explained by different organizational mechanisms. Specifically, organizational justice (i.e., distributive and informational) mediated the relationship between the I-Deals negotiation and employees’ well-being while safety climate and leadership —i.e., Leader-Member Exchange- did so between the job crafting and employees’ well-being. Practical implications for individuals and organizations will be discussed.
The Impact of Beneficial Work Organization Factors on Stress in Nursing Assistants in the US
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In the U.S., nursing assistants provide the bulk of patient care in long-term care facilities and in home health care. It is estimated that they provide 80-90% of the hands-on non-clinical care in long-term care facilities (Castle, 2007). Nursing assistants have low pay and benefits, and have reported feeling undervalued and not respected for their work. Consequently, job satisfaction can be low and turnover rates are as high as 80% in some facilities, increasing the risk of lower quality of patient care (Meyer and Harris, 2020). Although there is a paucity of research on the psychosocial working conditions of nursing assistants, existing studies show a link between supportive leadership or culture, decision making capacity/autonomy, valuing of opinions, and career growth opportunities with outcomes such as job satisfaction, turnover, absenteeism, stress and burnout (Walton and Rogers, 2017). Given the importance of and increasing demand for these workers, it is important to assess workplace factors that can help retain and increase the well-being and job satisfaction of nursing assistants. NIOSH Quality of Worklife (QWL) survey data were used to assess the influence of positive workplace factors on worker health, stress, and job satisfaction.

Methods: The QWL is a nationally representative household interview survey that has been administered in 5 waves between 2002 and 2018. The combined dataset contained 164 nursing assistants (mean age = 41; females = 91%; White = 56%; African-American = 39%). Regression analyses assessed the effect of 12 beneficial work aspects on six health, stress, and job satisfaction outcomes.

Predictor variable examples are: Appreciation for a job done well; management respects you; good job security; good fringe benefits; what you earn is fair; good chance for promotion; and your supervisor is concerned about the welfare of those under them. The six outcome variables included: general health; stress; job satisfaction; number of days of poor mental health, of poor physical health, and of activity restriction, in the past 30 days.

Results: The regressions were significant for stress ($R^2=.355$, $p<.01$), job satisfaction ($R^2=.37$, $p<.01$) and days of poor mental health ($R^2=.313$, $p<.01$). Stress was significantly lower when "The place where I work is run in a smooth and efficient manner" ($β=.26$, $p=.01$). Job satisfaction was significantly higher when the supervisor was concerned about the welfare of those under them ($β=-.2$, $p<.05$). There were fewer days of poor mental health when the worker was treated with respect ($β=-.389$, $p<.01$), the job conditions allowed the worker to be as productive as they could be ($β=-.195$, $p<.05$), fringe benefits were good ($β=-.266$, $p=.01$), pay was perceived as fair ($β=.154$, $p<.05$), and the chance for promotion was good ($β=.205$, $p<.05$).

Discussion: The results indicate job aspects that can benefit the well-being of nursing assistants. Those with the greatest influence, particularly on mental health, included supervisory support and respect, fair pay and good benefits, a good chance for promotions, and a workplace that was run in a smooth and efficient manner and that allowed the workers to be as productive as they could be.
O32
How to Increase Job Satisfaction and Performance? Start With Thriving: The Serial Mediation Effect of Psychological Capital and Burnout
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Based on the Job Demands-Resources and Broaden and Build theories, this study examines the role of thriving at work and psychological capital on burnout and, ultimately, job satisfaction and performance one year later. We used structural equation modeling to test the model on a sample of 317 Romanian correctional officers in a two-wave study before (T1) and one year later (T2) in time of the pandemic crisis. The results indicate that thriving at work at Time 1 is positively linked to psychological capital at Time 1, which is negatively related to burnout at Time 2. Also, burnout at Time 2 is negatively related to job satisfaction and job performance at Time 2. Not least, the mediating chain effect of psychological capital at Time 1 and burnout at Time 2 was significant. Thriving at work and psychological capital are essential factors contributing to a decrease in subsequent burnout and increased job satisfaction and performance. In a thriving environment, correctional officers are more resilient, confident, optimistic, and hopeful at work, generating lower burnout over time, increasing job satisfaction and performance. The supervisors need to be encouraged to create a thriving work environment to increase psychological capital, reduce burnout, and improve correctional officers’ satisfaction and performance.

O33
Nurse Managers’ Leader Identity and Work Engagement: Crossover to Nurses’ Job Satisfaction
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Theoretical background: The link between well-being at work and leadership relationships has received considerable attention in the literature. However, these two topics have become more crucial for healthcare workers, considering the pandemic. The study is an investigation of leadership and its effects on work well-being, that considers both parties in the relationship, i.e., leaders and followers, and a fundamental characteristic of leaders that impacts on how they enact leadership, i.e., leader identity. Drawing on the Crossover model (Westman, 2001), this study investigates whether leaders’ work-related positive attitudes (i.e., work engagement) cross over to followers’ positive attitudes (i.e., job satisfaction) through the latter’s perception of transformational leadership. In addition, the study analyzes whether leader identity acts as a personal resource (Job Demands-Resources theory; Bakker & Demerouti, 2017) for leaders increasing their work engagement.

Methodology: The study has a multilevel cross-sectional design that involves nurse managers and their nurses in four Italian hospitals. Questionnaires were administered paper-and-pencil, and care was taken in matching nurses’ questionnaires with their nurse managers’ questionnaires to guarantee the formers’ anonymity and confidentiality of the data collected. First, using SPSS, we performed a multiple hierarchical regression with leader identity and other personal and job resources on work engagement in a sample of 156 nurse managers. We then tested a multilevel mediation using Mplus8, to investigate leaders’ work engagement crossover to followers’ job satisfaction using a sample of 1505 nurses divided into 156 teams.
Results: 1) Leader identity acts as a personal resource for leaders by increasing nurse managers’ work engagement even after controlling for a number of other classical antecedents of work engagement (i.e., occupational self-efficacy, independence at work, role clarity; Bakker & Demerouti, 2017); 2) Nurse managers’ work engagement crosses over to nurses’ job satisfaction through transformational leadership. There is also a significant indirect effect from leaders' leader identity to followers’ perception of transformational leadership via leaders’ work engagement.

Conclusions: The analysis of crossover presented adds something new to the literature, since this is the first time to our knowledge that crossover from leaders’ work engagement to followers’ job satisfaction through transformational leadership has been tested. Future studies could add moderators or compare this model with a dyadic one analyzing pairs of nurse managers and nurses. Leaders’ leader identity is a significant antecedent for outcomes linked to leaders' well-being and motivation at work. Leaders’ work engagement shows its powerful impact on followers, bearing out the importance of supporting leaders’ work motivation. This model offers a number of suggestions to improve leaders’ training that can “crossover” their benefits to the leader’s team. This study adds the important leadership construct of leader identity to the leaders’ and followers’ well-being process. In addition, even though positive crossover between leaders and followers had already been tested (see Gutermann et al., 2017), this model shows some meaningful differences in terms of the variables considered.

O34 Workspace Design and Employee Well-being: The Mediation Effect of Job Satisfaction and Work-Life Balance
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While designing a workplace, no matter how good the physical environment are, if the psychosocial elements are not considered and reflected in the design; it is not possible to get the expected organizational positive behaviours (Aluçlu, 2000). Therefore, the idea of giving priority to physical conditions while designing offices is gradually decreasing and architectural arrangements that are effective on the emotions, thoughts and behaviors of the employees come to the fore. While in traditional offices, the space is largely divided into personalized areas; on the other hand new office designs are seen today, where most of the office is reserved for common use, due to mobile communication facilities. Open offices are preferred because they are more functional and economical rather than a certain trend. While the private spaces of employees with open offices are gradually decreasing, on the other hand adding some common areas such as cafeterias and game rooms the level of the interaction among the employees is targeted to be increased. At the same time, with the intense use of computers in today’s office spaces, the movements of the users decrease and physical and visual health problems increase (Varlı, 2014). Computers have affected the way people work as well as their work habits. Employees experience health problems as a result of long-term work in unsuitable physical conditions. This situation causes physical and psychological problems for the employees, as well as difficulties in the execution of the work.

The main objective of the research is to reveal how the architectural (landscape, color, etc.) and physical (lighting, noise, etc.) factors related to the working environment affect the job satisfaction and well-being of the employees. For this purpose; a questionnaire including measurement tools related to the work environment (15 items, adapted by the researcher), job satisfaction (22 items, taken from Durak-Batıgün and Şahin) and well-being (5 items, WHO-5 index) was used in the study. The sample of the research consists of 95 office and 105 production-warehouse employees working on the same campus of a group of companies. An
explanatory factor analysis produced two factors as “productivity” and “comfort”. The preliminary findings show that a workplace that enables productive and concentrated work; predicts employee more than a comfortable workspace. The role of work life balance in workspace and wellbeing relation also will be discussed in the presentation.

O35
Older Workers’ Profiles on Job Demands, Job Resources, and Personal Resources and Their Associations With Late-Career Preferences
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The importance of extended working lives has been at focus to respond to the challenges of an ageing workforce, and organizations benefit from understanding what motivates older workers to postpone the timing of full-exiting paid employment. This study built on the Job Demands–Resources (JD–R) model to investigate the associations between psychosocial work environment factors and older workers’ late-career preferences.

We used a person-centered approach to identify distinct latent profiles (LP) of job demands (quantitative demands, qualitative demands and role ambiguity), job resources (autonomy, co-workers social support, managerial social support, opportunities to development, opportunities to recovery), and personal resources (organizational self-esteem, occupational self-efficacy, career proactivity). Furthermore, we investigated the relationship between the identified LP and preferred retirement age (i.e., preferred age to start taking up retirement pension), preferred age to leave paid work, full-retirement intentions and post-retirement work intentions, and whether work engagement and emotional exhaustion mediated these relationships. The study used Swedish internet panel data collected in two waves. The T1 sample comprised of 2384 employees, aged 56+ (M = 60.2, SD = 2.81). Of these, 48% were women and 70% were white-collar workers. Data at T2, collected 3 months later, come from 945 respondents who participated in both waves and had no missing data in the outcomes.

We performed LP analysis in MPLUS, using the T1 sample, to identify distinct LP of job demands, job resources, and personal resources. The best-fitting solution consisted of five distinct profiles: LP1 – Highly demanding (highest levels of job demands, and lowest levels of job and personal resources; N = 131); LP2 – Demanding (relatively high job demands, and low job and personal resources; N = 468); LP3 – Balanced (moderate job demands, job resources and personal resources; N = 927); LP4 – Low support and high personal resources (moderate job demands, low social support, and relatively high personal resources; N = 187); and LP5 – Resourceful (lowest levels of job demands and highest levels of job and personal resources; N = 671).

The mediation models were investigated with the longitudinal sample using path analyses in MPLUS, with LP3 as the reference category. Preliminary findings show that LP1 and LP2 associated negatively with work engagement, and positively with emotional exhaustion. On the contrary, LP5 was positively associated with work engagement and negatively associated with exhaustion. We found a negative indirect effect of LP1 and LP2 and a positive indirect effect of LP5 on preferred retirement age and preferred age to leave paid work via work engagement and emotional exhaustion. Also, a positive indirect effect of LP1 and LP2 and a negative indirect effect of LP5 on full-retirement intentions via work engagement and emotional exhaustion were found. Finally, the results show a negative indirect effect of LP1 and LP2 and a positive indirect effect of LP5 on intentions to engage in post-retirement work via work engagement, but not via emotional exhaustion. These findings support the JD-R model and add to other studies showing the importance of a resourceful work environment to older workers’ late-career preferences.
Ageism Towards Younger Workers: Prescriptive Stereotypes Among American and Portuguese Workers
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This research has two main objectives: firstly, to identify prescriptive age stereotypes that younger employees encounter in the workplace and secondly, to compare data from Portugal and the U.S. regarding the content of prescriptive age stereotypes that emerged from the analysis.

The average age of the workforce is steadily increasing, and people of different ages are more frequently working side-by-side. This has sparked a greater interest in age in the workplace in general, and age stereotyping and discrimination, in particular. Most ageism (age-based discrimination) research focuses on ageism against older workers, whereas individuals can often be judged not only as too old, but also as too young. To the best of our knowledge, research has not explored prescriptive age stereotypes towards younger workers, i.e., “should”-based expectations that seek to control what members of a certain social group are to do. Macro-level contextual variables, such as cultural values, can influence all levels of stereotyping.

Our research used a qualitative approach in two studies (Survey 1 and Survey 2) with independent samples from the U.S. and Portugal: Survey 1 (U.S.: N=69; Portugal: N= 85) examined prescriptive age stereotypes related to younger workers, via open-ended questions about age-based expectations. In order to obtain a contextualized understanding about the manifestation of prescriptive age stereotypes in the workplace, Survey 2 (U.S.: N=77; Portugal: N= 80) asked respondents to bring to mind real-life experiences and observations of stereotyping and ageism against younger workers by using the critical incident technique. Thematic data analysis was based on an inductive approach for Survey 1, and on a deductive approach for Survey 2 by applying the themes that emerged from the analysis of the first survey. After obtaining a satisfactory intercoder agreement level, results showed that, across all samples, the identification of prescriptive age-related stereotypes for younger workers could be organised into 10 overarching themes: Lower status acceptance, Menial tasks acceptance, Technological competence, Professionalism, Openness for learning, Vitality, Loyalty, Non-traditional thinking, Initiative, and Advocating for minimum working conditions.

When comparing data from both countries, there were some similarities in the themes that were most often mentioned regarding age-related prescriptive stereotypes ascribed to younger workers, with Openness for learning and Lower status acceptance being mentioned by both the U.S. and the Portuguese samples, and for both Surveys 1 and 2. Yet, there were also some cultural specificities: Advocating for minimum work conditions was only mentioned by the U.S. sample when answering Survey 2, and Acceptance of menial tasks was only mentioned by the Portuguese sample when answering Survey 2.

We believe this research contributes to the literature by advancing the understanding of prescriptive age stereotypes against younger workers which is an understudied area. Additionally, these studies are intended to support the development of a scale regarding prescriptive age stereotypes towards younger workers. In terms of practical implications, these studies can inform actions to raise awareness about the consequences of demographic change and of age diversity in the workforce, therefore, helping society to manage more age-diverse groups working together.
Engaging Age-Diverse Employees With Job Design: The Roles of Autonomy, Feedback, and Task Variety

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With the global population aging as never before (United Nations, 2019), workforces are becoming older and more age-diverse in most developed countries, with a steady increase in the proportion of workers aged 50 or over and a simultaneous decrease in the proportion of younger age groups entering the labor force (e.g., Eurofound, 2017; U.S. Bureau of Labor Statistics, 2006). With increasingly older and age-diverse workforces, organizations will need to redesign jobs to keep their workers engaged – i.e., physically, cognitively, and emotionally connected with their work roles (Khan, 1990). In the current research, we integrate lifespan development theories – specifically, socioemotional selectivity theory (Carstensen et al., 1999) and selection, optimization, and compensation theory (Baltes & Baltes, 1990) with job design (Hackman & Oldham, 1976) to investigate how certain job characteristics influence the work engagement of older and younger workers.

Specifically, in a two-wave field survey with age-diverse employees from multiple organizations (N = 372), we explore how autonomy and feedback at work relate to the engagement of older and younger workers, and how those relationships depend on the degree of task variety they have in their jobs. Results showed that both autonomy and feedback contribute more to the engagement of older employees when task variety is low than when task variety is high. Conversely, both autonomy and feedback contribute more to the engagement of younger employees when task variety is high than when task variety is low.

Our research responds to calls to re-investigate job design in the context of increased workforce aging (Grant et al., 2010) and to investigate the combined effects of multiple job characteristics on the work attitudes of older versus younger workers (Truxillo et al., 2012). The findings provide important theoretical implications for the study of job design and aging, and inform organizations on how they can (re)design their jobs to engage and leverage the potential of the multi-age workforce.

With a Little Help from My Workplace

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Background: Under the modern definition of disability, individual differences in physical, cognitive, or social domains of an individual are not only a function of the individual, but also a consequence of the external environment, such that the latter either supports or diminishes participation in society (UN, 2014). Therefore, if the end goal of disability research is to enable workers with disabilities to thrive, we should focus on the leveraging the psychosocial conditions that are conducive to experienced disability. Along these lines, accommodations appear to be an effective and cost-efficient approach to disability management despite employer concerns of financial and/or time burdens (Schur et al., 2014). However, more recent
research on workplace accommodations has found that informal kinds of accommodations, such as social support, are additively valuable to accessibility-based accommodations (Damecour, 2020). Therefore, the goal of the study is to better understand the impact of disability management and the COVID-19 pandemic and remote work options on the health and wellbeing of workers with disabilities.

**Design:** We surveyed participants with self-reported disabilities from North America and Scandinavia at 2 times using crowd sourcing website (Prolific; N=95 matched responses). Respondents reported on cultural influences, disability management, psychosocial factors, and wellbeing outcomes.

**Results:** At time 2, worker thriving was correlated with specific accommodations (r=.29, p=.007), but not with flexible work arrangements (r=.18, p=.09). Both forms of accommodations were negatively related to psychosocial disability impairment. Specific and flexible accommodations were related to less burnout. Autonomy and control over one’s disability management (time 1) was predictive of access to specific forms of accommodations (time 2; b=.36, p<.001). Social rejection (time 1) was negatively related to thriving at time 2 (b=-.28, p=.01). When disabilities are more debilitating (time 1), the less likely a worker is to be the recipients of co-worker social support (time 2; b=-.23, p=.04). After having accounted for disability impairment at time 1, experienced exhaustion at time 1 significantly predicted disability impairment at time 2 (b=.21, p=.01). Furthermore, exhaustion at time 1 was predictive of psychosocial impairment after having accounted for disability characteristics (b=.26, p=.001).

**Discussion:** Perceptions of disability acceptance and rejection were closely linked to reported worker experiences of disability management. As such, different types of disabilities may need different kinds of supports and accommodations. Both specific accommodations (e.g., allow special tools) and flexible work arrangements (e.g., shorten workday) appear to have been effective in helping workers manage their disabilities and thrive at work. Because of small sample sizes within each country, our ability to detect significance may have been limited. Future research should look to further investigate the role of accommodations for different kinds of disabilities. The role of informal accommodations and attitudes towards workers with disabilities appears to potentially play a unique role in disability management and wellbeing. Therefore, employers may want focus on including workers with disabilities in the disability management process to foster the psychosocial conditions that are conducive to a functional workplace.

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**O39**

**Age Discrimination and Employability in Healthcare Work**

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Due to the aging population, it is important to prolong the working lives of aging workers to reduce pressure on pension systems and avoid labor shortages. Therefore, employees must remain employable as they age, especially in the healthcare industry, where workforce shortages are looming. In their meta-analysis, Ng and Feldman showed that older workers are equally productive compared to their younger counterparts and show higher levels of organizational citizenship behavior and safety-related behavior compared to younger
workers. However, stereotypes about the productivity of older workers persist, limiting the opportunities of older workers in the labor market. Research on age discrimination in the workplace is scarce. Most studies on age discrimination have focused on supervisors' and co-workers' stereotypes and discriminatory behavior and less on the association between employees' experiences of age discrimination and other work outcomes. Drawing on data from 1478 Dutch healthcare workers, this study was designed to fill this research gap by examining causal predominance in the longitudinal relationships between age discrimination and internal employability. We examined (a) the causal direction of the relationship between age discrimination and internal employability and (b) differences between age groups (young (≤30), middle-aged (31–44), and older (≥45) healthcare workers) in this relationship. Based on the Selection Optimization Compensation theory, we postulated that i) internal employability and age discrimination are inversely negatively related to one another over time and that ii) this relationship would be strongest for older employees. We conducted a 2-wave complete panel study among healthcare professionals to test these hypotheses. The results of our multi-group structural equation modeling analyses suggested that internal employability is a significant negative predictor of age discrimination. Moreover, results suggested that internal employability and age discrimination have a reciprocal relationship among older workers but are unrelated for younger and middle-aged workers. Theoretical and practical implications of our results are discussed.

O40

Physical and Psychosocial Working Conditions as Predictors of 5-year Changes in Work Ability Among 2078 Employees in Germany

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Previously, prospective studies investigating work environment as risk factors for work ability, have not sufficiently considered dimensions such as work pace, amount of work and role clarity. Also, prospective studies have rarely considered duration of exposure. Finally, few studies have investigated if effects depend on baseline health status. In a five-year prospective study in Germany, we therefore aimed to examine these issues. A cohort study (2012–2017) of German employees aged 31–60 years (Study on Mental Health at Work; S-MGA; N = 2,078), included data on work ability (Work Ability Index, WAI; subscale ‘subjective work ability and resources’), physical demands and psychosocial factors (using the Copenhagen Psychosocial Questionnaire – COPSOQ). We applied linear regression analyses to examine the association between working conditions at baseline and work ability at follow-up. We did two further analyses. First, we ran the analyses only among those who remained in the same employment during follow-up. Second, we ran the analysis in subpopulations stratified by sickness absence experience prior to baseline.

Demands were associated with deterioration of work ability, resources with increased work ability. In the main model, physical demands and control were associated with small 5-year changes in work ability (ΔR² = 1%). Standing/walking, awkward body postures, carrying/lifting and control over working time were significant predictors. When repeating the analyses in the sample of employees who remained in the same employment during follow-up, the variance explained in work ability at follow-up increased to 2%. When repeating the main model among only those having experienced long term sickness absence in the year prior to baseline (≥ 25 sickness days), possibilities for development, control over working time and quality of leadership became significant predictors (ΔR² = 8%).
The impact of working conditions on long-term changes in work ability seems to be negligible. However, in vulnerable subpopulations experiencing poor health, working conditions may be associated to a larger extent to work ability over a longer time span. We recommend therefore: (1) increased focus on short-term effects; (2) identification of vulnerable subgroups of employees; (3) consideration of duration of exposure; (4) inclusion of a broader range of working conditions.

Candidate Experience and Positive Word-of-Mouth as Pre-Employment Signals for Commitment to Organizations

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Research goals/Theoretical background: Candidate experience reflects the candidate's overall sentiment toward an organization based on all encountered experiences during the application process. It is considered an influential factor for candidate well-being, as the application process is a stressful life event (CareerBuilder, 2017). For organizations, it potentially allows for creating sustainable, positive relationships with both accepted, withdrawn, and rejected candidates. This implies that the overall candidate experience may have far-reaching implications for both candidates and organizations and, therefore, deserves attention from both scholars and practitioners (Miles & McCamey, 2018). For instance, consumer marketing research has identified connections between positive word-of-mouth (PWOM) and commitment to organizations (e.g., Brown et al., 2005). This study further explores this connection in the context of recruitment by studying the associations between overall candidate experience and PWOM (i.e., the likelihood that a candidate shares positive opinions about the organization as an employer). Social exchange theory (Blau, 1964) and self-serving bias (attribution theory; Hausknecht, 2014; Heider, 1958) are built upon to argue that although a positive experience is related to PWOM for both accepted and non-accepted (i.e., rejected and withdrawn) candidates, this experience is expected to be a more important predictor of PWOM for non-accepted candidates.

Methodology: A cross-sectional survey among 158 applicants who went through an application process in the last four months was conducted. The respondents' average age was 26.54 (SD = 8.08) and 51.9% identified as being female. Most respondents enjoyed higher education (96%) and 22.8% were still looking for a job. The proposed moderation model was analyzed using Hayes' (2018) PROCESS Macro for SPSS.

Results: On average, accepted candidates reported a higher score for candidate experience (5.74 on a 7-point scale, SD = 1.12 versus M = 4.84, SD = 1.45 for non-accepted, (t(156) = 4.28, p<.000)) but a positive relationship between candidate experience and positive word-of-mouth is found for both groups (β = .313, p<.000). Additionally, a significant mean-centered moderation effect (β = .417, p<.000) indicates that candidate experience is more strongly related to PWOM for non-accepted candidates. Taking a closer look at the data informs us that particularly giving adequate feedback to non-accepted candidates may enhance their candidate experience (β = .500, p=.006), while accepted candidates mostly value the way they were treated throughout the application process (β = .354, p = .002). These results indicate that by providing a positive candidate experience, even rejected or withdrawn candidates can become ambassadors for organizations.

Limitations: The limited number of withdrawn and rejected candidates (N = 49) in the current dataset did not allow to look at the proposed relationships for these two groups separately. Moreover, negative word-of-mouth was not measured, but would be valuable to include in future research.
Research/practical implications: In line with social exchange theory, this research shows that candidate experience positively relates to PWOM. However, the relationship appears to be significantly stronger for non-accepted candidates, which might be explained by external attributions as described in the self-serving bias literature. Since candidate experience was mostly influenced by feedback, organizations may benefit from providing constructive feedback to non-accepted candidates. This may prompt non-accepted candidates to spread PWOM in exchange, which signals a commitment towards the organization (i.e., external ambassadors), and the message that they spread might increase organizational attractiveness (Van Hoye, 2014).

O42
Do Daily Motivational Demands Promote or Inhibit One’s Performance and Well-Being? the Role of Appraisals and Empowering Leadership
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Many of today’s jobs require employees to “set their own goals, decide how hard they work to achieve that goal, and decide when the task is complete” (i.e., motivational demands; Taris & Hu, 2020). However, when and how such motivational demands influence employee outcomes remains unclear. Building on transactional stress theory, we develop a dual-pathway model in which motivational demands have unique relationships with employee outcomes (task performance, creativity, and exhaustion) through two independent pathways: challenge and hindrance appraisals. And empowering leadership as a job resource will moderate the relationship between motivational demands and its appraisals. We conducted a 10-day diary study in China to test our hypotheses (105 participants with 949 daily observations). Multilevel analysis revealed that motivational demands positively related to creativity and task performance both directly and indirectly (through challenge appraisal), whereas it was negatively linked to exhaustion both directly and indirectly (through hindrance appraisal). Results also suggest that day-level appraisals had lagged effects on employee outcomes. In addition, we found that empowering leadership moderated the relationship between motivational demands and appraisals. Theoretical and practical implications are discussed.

O43
Perspectives of Employees and Managers on Job Engagement and Wellbeing Within the Hospitality Industry in the United Kingdom
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Research purpose: The hospitality industry is a growing service sector within the global economy and a crucial job generator, employing 2.38 million people within the UK. It is the third largest private sector employer, representing 6.9% of UK employment in 2020. The hospitality industry is identified as an industry that requires employees to put in long hours, work in unstable schedules, have constant face-to-face interactions with guests that often require emotional labour, have high job demands, have high work-life conflict, and so on. Underpinned by the JD-R model, this study therefore aims to understand the experiences of employees within the sector through the lenses of their lived experiences and the meanings they construct from these experiences on the nature and impact of psychosocial hazards on individual well-being, job performance, job satisfaction, commitment, and work engagement. It also examines the key challenges in relation to psychosocial working conditions within hospitality industry in the UK.
Research design, approach, and method: A phenomenological approach was taken to conduct the study within the hospitality industry in the UK. A combination of purposive and convenience sampling was used for the research. A total of 30 (15 managers and 15 employees) interviews were conducted to ensure that the sample size was sufficient to allow for the identification of all significant themes. Semi-structured interviews were used to collect data. Thematic analysis was performed to discover, analyse, and report themes within the interview data utilising the 6-phase method suggested by Braun and Clarke.

Main findings: The themes for the study were identified through a systematic search for similarities in the transcripts. Post analysis, five themes emerged: a) psychosocial factors prevalent within the hospitality industry, b) factors influencing employee engagement, c) perceptions of support, d) health and well-being, and e) work attitudes and socio-political barriers. Findings highlighted how various job resources and demands affected engagement and well-being of hospitality workers and managers, and how it impacted their overall performance. Almost all of those who participated in this study were highly engaged in their jobs, and willing to work a 10-to-11-hour shifts. However, poor pay, a lack of recognition, and a high workload were reported as being detrimental to their wellbeing, and also were highlighted as factors which deterred prospective workers. The lack of a clearly defined professional development plan and the absence of a fair appraisal system were also cited as some of the most critical issues within the sector.

Theoretical and Practical Implications: This research contributes to the limited research on the psychosocial work environment, based on the JD-R model, from the perspective of managers and employees within the hospitality sector. Knowledge gained from this research will contribute to empower organisations to better understand the impact of demands and resources on the well-being and productivity of employees in the sector. It will allow organisations to take appropriate actions to manage work demands and enhance resources to promote optimal employee well-being and productivity.

Effects of a Weekly Planning Intervention on Work Engagement, Unfinished Tasks, Cognitive Flexibility, and Rumination
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With increasing workplace flexibility and responsibility being transferred from management to individuals, planning behavior is becoming an indispensable strategy to achieve work goals. However, evidence on the effects of planning behavior in real-life work settings and on the context in which planning behavior is most important is still scarce. Therefore, the goal of this study was twofold. First, we aim to clarify the effects of planning behavior on work engagement, cognitive flexibility, unfinished tasks, and rumination by manipulating employees’ planning behavior in a field experiment. Second, by examining unpredictability and cognitive demands of flexible work as moderators of the relationship between the planning manipulation and the different outcomes, we aim to gain detailed knowledge about the contexts in which planning behavior is most effective. In the planning manipulation, employees were asked to set goals for the week, consider possible obstacles that might hinder goal achievement, and use an imagination exercise to internalize their plans. The planning manipulation lasted seven weeks,
with the first two weeks being control weeks. In total, 140 participants provided 818 weekly entries with at least one control week and four manipulation weeks. Results showed that the planning manipulation was positively related to cognitive flexibility and negatively related to rumination and unfinished tasks. For work engagement, no effects were found. The cross-level moderation analyses showed that the planning manipulation was most effective in reducing rumination when employees faced high demands to structure their work tasks. Cognitive demands to coordinate with others, to plan the working time and place, as well as unpredictability had no moderating effects. The findings suggest that the planning intervention can serve as a training for employees to gain more cognitive flexibility, finish tasks, and detach from work.

O45
Understanding "Zoom Fatigue": A Mixed-Method Approach
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Video conferences, which became a common platform for meetings during the COVID-19 pandemic, might result in exhaustion (so-called ‘Zoom fatigue’). Nonetheless, only little is known about this phenomenon, the objective meeting characteristics (e.g., meeting duration, meeting size) shaping it, and the subjective experiences eliciting it. Gaining this knowledge is critical to understand employees’ work experiences during the pandemic. We draw on initial evidence from the pandemic literature, the meeting literature, and media richness theory. Specifically, we use arguments from media richness theory that suggest that the perception of media might be subjective, or even symbolic (e.g., receiving a hard-copy letter might be a symbol for formality) rather than ‘the richer is better’ (e.g., video conferences are richer in social cues than written communication). Accordingly, we suggest that ‘Zoom fatigue’ emerged because common experiences in video conferences during the pandemic (e.g., frustration because of technical obstacles) might have shaped how objective meeting characteristics (e.g., the duration of meetings) are perceived and evaluated, leading to elevated levels of exhaustion attributed to video conferences.

We used a mixed-method explanatory design, in which qualitative insights (Study 2) are added to quantitative results (Study 1) to achieve a better understanding regarding what is ‘Zoom fatigue’ and why does it occur. Specifically, Study 1, was a within-person quantitative investigation, in which employees from Germany and Israel (N = 81) answered three daily surveys regarding their daily meetings (n = 988) over two weeks. In Study 2, qualitative data from employees in Germany and Israel (N = 53) revealed employees’ subjective experiences in video conferences that might lead to ‘Zoom fatigue’. Study 1 showed that video conferences are more exhausting than other communication media (i.e., phone calls, written communication, and face-to-face meetings). However, objective video conference characteristics did not moderate this relationship. In Study 2, we identified employees’ subjective experiences in video conferences that might lead to ‘Zoom fatigue’. These include, for example, experiences of loss (“The positive parts of meetings are lost”); comparison to the ‘good old times’ before the pandemic (“You no longer exchange information with someone sitting next to you”); and difficulties in reading social cues (“It is super frustrating to talk blandly to people, without knowing if they are even there”). Employees also provided ideas on how ‘Zoom fatigue’ may be mitigated. In particular, they mentioned that their leaders should better manage video conference meetings. Our results provide evidence for ‘Zoom fatigue’ and indicate that people’s reactions toward media reflect context-sensitive interpretations of objective circumstances. Specifically, the novel pandemic context might have shaped how video conferences are experienced. Theoretically, finding that video conferences are more exhausting than other media which are objectively less rich (e.g., phone calls, written communication)
communication) adds to current literature on subjective and symbolic views toward media. Practically, our results imply that organizations and leaders should take employees’ subjective experience into account when making managerial decisions, make sensitive media choices, and specifically, aim for better management of video conference meetings in time of the pandemic.

O46
Teleworking During the Covid-19 Pandemic: The Role of Age in the Relationship Between Technological Anxiety and Performance
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The Covid-19 pandemic enforced changes in the way people work. The extensive and mandatory adoption of telework to allow compliance with lockdown measures and social distancing at work brought numerous challenges for individuals and organizations (Belzunegui-Eraso & Erro-Garcés, 2020; Fana et al., 2020). Among these challenges, there is likely the need for workers to familiarize themselves with new or different technological tools while adapting to new ways of organizing their work (International Labour Organization [ILO], 2020). In this context, employers and managers are concerned about how potential barriers to the effective use of technologies (e.g., attitudinal, cognitive) can be detrimental to performance.

Technological anxiety can be an individual barrier that interferes with performance. It refers to feelings of apprehension, tension, and even fear, regarding an individual's ability to use technology-related tools (Meuter et al., 2003). Technological anxiety has been shown to affect technology use and the performance of computer-based tasks (Mahar et al., 1997). In addition, due to widespread stereotypes about older individuals' lack of technological proficiency (Harris et al., 2018), adaptation to new technology required by teleworking might have a greater impact on the performance of these workers. Managerial views of older workers often include that they are less able or less willing to learn and to adopt new technology than younger workers (Sharit et al., 2009). A study from Gray and McGregor (2003) showed that older workers were seemingly in agreement with their employers about their fear of new technology, which supports a key stereotype against older individuals. Therefore, the aim of this study was to explore the role of age on the relationship between technological anxiety and perceived performance. We hypothesized that the negative influence of technological anxiety on performance will be greater for older workers. To test this hypothesis, a repeated cross-sectional design is being used, which allows the examination of time-varying relationships. The first data collection was between January and February of 2021 when teleworking was mandatory whenever possible. The second data collection is scheduled for January 2022.

In the first study, a sample of 906 workers, aged between 20 and 66 years old (M = 37.56, SD = 11.46), completed an online questionnaire. Findings show that the proposed model is significant (F(4,901) = 24.231, p < .001), and age moderates the effect of technological anxiety on perceived performance (B = .008, 95% CI [.002, .013]). However, contrary to expectations, this effect was significant for younger workers (B = -.262, 95% CI [-.360, -.164]) but not for the older workers (B = -.090, 95% CI [-.188, .008]). These results can likely be explained by the limited work experience of younger workers. Work experience is associated with the accumulation of knowledge and skills that enhance workers’ adaptability. Thus, older workers may have already identified strategies for closing their gaps in technology skills, increasing their self-confidence in using technology tools and resources. This first study contributes to demystify stereotypes about older workers’ fear regarding technological changes as a deterrent to performance.
Work-Related ICT-Use Outside Work Hours and Relationship Quality in Dual-Earner Couples: Comparing Self- and Partner-Reports
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**Research goal:** This study aims to improve our understanding of work-related ICT-use outside work hours (WICT) within dual-earner couples. To this end, we examined agreement on and discrepancies between self- and partner-reported WICT and the effects thereof on various indicators of relationship quality.

**Theoretical background:** Earlier research has shown that engaging in WICT entail several risks for employees themselves (e.g., stress and work-home conflict; Ďuranová & Ohly, 2016) and for their partner (e.g. relationship tension; Carlson et al., 2018 and social undermining; Ma et al., 2016). These studies focused solely on the effects of employees’ self-reported WICT. However, we know from research in family studies that the effects of a behavior largely depend on who is reporting the behavior (Cui et al., 2005). Although there is generally (at least some) agreement between both partners’ reports, the correspondence is far from perfect (Cui et al., 2005). Often, not only the behavior, but also the discrepancy between both reports trigger partner outcomes (O’Rourke et al., 2010). In addition, there seems to be a gendered pattern in discrepancies, with women generally reporting more negative behaviors about their partner than this partner reports about himself (Cui et al., 2005). Including both self- and partner-reports may therefore not only allow to disentangle the effects of the behavior itself from how it is perceived, it may also help to understand gender differences.

**Method:** We analyzed data collected with 447 heterosexual dual-earner couples (894 dual-earners) using multilevel analyses for distinguishable dyads.

**Results:** We found medium to large agreement between partners about the husband’s WICT and the wife’s WICT. Wives systematically reported more WICT about themselves than that their partner reported about them. Gender could not explain differences in partners' reports about the husband’s WICT.

Further, our results showed that employees’ WICT affected partners’ relationship quality, but this impact varied between gender and across the indicators of relationship quality. For example, husbands reported lower relationship satisfaction when their wife engaged more in WICT, whereas wives’ relationship satisfaction was not affected by their husband’s WICT. Further, also discrepancies were found to affect partners’ relationship quality, but here as well, gender and relationship indicator differences were found. For instance, whereas both husbands and wives had more negative emotions about their partner’s WICT when they perceived their partner’s WICT as higher than their partner did him/herself, only husbands and not wives reported lower relationship satisfaction in the case of such a discrepancy.

**Limitations:** We focused on heterosexual, Flemish dual-earner couples and used cross-sectional data.

**Implications.** Our results suggest that both agreement on and discrepancies between self- and partner-reports matter in understanding the impact of WICT and point to important gender differences.

**Originality:** We advance the literature on WICT by applying a dual-earner perspective and by exploring the relevance of self- and partner-reports.
Pressed to Overwork to Exhaustion? the Role of Psychological Detachment and Exhaustion in the Context of Teleworking

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This study aimed to longitudinally investigate the undesirable effect of overwork climate and its underlying mechanism in the context of telework. Long work hours have become characteristic of a large portion of the global workforce (Messenger, 2018). Because overwork is related to lower job satisfaction and impaired health (Tucker & Rutherford, 2005), resulting in poor recovery, burnout symptoms, and negative work-home interference (Van Der Hulst & Geurts, 2001), it is crucial to understand its causes. Importantly, neither economic nor sociological explanations have been able to explain the rapid increase in overwork. Therefore, researchers urge to search for individual and organisational factors.

Mazzetti and colleagues (2016) presumed that employees' tendency to work excessive hours might be motivated by the perception of a work environment that encourages overwork, i.e., overwork climate. Based on the theory of situational strength (Mischel, 1973, 1977), we assume that by conveying expectations to engage in work behaviourally or mentally, an overwork climate will impair employees' ability to detach from work psychologically and eventually lead to exhaustion. We examine this effect in the context of working from home. The research in this area is particularly relevant as due to the Covid-19 pandemic, the rate of employees working from home increased up to 48% (Eurofound, 2020b). Moreover, organisations will likely retain working from home after the pandemic (Eurofound, 2021). If this is the case, understanding the benefits and pitfalls of working from home is indispensable.

Teleworkers have been known for intensive working and even overwork (Galinsky et al., 2001). Moreover, the more intensive the teleworking, the longer working hours and the more health problems the teleworkers face (EU-OSHA, 2021). Furthermore, teleworkers usually try to compensate for their absence in the organisation by dedicating extra time and energy to their work. Although there are some studies showing the adverse effects of overwork climate (e.g., Mazetti et al., 2016), its longitudinal effects and mechanism have been underexplored thus far. Consequently, we expected overwork climate to be related to lower levels of psychological detachment that eventually leads to higher exhaustion, with this effect being more profound among high-intensity teleworkers.

The hypotheses were tested using cross-lagged structural equation modelling based on two-wave data from 375 employees working from home. The sample consisted of 286 (76.3%) women and 89 (23.7%) men ranging in age from 18 to 65 years (M = 34.35; SD = 12.370). 61.3% of the respondents worked in the public sector, and 38.7% worked in the private sector. The average tenure was 6.37 years (SD = 8.28 years).

The results of the study have partially supported our assumptions. More precisely, we have demonstrated that an overwork climate leads to exhaustion four months later due to impaired ability to detach from work psychologically. Notably, this effect was more substantial among those teleworkers who work from home full-time. This way, our study adds to insufficient knowledge on the mechanism and longitudinal outcomes of overwork climate. Furthermore, it contributes to the growing literature about the risks of telework that have become a prevailing way to work due to the Covid-19 pandemic.
At the height of the COVID-19 pandemic, 40% of Canadians were working from home, leading to the question ‘how can we effectively lead in a remote environment?’ As researchers from McKinsey put it ‘the skills that made leaders effective before the Covid-19 pandemic – strong coaching, mentoring, creating strong teams – are just table stakes for the challenge of the months and years ahead’ (DeSmet et al., 2021). Drawing from previous research, we propose the C.I.B.E.R. model - five critical behaviours for leading in a remote environment: Checking-in: maintain informal/non-task related contact with employees (e.g., Kelley & Kelloway, 2012); Inspiring: inspiring and motivating remote employees (Kelloway et al., 2003); Boosting: using email to escalate praise to higher levels (e.g., Weatherbee & Kelloway, 2005); Engaging: getting employees involved in decision making (see also Gulseren et al., 2021); and Recognition – expressing recognition of performance(e.g., Gilbert & Kelloway, 2018). We develop and assess a model of C.I.B.E.R. leadership (Study 1) and demonstrate how C.I.B.E.R. leadership affects organizationally relevant outcomes (Study 2).

First, we developed a 15-item (3 items per dimension) measure of C.I.B.E.R. leadership based on data from 120 employees of a retail chain who were working at home. Confirmatory factor analysis showed that a five-factor measure provided a better fit to the data than did a unidimensional model and an absolute acceptable fit to the data. All scales showed acceptable reliability (all alphas > .85). Researchers have become increasingly interested in short measures (Gilbert and Kelloway, 2014; Schaufelli et al., 2017) so the current study also developed an ultra-short measure by choosing 1 item from each dimension – a five-item scale (alpha = .87). Both the full measure and the ultra-short measure demonstrated convergent validity through correlations with variables such as job satisfaction, employee engagement and self-rated performance and innovation at work.

In the second study, data from an independent sample of 380 employees of a national retail chain – all of whom were working at home – supported the five-factor model. We estimate a structural equation model suggesting that C.I.B.E.R. leadership (a five-indicator latent variable) predicted engagement (the 3 factors of the UWES) which in turn predicted performance (self-rated performance and innovation) and retention (job satisfaction, turnover intent, and affective commitment). Both the measurement and full model provided acceptable fits to the data. C.I.B.E.R. leadership had a significant indirect effect on both retention (0.33, 95% CI = .20, .46) and performance (.049, 95% CI = .009, .089).

Our results support the factorial and concurrent validity of the C.I.B.E.R. measure. Moreover, results suggest that for employees working at home, CIBER leadership is associated with enhanced engagement, retention, and performance. Although the study was limited by cross-sectional data and reliance on samples from one industry, our results suggest that C.I.B.E.R. leadership is a promising construct in understanding the experience of work at home employees.
Given the high public interest, the increasing work demands, and the importance of preventing negative health consequences of these work stressors — the promotion of resources is an important means for maintaining employee health. Mindfulness is seen as one of the important individual resources. However, not all potential mechanisms through which mindfulness leads to well-being and health are well understood. Especially, there is little research explicitly considering the work context. While studies outside the workplace show a buffering effect of mindfulness on the relationship between stressors and psychological symptoms such as anxiety and depression, it is less clear in the work context. The buffering effect could be specifically relevant for stress intensive work contexts. Especially in male-oriented work contexts such as police, fire department, and military, where employees are exposed to high stress but are considered to be less psycho affine and less likely to seek help, it is an open question whether mindfulness can be a helpful resource to mitigate negative effects of work stress. Drawing upon the job demands-resources (JD-R) and the transactional stress model, we examined the buffering effect of mindfulness on the relationship between job demands and employee health (operationalized as psychological strain, physical complaints, health) and affect in military and police personnel. Using moderation analyses data from two studies (N1=359 and N2=362) were analyzed. While Study 1 examines the effects in a cross-sectional design, Study 2 focuses on the effects in a time-lagged study design. Study 1 showed that mindfulness mitigates the relationship between job demands and strain as well as health complaints. With higher mindfulness, the effects of job demands on health complaints and strain were reduced. Study 2 confirmed that mindfulness also buffered the effect of job demands at t1 on health complaints and negative affect at t2. Mindfulness buffers against the negative influence of job demands even in male-oriented job contexts. The results suggest that mindfulness is an important resource for employees’ health, particularly when job demands are high. These findings provide further support for the use and benefits of mindfulness practices in the workplace as a way to improve coping with occupational stress and to thus contribute to the maintenance and improvement of employees’ health.

What Makes Coaching Work? a Longitudinal Process Study Into the Active Ingredients of Coaching

The aim of this study is to examine the psychological mechanisms through which positive coaching outcomes are attained. With growing attention to individual well-being and thriving in the past two decades, professional coaching has become a popular intervention at both the workplace and the private domain. While the benefits of professional coaching for both well-being and functioning have been demonstrated in various setting, little is known about the coaching process itself: “what is actually happening in the session, what coach and client do in the coaching interaction”, and the process factors that help or hinder successful coaching. In this longitudinal study, we aim to investigate important process factors that influence coaching outcomes. Specifically, we take into account variables that might influence the coach-client interaction in important ways such as the client’s self-disclosure, openness to feedback and learning, and trust in the coach. In order to gain a richer understanding of these variables, we will also consider coach perceptions of these variables. In linking these process factors to coaching outcomes, this study can provide important input to both coaching researchers and practitioners.
Participants in this study will be following a 10-month long coaching intervention consisting of 6 individual face-to-face coaching sessions with a professional coach. The coaching program is voluntary and offered to medical specialists and residents from several hospitals in the Netherlands. Based on the Job Demands – Resources Model, we assess job demands (i.e., workload, job insecurity, work-life-interference), job resources (i.e., social support, autonomy), and personal resources (i.e., psychological capital, self-compassion, psychological flexibility), as well as burnout and work engagement before the intervention (T1) and shortly after the intervention (T3). Additionally, we measure process variables of coaching at both the client- and the coach-level halfway through the coaching (i.e., T2; after the 3rd coaching session). Specifically, we assess the client’s perception of coach characteristics (e.g., expertness, trustworthiness, similarity), and self-rated self-disclosure, feedback orientation, working alliance, and effort. At the coach-level we will assess the coach’s rating of client’s self-disclosure, feedback orientation, effort and working alliance. Additionally, we will assess self-rated coach characteristics (e.g., attractiveness, expertness, trustworthiness, similarity).

Given the hierarchical structure of our data (i.e., observations nested in clients (1), and clients nested within coaches (2), we will use a multilevel approach to analyze our data. We expect that positive coaching outcomes are influenced by client variables, such as the client’s self-disclosure or feedback orientation and process factors, for example, the quality of the working alliance between coach and client. Additionally, we will explore the role of fit between client-anticipated and experienced coach characteristics for coaching effectiveness. The results of these analyses are expected in spring 2022. This study can provide evidence about understudied coach- and client process factors that play a key role in successful coaching.

Second, understanding the coaching process – how it unfolds over time in presence or absence of relevant process factors – can inform coaching practitioners about their own share in generating coaching success, and how to intervene in their coaching practice.

**O52 Challenge Versus Hindrance Job Demands and Leisure-Time Physical Activity: A Daily Diary Study**

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**Aim:** In line with the physical activity-mediated Demand-Control (pamDC) model (Häusser & Mojzisch, 2017), a multitude of research supports the idea that job characteristics, particularly job demands, are impacting leisure-time physical activity (LTPA; e.g., Mutz et al., 2020; Sonnentag & Jelden, 2009). In addition, recent research by Abdel Hadi et al. (2021) supports the crucial importance of LTPA for employee well-being as the study revealed a negative effect of job demands on psychological well-being that was mediated by LTPA. Based on the assumptions of the challenge hindrance stressor framework (Cavanaugh et al., 2000), the present research examines varying effects of different types of demands. Furthermore, as proposed by the pamDC model, we analyze whether self-control capacity acts as an underlying (mediating) mechanism for the effects of challenge and hindrance job demands on LTPA.

**Method:** We conducted a daily diary study with 263 employees who worked (remotely) in mostly sedentary jobs. All participants were asked to answer surveys three times a day (after waking, after finishing work, before sleep) for 14 consecutive days (6356 observations in total). We collected measures of challenge and hindrance job demands (Rodell & Judge, 2009), as well as self-control capacity (Rivkin et al., 2015), directly after finishing work. Before sleep, we captured self-reported LTPA (minutes spent in moderate to vigorous physical activities after work). We applied multilevel structural equation modeling to analyze the proposed relationships, thereby focusing on within-person effects as we mainly expected short-term relationships.
**Results:** Our results show that – in line with the pamDC model – daily hindrance job demands were negatively related to daily LTPA after work. In contrast, daily challenge job demands showed positive relations to it. Furthermore, our analyses revealed a negative indirect effect of daily hindrance job demands on daily LTPA after work through daily after-work self-regulatory capacity: Hindrance job demands were negatively related to after-work self-regulatory capacity which, in turn, showed positive associations with LTPA after work.

**Conclusion:** Our findings support the idea that challenge versus hindrance job demands are differentially related to LTPA as we found a negative relationship with LTPA only for hindrance job demands, whereas challenge job demands and LTPA turned out to be even positively related. With regard to the basic ideas of the pamDC model, these findings stress the crucial importance to distinguish between different subtypes of job demands and show that the assumptions of the challenge hindrance stressor framework can be a valuable approach to do so. With regard to the mediating effect of self-regulatory capacity (as proposed by the pamDC model), we found evidence that job demands are negatively related to LTPA via self-regulatory capacity. At the same time, our data point to the fact that self-regulation is not impaired equally by all types of demands.

**O53**

**Impacts of a Social and Emotional Learning Intervention on Elementary-School Teachers’ Personal and Professional Outcomes**

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As far as teachers’ occupational health and well-being is concerned, teaching has been described as a profession of high risk, associated with the high professional demands that characterize their job. Albeit international research has identified variables of a social and emotional nature as main factors of teacher occupational stress and burnout, teachers’ initial training focuses mainly on the academic domain, and they lack explicit training concerning social and emotional learning. Hence, negative impacts regarding teachers’ occupational health and well-being have been reported. Also, positive effects of social and emotional learning interventions for teachers have been found regarding the increase of teachers’ well-being and personal accomplishment and the decrease of their psychological distress, namely emotional exhaustion. In this scenario, the design of interventions explicitly developed for in-service teachers with the purpose of promoting their social and emotional competence gains special relevance. Moreover, the emergence of a global SARS-CoV-2 pandemic in 2020 has increased the need for teachers to adapt to new challenges, reinventing teaching methodologies, and developing and perfecting pedagogical, social, and emotional skills due to the numerous changes experienced in their personal and professional lives. Considering the instability experienced during a global pandemic, e-learning interventions for the development of these competencies become a flexible and adjusted tool to promote teachers’ occupational health and well-being by enabling the adaptation of the interventions and their continuity even in situations of participants’ isolation or in new quarantine periods. Hence, the present study aimed to evaluate the effectiveness of the A+, an e-learning intervention for elementary-school teachers. A quasi-experimental study was carried out with a total of 81 participants (96.3% women, $M = 46.21$ years, $DP = 4.82$, $n = 42$ assigned to the experimental group) from three different school contexts. Data regarding the A+ efficacy was collected at four points in time using a set of self-report questionnaires that assessed proximal variables (i.e., social and emotional skills) and distal variables (e.g., well-being and burnout). Robust linear mixed models
were used to analyse the data. Preliminary results suggested that, over time, the A+ had positive impacts across proximal and distal variables favouring the intervention group. However, results differed across the school contexts. Despite its limitations, the findings contribute to a growing body of research which sustains the effectiveness of interventions to promote teachers' social and emotional competence and reinforces the need to consider context variables in research and practice.

O54
Optimizing Post-Covid Work Arrangements: Which Individual, Team Level, and Organizational Aspects Should Decision-Makers Consider?
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Introduction: The goal of our research was to identify which aspects of wellbeing, productivity, and employee retention multinational companies in the research and development sector should consider when planning and preparing for hybrid work. Attitudes to working from home (WFH) have changed irreversibly due to COVID-19 pandemic in many organizations that previously required physical presence from all employees. The end of the health crisis presents an opportunity to rethink the ways work is organized, and potentially move towards hybrid solutions that facilitate wellbeing, productivity, and the retention of employees.

Methodology: Studying a company of 1200 workers, we collected qualitative data by conducting 42 semi-structured interviews with managers from three managerial levels, 13 team interviews with developer teams, and 5 diverse focus groups (N_total = 150), altogether 60 interviews.

Results: The thematic analysis of the data helped to identify 1) which elements and routines of WFH employees thought should be preserved or avoided, 2) which challenges, or fears employees anticipated regarding hybrid work, and 3) what conditions employees expected to result in a successful new hybrid work arrangement to maximize wellbeing, productivity, and employee retention. Limitations: Our research results are valid in research and development companies and might be distorted by experience gained during the COVID-19 pandemic.

Originality/value: The main outcome of our research is a checklist of individual, team level, and organizational aspects of WFH and hybrid work, which can provide theoretical and practical guidance for decision-makers to optimize post-covid work arrangements.

O55
The Interplay Between Economic and Health Threats at Work: The Employment-Health Dilemma
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By raising simultaneously both economic and health threats, the Corona Crisis has hit non-medical hospital workers (e.g., cleaners) particularly hard. While they are confronted with an economically precarious situation (e.g., due to a lack of less hazardous alternative jobs in other sectors), they are also confronted with (infectious) diseases but often lack the training to deal with them. The employment-health dilemma serves as a theoretical framework that describes situations in which workers must choose between accepting/keeping a job (to avoid economic threats) and rejecting/quitting a hazardous job (to avoid health threats). Thus, the employment-
health dilemma is an avoidance-avoidance conflict that is driven by simultaneous economic and health threats. These threats have antecedents at societal, organizational, and individual levels. Potential antecedents of economic threats include economic crises (societal level), rapid hire/fire policies (organizational level), and high dependence on a certain job (individual level). Potential antecedents of health threats include a discriminating healthcare system (societal level), insufficient protection gear (organizational level), and pre-existing illnesses (individual level). For example, an untrained cleaner whose partner is at high risk for severe courses of a COVID infection may face this dilemma when the infection risk in their hospital job is high and jobs outside the hospital are scarce. Therefore, we want to explore the antecedents that influence the extent to which workers perceive their work situation as threatening to their economic situation and/or health. Currently, we conduct semi-structured interviews using the critical incident technique. Our sample consists of non-medical hospital workers who work in several occupations with different levels of virus exposure (e.g., cleaners or kitchen assistants). By now, we have collected data from 50% of the planned sample ($N = 50$) and expect to complete data collection by spring 2022. We analyze the data using qualitative content analysis (Mayring, 2015) – a structured but flexible analytic technique for qualitative data.

Preliminary results from 25 interviews show that non-medical hospital workers indeed perceive both economic and health threats during the Corona Crisis and allow to delineate initial ideas regarding respective antecedents. Regarding economic threats, workers reported a lack of alternatives on the labor market and financial responsibility for their families as antecedents. Regarding health threats, they named a lack of information, operational disruptions, insufficient protection gear, and a lack of medical training as antecedents. In line with the employment-health dilemma, workers noted that economic threats motivate them to sustain health threats in their current employment. This study sheds light on possible antecedents of economic and health threats of non-medical hospital workers during the Corona Crisis. A major implication is that not only positive factors attract workers to or retain them in their jobs. Instead, undesirable factors (e.g., economic threats) push workers into jobs. The employment-health dilemma is a useful framework for mapping these decisions and the interplay between both economic and health threats. The qualitative approach with a non-representative sample limits the generalizability of our study to similar contexts.

O56
The Longitudinal Effects of Job Insecurity on Burnout and Turnover Intention: The Role of Organizational Citizenship Behaviour as Moderator
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Job demands and resources have been continuously discussed as important job characteristics that trigger psychological health and work outcomes. However, among the stressors that are rarely tested is job insecurity. In the context of the current study, we examined the competing effects of two distinguished job insecurity constructs, namely qualitative job insecurity (QualJI) and quantitative job insecurity (QuanJI), and two different kinds of job resources (i.e., role clarity, supervisor support) on burnout and turnover intention. While the former is considered as workplace stressors, the latter is represented as a stimulus to employees’ well-being and work outcomes. However, since job insecurity is not a usual stressor, as QualJI represents cognitive appraisal of future job loss, and QuanJI is regarded as the actual perception about the current working scenario, it remains unclear how organizational citizenship behaviour (OCB-I) moderates the relationship between demands and health work outcomes. Therefore, drawing on the JD-R model, the study investigates the buffering effect of OCB-I on the association between job demands (i.e., job insecurity) and job resources (i.e., supervisor support, role clarity) on burnout and turnover intention. We utilised two waves longitudinal online survey
(with a 4-month gap) among 572 multi-sample occupations from 70 organizations in Malaysia (83% response rate). We used 2-way and 3-way interaction effects to see the consequences of job insecurity (i.e., QualJI, QuanJI) and job resources (i.e., role clarity, supervisor support) on burnout and turnover intention. As expected, our study found that both QualJI and QuanJI predicted burnout overtimes, and increased the possibility of turnover intention. However, both job resources predicted the decrease of burnout and turnover intention over time. Interestingly, our study found in high quantitative job insecurity, OCB-I acts as an important resource that reduces turnover intention. Supervisor support also reduces burnout in conditions of high OCB-I. Nevertheless, in high QualJI, low supervisor support and high OCB-I, reduces burnout over time. Eventually, in high QuanJI, high role clarity and high OCB-I, increases turnover intention.

O57
Eating Stress Away? The Spillover and Crossover Effects of Job Insecurity on Employee & Spousal Stress and Unhealthy Eating
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Job insecurity (Anderson & Pontusson, 2007) as a job stressor can have negative outcomes on employees’ work outcomes and their health (Lee et al., 2017). However, researchers have mainly focused on how job insecurity affects employees, and the negative effects may extend beyond them. Specifically, less is known about potential crossover effects in how one person’s job insecurity might affect their partner (Mauno et al., 2017). For instance, when employees and their partners experience increased stress due to job insecurity, both may engage in negative coping behaviors.

A way to cope with job insecurity may be to engage in more unhealthy behaviors. Nutrition and healthy eating are found to be important components of a healthy lifestyle (e.g., World Health Organization, 2020). When stressed, employees may resort to unhealthy eating habits which can have negative implications on their health (Morris et al., 2015). Therefore, this study examines how focal employees’ job insecurity might influence their and their spouses’ unhealthy eating habits and the underlying mechanisms that might influence such behaviors. Through a spillover and crossover (Westman, 2002) framework, the current study proposes that employee job insecurity will positively predict both employee and spousal stress (H1/2) and that employees’ perceived stress and positively predict their spouses’ stress (H3). Additionally, we predict that stress will mediate the relationship between the employees’ job insecurity and unhealthy eating for the employee and spouse (H4/5).

Data was collected from 201 married couples who provided data across three waves with 6 weeks between via Prolific. The following measures were used: job insecurity (Time 1; Vander et al., 2014), perceived stress (Time 2; Herrero & Meneses, 2006), and unhealthy eating (Time 3; Liu et al., 2017). The analyses were analyzed used Mplus 8 (Muthén & Muthén, 2017) and revealed that focal employees’ job insecurity positively predicted their unhealthy eating through their perceived stress. While the direct effect of employees’ job insecurity on spouses’ perceived stress was not significant, employees’ perceived stress had a significant crossover effect on their spouses’ stress. Furthermore, focal employees’ job insecurity had a significant indirect effect on their spouses’ unhealthy eating through their own and their spouses’ perceived stress.

Discussion: Our findings suggest job insecurity can predict employees’ own stress, which is consistent with previous research (Lee et al., 2017). With that, we extend the previous research through our findings in that increased stress from job insecurity can lead to unhealthy eating as a dysfunctional coping strategy. Additionally, this study found that employees’ stress due to job
insecurity can cross over to their spouses and subsequently predict more unhealthy eating of
the spouses, suggesting that the effect of job insecurity does not stop with focal employees.
This study highlights how stress from employee job insecurity might result in negative coping
habits for their family. The study’s limitations and future directions will be discussed.

O58
The Distal Effects of Survivor Selection: A Strengths Crafting Perspective
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For decades, considerable attention has been devoted towards the short-term implications of
employee downsizing – a planned set of organizational policies and practices aimed at
workforce reduction with the goal of improving firm performance – on employees. While this
body of research frequently compares survivors (i.e., retained employees) against unemployed
victims (i.e., terminated employees) immediately following the downsizing announcement, there
is little known about the distal effects of survivor selection once victims are re-employed. As
extant research suggests that victims continue to face challenges fitting into their workplace
even once re-employed, this research explores a moderated mediation model linking survivor
selection to strengths crafting (i.e., the alignment of strengths to the work environment).
Our arguments draw on social capital theory, which posits that changes in social structures can
motivate individuals to build social capital. Specifically, we hypothesize that the social structure
changes inherent in survivor selection motivates re-employed victims more so than remaining
survivors to engage in internal networking (i.e., career-oriented interactions with others in the
organization). The information obtained during internal networking may be leveraged to craft
towards their strengths. This relationship is strengthened for employees with less work
experience, as their experiences have not yet refined their abilities to interpret, utilize, and
integrate information obtained during internal networking.

Data were collected from individuals whom, at one time, were working at the same high-tech
startup in Canada. Our research design involves two waves (i.e., one-year time lag) and three
sources of data (i.e., organizational data collected from the HR department one week after
downsizing announcement; survivor data were collected from employees still employed at the
same organization; victims’ data were collected via a LinkedIn group that was created to
support these downsized individuals). In total, our sample consists of 114 remaining survivors
and 25 re-employed victims (n = 139). Previously established scales were used to measure all
constructs. The work experience variable was collected from organization records. The results
reveal a negative direct effect of survivor selection on strengths crafting, and a positive indirect
effect via internal networking. Further analyses show that work experience significantly
moderates the relationship between internal networking and strengths crafting.

This study contributes to the literature in two primary ways. First, this study extends the
downsizing literature by examining the distal effects of survivor selection on re-employed
victims and remaining survivors. While existing studies of survivors and victims largely position
victims’ lack of employment as the main differentiator between these two groups, we
empirically compare these two groups once victims are re-employed. This approach provides
new insights into the effects of survivor selection that may not be apparent (or at least
captured) when victims are unemployed. Second, this study highlights a positive outcome of
downsizing. While previous studies often focus on the negative consequences of downsizing,
we highlight a ‘silver lining’ for employees. Specifically, we show why survivor selection is
associated with greater strengths crafting, particularly for those with little work experience.
NIOSH Worker Well-Being Questionnaire (WellBQ)

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While there is much interest in worker well-being, there has been no consistent definition of the concept of worker well-being nor a comprehensive measurement tool to assess it. To address this gap, the NIOSH and the RAND Corporation conducted research to develop a conceptual framework and operationalize indicators for worker well-being. This work produced the NIOSH Worker Well-being Questionnaire (WellBQ), a new tool designed to assess worker well-being.

Methods: The research team conducted a multidisciplinary literature review of the peer-reviewed and grey literature to inform the framework development. Using the key conceptual issues found, a worker well-being framework was developed, consisting of five domains: (1) Workplace physical environment and safety climate; (2) Workplace policies and culture; (3) Work evaluation and experience; (4) Health status; (5) Home, community, and society. Next, the team reviewed existing relevant instruments to extract items relevant to the five domains. An expert panel contributed to the prioritization and selection of items, and a draft instrument was created. After cognitive testing and pretesting, the draft instrument was field tested in a sample of 975 working adults. The field testings were conducted by GfK’s KnowledgePanel, a probability-based, online panel to be representative of the civilian, noninstitutionalized U.S. population. The responses from the field testings were analyzed through psychometric testing. The analysis included item-level descriptive analyses, exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and examination of item characteristic data via Item Response Theory (IRT) analyses, examination of correlations among items and scales, and computation of internal consistency reliability statistics for scales. Using the results of the analysis, multi-question scales were created, less-informative items were eliminated, and minor edits were made to improve clarity.

Results: The instrument demonstrated adequate reliability and concurrent validity. CFI and TLI values range from 0.93 to 1, and Cronbach alpha values exceed 0.8 in most cases, falling below 0.7 for only one scale. The meaningful correlations point to criterion, convergent, and discriminant validity of questionnaire measures. A forthcoming paper will describe development process & analysis of field-testing data. The final instrument is divided among 24 subdomains and 52 subdomain constructs. Based on the pilot test and the number of items which were eliminated, it is estimated that the NIOSH WellBQ can be completed in about 15 minutes.

Discussion: The NIOSH WellBQ is designed to capture multiple facets of well-being to both broadly characterize the well-being of workers and inspect specific aspects of worker well-being. It can be used across the workforce as a whole or within various worker subpopulations. As data are accumulated through widespread use of the NIOSH WellBQ in a diversity of settings, we anticipate that researchers, practitioners, and policymakers will be able to establish benchmarks or for worker well-being across different working populations. The NIOSH WellBQ can be used to identify changes in worker well-being due to changes in public or organizational policies and investigate effects of deliberate interventions to influence worker well-being and associated outcomes. The NIOSH WellBQ is a reliable and valid instrument that comprehensively measures worker well-being.
**O60**

**No Evidence for Reactivity to Measurement When Using Actigraphy to Monitor Physical Activity: A Field Experiment**

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**Aim:** Since the early days of I/O-psychology, researchers are aware of the potential occurrence of reactivity to measurement, particularly in behavioral measures. Reactivity of measurement refers to the problem that participants may alter their behavior into an (alleged) desired direction as a reaction to the awareness of being observed or monitored. The first - given today's research standards, anecdotal evidence for reactivity to measurement comes from the famous Hawthorne studies (Carey, 1967). However, with the rise of easy-to-apply portable measurement devices in the field of occupational health psychology, the issue of potential reactivity to measurement is more pressing than ever because reactivity would undermine the reliability of these measures - often referred to as 'objective' measures of behavior (cf. König et al., 2021).

**Method:** We conducted a field experiment (N = 91), with a two-week ambulatory assessment examining physical activity using actigraphs (wGT3X-BT). As a within-subjects factor, we manipulated the communicated measurement intention. To this end, we used actigraphs that were of different colors (i.e., red and black). In one week, participants were given a red actigraph (attached to the wrist) and were informed that the actigraph would monitor physical activity. In the other week, they were given a black actigraph and were informed that it would monitor sleeping behavior (in fact, actigraphs of different colors were identical and measured both physical activity and sleeping behavior). The order of communicated measurement intention was randomized between participants. Moderate to vigorous physical activity (MVPA) was used as an indicator of physical activity.

**Results:** We tested for potential differences in physical activity using paired t-tests (one-tailed) with communicated measurement intention as within-subjects factor and MVPA as dependent variable. Analyses revealed no effect of communicated measurement intention, $t(90) = -0.91$, $p = .818$, with Bayes factors indicating strong evidence in favor of the null hypothesis ($BF_{01} = 15.55$).

**Conclusion:** Our study revealed no reactivity to measurement when actigraphy was used to monitor physical activity in naturalistic settings. This means that actigraphy has the potential to produce unbiased and, therefore, reliable measures of physical activity, even if the intention for measurement is communicated overtly. However, a recent preprint of a meta-analysis (König et al., 2021) reported at least some evidence for reactivity in objective digital measurement of health behavior. Therefore, caution should be taken to minimize reactivity, for example, by providing no immediate feedback or using longer measurement periods (as in our study). Currently, we replicate our study with actigraphs attached to the hip, because wrist-based measures tend to overestimate MVPA (data will be available by the time of the conference).

**O61**

**RESET Project: Validation of the Caen Chronotype Questionnaire (CCQ) in a British Population**

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The Caen Chronotype Questionnaire (CCQ) is a self-report measurement of circadian rhythms which captures both chronotype (i.e., morningness or eveningness, ‘ME’) and amplitude (i.e., variations in individual functioning across the day; Laborde et al., 2018). Although the CCQ has
been validated in six languages, including Arabic, Dutch, German, Italian, Portuguese and Spanish, no studies have validated this questionnaire in English. Thus, the current study aims to validate the English version of CCQ in a representative UK sample.

Convergent validity between CCQ-ME and the Morningness Eveningness Questionnaire (MEQ) is not consistent; in Dosseville et al. (2013), CCQ-ME was strongly related to MEQ, whereas Laborde et al. (2018) only found minimal to medium correlations between these two morningness-eveningness scales.

According to Laborde et al. (2018), the criterion validity of the CCQ was also examined with demographic and lifestyle factors. The current project looked at how chronotype and amplitude scales in CCQ would be related to gender, age, mood, physical activity, shift work, sleep duration, daytime sleepiness and substance consumption (e.g., alcohol and caffeine). Consistent findings show that evening chronotype peaks during adolescence, and in late adolescence or early adulthood, individuals align more to ‘morning’ types (Fischer et al., 2017; Laborde et al., 2018). Additionally, there seems to be robust gender differences in circadian preference, where men show more evening orientation and less diurnal variations than women (Randler, 2007; Vagos et al., 2019). Furthermore, shift workers with early chronotype slept longer, reported fewer awakening complaints, but tended to be less tolerant for shift work than late types (Hilliker et al., 1992; van de Ven et al., 2016). Although Laborde et al. (2018) did not detect a significant association between amplitude and coffee consumption, people with an intermediate and high level of diurnal variations tended to consume alcohol more frequently (Arrona-Palacios et al., 2020). Also, napping was positively associated with diurnal variations and evening orientation (Martin et al., 2016; Laborde et al., 2018). The sample was representative of demographic characteristics to the UK population, including over 400 participants aged 18 to 65, currently based in the UK, working full-time, and who had English as their main language.

In a cross-sectional design, participants completed an anonymous questionnaire on Qualtrics, which included The Caen Chronotype Questionnaire (CCQ), Pittsburgh Sleep Quality Assessment (PSQI), Global Sleep Assessment Questionnaire (GSAQ), The Morningness-Eveningness Questionnaire (MEQ), Patient Health Questionnaire (PHQ-9), The Karolinska Sleepiness Scale (KSS), and General Practice Physical Activity Questionnaire (GPPAQ). Questions on demographics, job information, work schedules, lifestyle and confirmation of UK residence (e.g. region) were also included. A confirmatory factor analysis (CFA) was run by IBM AMOS 27.0 to confirm the two-factor structure of CCQ. Bivariate correlations were used to examine the convergent validity and criterion validity between the CCQ and other measures. Furthermore, the project explores the relevance of studying the amplitude of chronotype as proposed by the Caen questionnaire, as a pathway to manage the increasing diversity work schedules. The theoretical and methodological challenges of the study and the implications for practice will be discussed.

O62
What Do French Teleworkers Say About the Evolution of Their Work Activity? Comparing Interviews During Two Phases of the Covid-19 Pandemic?
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The study aims to uncover in what way and to what extent employees in mandatory telework - since the beginning of the sanitary crisis - have appropriated this new work modality. How has their work activity been impacted by the socio-sanitary context and by lockdown? What are the subjective effects of these changes for the employees? To meet this objective, we conducted
semi-structured phone interviews with the agreement of an insurance and financial services firm in France. The study was conducted in two phases. Phase one of interviews took place in April 2020 with a sample of 31 voluntary employees (15 women and 16 men) and the second in March 2021 with 22 employees (11 women and 11 men) from the first sample. All middle management employees from commercial and technical branches had a previous experience of voluntary flexible work. While in France psychological health was preserved during the first confinement, it has steadily deteriorated in the course the last year (Santé publique France, 2021). From an organisational point of view, companies that had already experimented with telework were more prepared for the situation (Tokarchuk et al., 2021). Beyond the content of the work the way in which the tasks were performed was affected (Fana et al., 2020).

Based on a full written transcription of the interviews, a thematic analysis (Schilling, 2006) revealed changes in employees' professional practices and in their relationship to their work. During the phase one the frequency of communication between hierarchical levels increased along with an ambivalent feeling regarding the evolution of relationships within the organisation. A rather positive experience of the situation which can be explained by self-reported comfortable lockdown conditions and the employees' hope that sanitary crisis, and mandatory telework, as a sanitary by product would not last long. The results of phase two underlined an organisational shift towards hybrid arrangements, mixing home-based and on-site work. A feeling of decreased psychological well-being was experienced due to the ongoing situation as well as a fatigue related to the adaptation of employees to the multiple organisational changes induced by national government-imposed health measures.

Finally, the increase in time spent on exclusively media-focused activities, the lack of downtime and the difficulties in disconnecting from work also were perceived as sources of fatigue. The small size of the sample and the particular characteristics of the company involved do not allow for a generalization in respect to the variety of situations of confined telework. The employees interviewed had a high level of seniority, and most of them worked in occupations associated with a high level of autonomy. Few employees had to look after small children. The repeated "unanticipated" mandatory introduction of telework changed the work activity itself. This seems particularly important in view of the complex health situation and the alternation between lockdown and unlockdown that remote workers have faced. Moreover, the originality of the study lies in the longitudinal design for the period of the Covid-19 pandemic.

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O63
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Cette étude vise à examiner l’évolution des perceptions des caissier.e.s concernant le sentiment de reconnaissance et d’utilité sociale, les conditions de travail et finalement le sens du travail pour comprendre comment la crise a pu les impacter. Le corpus a été recueilli par entretiens semi-directifs auprès de dix caissier.e.s dans la moyenne et la grande distribution, lors des premier et troisième confinements. Les données ont fait l’objet d’une double analyse, thématique et manuelle ainsi que lexicale et automatisée (logiciel Iramuteq). Les hypothèses prévoient des évolutions par rapport à la période pré-Covid en référence aux relations avec la clientèle, à la reconnaissance perçue, au sentiment d’utilité et de sécurité. Conformément à une vision dynamique du sens du travail, elles postulent une évolution temporelle des discours sur le sens du travail entre les deux confinements, liée à l’expérience vécue du Covid. Les résultats viennent confirmer les hypothèses. Ils relèvent une prédominance de la reconnaissance individuelle et collective perçue, questionnée lors de la crise sanitaire en fonction des émotions éprouvées à l’occasion des interactions de service. Ils donnent à voir une double évolution, par rapport à la période pré-Covid et entre le premier et le troisième confinement, de leur sentiment de reconnaissance notamment à travers des changements dans la relation à la clientèle et à l’encadrement, de leurs conditions de travail, des mesures sanitaires perçues à la fois comme une marque de reconnaissance mais aussi comme une contrainte supplémentaires, et du sens trouvé dans le travail, avec une incidence sur leur intention de rester dans le métier (Arnoux-Nicolas, 2019).

O64
Resigned Silence: Learned Helplessness in Contexts of Repeated Lack of Voice Impact in Organizations
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A major way workers can try to influence issues at work is by making their opinions, suggestions, or concerns known to people detaining power (e.g., hierarchical superiors). This process is called “voice” (Hirschman, 1970) and is an important source of personal control. Feeling that you can act to attain desired outcomes, satisfactory situations, or less negative ones is an important determinant of well-being and health-related outcomes (e.g., stress, turnover, satisfaction; Ashforth & Saks, 2000; Spector, 1982). Voice has an instrumental purpose: Workers attempt to have an impact on their environment. However, voice may be heard, but not taken into account, resulting in its having no impact. In such cases, voice does not contribute to the feeling of control because of the non-contingency of the link action-to-outcome, particularly if this situation is repeated. Research on control perceptions indicates that the repetition of the absence of perceived impact of actions can result in maladaptive passivity (Maier & Seligman, 1976, 2016). This passivity denotes an absolute absence of perceived control, as events are believed to be independent of one’s actions. This phenomenon is called “Learned Helplessness” (LH) and has been linked to motivational and emotional deficits with consequences for health (i.e., passivity, apathy, less self-esteem, depression). Therefore, repeated lack of voice impact may lead workers to feel helpless, and subsequently, they will remain silent and passive.

To test these assumptions, we first carried out an experimental study on 318 workers, following the recommended protocol in LH research (i.e., learning phase followed by a test situation; 3 groups). Participants were exposed to either non-contingency, contingency, or no feedback about their voiced suggestions about work issues (e.g., working conditions). Following this phase, participants were presented with a new situation: The opportunity to express themselves on a new unspecified topic. We also assessed their reactions using various scales.
Participants in the repeated non-contingency condition significantly preferred to withdraw in the second phase, therefore ignoring the new possibility for voice ($\chi^2 = 3.81, p < .05$). They indicated feeling more helpless, $t(315) = -14.01, p < .001$, sad, $t(315) = -3.20, p < .01$, and that the situation was more unfair, $t(315) = 12.22, p < .001$, compared to those in the contingency condition. These results are consistent with our hypothesis that repeated non-contingency between voice behavior and outcomes may lead people to become resigned and feel helpless. In a second experimental study, we will investigate the causal attributions of workers when confronted with repeated failure to control their working environment (via voice behaviors). Indeed, causal explanations have been found to be an important factor mediating emotional and motivational outcomes when dealing with failures (e.g., attributing failure to an internal cause is more damaging for individuals than an external attribution; Abramson et al., 1978). Resignation from communicating is potentially dangerous for workers due to the aforementioned consequences of LH, but also given the possibility that workers experiencing mistreatment or bullying at work may remain silent. Such reactions could seriously threaten workers’ psychological and physical health over time (Harlos, 2001).

O65
Psychometric Properties of the French Version of the Spanish Burnout Inventory (SBI- FR) in Teachers
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The Spanish Burnout Inventory (SBI) is based on a model that includes four dimensions of burnout: Enthusiasm towards the job, psychological exhaustion, indolence, and guilt. Some of these factors are not taking into account in other models of burnout. However, there are important among exhausted teachers, such as the feeling of guilt toward students. The SBI is an adequate instrument to study burnout in different countries and samples and indicated the feeling of guilt as an important dimension to gauge the structure of this phenomenon. In France, teachers in high school feel exhausted with a lack of support from hierarchy and institutions. Indeed, disciplinary troubles are deal by teachers and lots of hierarchy ignore these problems. Hence, teachers have no support to deal with undisciplined or aggressive students. This lack of support may increase exhaustion, release from commitment and culpability towards other students. These characteristics should be taken into account by an accurate tool such as the SBI. Our aim is to validate the SPI in French and according to French teachers’ context. In a first study, we conducted interviews with French teachers. A thematic analysis shows several factors specific to the French context, such as the lack of implication in projects from exhausted teachers. We have built new items based on these data. The final study concerns the validation of the French version of the Spanish Burnout Inventory (SBI-FR) in a sample of French teachers. Data are currently being collected and we will present the psychometric analysis during the conference. In conclusion, results are expected to corroborate the evidence for a new typology of burnout that differentiates guilty from non-guilty professionals. This study provides evidence showing the adequate psychometric properties of an alternative burnout measure that could facilitate the diagnosis of individuals with burnout.
This communication aims at presenting the results of a quantitative enquiry via questionnaires (n=1000) and a qualitative study with semi-structured interviews (n=30) on the changes in interpersonal workplace communication trigged by the Covid-19 crisis and the unprecedented development of “forced” telework. In the academic literature, the concept of civility refers to an historical process (Elias, 2002) by which individuals learn gradually to control their emotions and soften their manners in order to pacify human relations. Civility also accounts for a set of ceremonial rules (Goffman, 1974) guiding daily interactions in order to keep violence at bay and to prevent adverse behaviors from happening. Far from being restricted to demonstrations of courtesy and politeness, civility in the workplace is a “powerful principle of cooperation” (Courpasson, 2018). A bulk of academic studies show the deleterious consequences of incivility on workers (source of stress, anxiety, depression, feeling of doing a meaningless job, demotivation, etc.) and on team work, since rude behaviors and displays of disrespect undermine mutual confidence and impair co-workers’ will to cooperate (Estes & Wang, 2008 ; Giumetti et al., 2013).

Cyber incivility refers to low intensity rude behaviors that break the rules of respect guiding daily interactions in the workplace. These noxious behaviors are repeated over a period of time and mediated through digital devices such as electronic mail or visio conferencing software. In France, three lock-up periods have occurred since the beginning of the health crisis in March 2020. This unprecedented situation brought about a strong rise of remote work. This “forced” and “unprepared” type of telework leads potentially to poor working conditions that do not comply with legal requirements (obligation to establish a charter, to provide workers with digital devices and office equipment, to set up work schedules, etc.). In this context of crisis, communication technologies have been used extensively in order to make up for the lack of face-to-face interactions.

Drawing on previous research on workplace cyber incivility (xxx, 2020; xxx, 2021), we wonder whether this unprecedented situation has altered professional communication in organizations and has increased rude behaviors mediated via ICTs. From a critical perspective in organizational communication (Linstead et al., 2014; Mumby & Kuhn, 2018), we consider cyber incivilities not as deviant behaviors that should be “corrected” or amended, but as symptoms of the deterioration of working conditions and organizational broader issues.

A mix research method was set up to answer this research question. A questionnaire was composed of 3 main themes: the "material" conditions of remote work and the electronic devices used; working conditions and organizational factors, and finally cyber incivility measured with 2 indicators: the frequency of the acts and the feelings of discomfort induced. The survey remained online from mid-June to mid-July 2021 and enabled us to collect 1000 responses from a sample of respondents representative of the French population of teleworkers. 30 semi-structured interviews were conducted in autumn 2021 to enrich quantitative data and shed light upon some complex issues. Contrary to past research, the results show that the frequency and feelings of unease induced by cyber incivilities are not related to individuals’ factors such as gender or age. Rather, quantitative and qualitative data show that cyber incivilities in times of pandemic are deeply rooted in organizational factors. In this presentation, we emphasis the critical role played by intensive work rhythms, blurred work-life boundaries, information and work overload, lack of autonomy and insidious control.
Understanding Reciprocity Amongst Teleworkers: How Important Is It to Have Qualitative Social Exchange Relationships?
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Research goals/Theoretical background: Despite the research attention to telework, the role of teleworkers’ social environment and its impact on performance is not well understood. Due to the lack of physical proximity between teleworkers and organizational members, telework pressurizes social exchange relationships and their reciprocity effects, in line with Social Exchange Theory (Emerson, 1976). Gaining insight into such exchange processes as an explanatory factor in the telework-performance relationship is the main aim of this study. We focus on three dimensions of individual work performance (i.e., task performance, counterproductive work behavior and organizational citizenship behavior), all considered as relevant and mainly independent dimensions of employee functioning (Rotundo & Sackett, 2002). Hence, in this study, we specifically examine whether the quality of social exchange relationships, measured by social support and trust, can improve the effect of telework on all aspects of employee performance.

Design/Methodology: To clarify when telework results in positive (or negative) performance outcomes, we simultaneously examine its usage (non-teleworkers versus teleworkers) and intensity (less-intensive versus intensive teleworkers). Before the current pandemic, we conducted a survey amongst 3900 employees working in one Belgian organization. We used structural equations modelling to assess how the usage and intensity of telework is related to each of the performance outcomes, depending on the quality of teleworkers’ social exchange relationships.

Results: Both the usage and intensity of telework are positively related to each aspect of individual work performance, with the strongest performance for the group of intensive teleworkers. Moreover, findings provide evidence for reciprocity effects for teleworkers’ counterproductive work behavior (CWB), so that telework relates to low(er) CWB in case of qualitative social exchange relationships (i.e., high support and trust) and high(er) CWB in case of low support and trust. For task and innovative performance, beneficial effects of high support and trust were not found. Contrary to the norm of reciprocity, less supported and trusted employees reported slightly higher task performance and less supported employees reported slightly higher innovative citizenship behavior in case of telework.

Limitations: Limitations of this study are related to the use of self-reported measures and to the fact that the intensity of telework in our sample was rather limited, with most employees working from home only one day a week (N = 2077).

Research/Practical implications: We thus find little support for the expectation that teleworkers’ social exchange relations are key in understanding the telework-performance relationship. On the contrary, even though allowing telework benefits all dimensions of performance, the positive effects on task performance and innovative behavior were stronger when employees felt less supported and trusted. Only high(er) support and trust in the context of telework relates to strong decreases in counterproductive behaviors. A possible explanation might be that teleworkers in less qualitative relationships tend to compensate more for their physical absence in the office. Supervisors and organizations could therefore consider paying sufficient attention to the social environment employees find themselves in (i.e., trust or support their employees more often). Qualitative social exchange relationships maximized employee outcomes, both amongst teleworkers and their non-teleworking colleagues.
Positioning Employees to be Better Performers: How Longitudinal Effect of Individual Factors Notify Us?
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Performance nature of a public sector determines its survivability and, particularly, employees' job performance plays an important role. The goal of this study is to furnish fundamentally assessed assumptions in the relation between psychological empowerment and job performance for future study, especially in the Eastern context. We highlighted these interests with the examination of individual factors on employees' job performance in Malaysia. Drawing on Conservation of Resources Theory, we investigated the buffering effect of psychological empowerment and its relative strength of associations between self-efficacy, job autonomy, job crafting, and job performance. We employed three waves of longitudinal virtual view (with one-year time interval (T1), and 4 months lagged survey for T2 and T3, respectively) among 1,286 nurses (a response rate of 85.73%). As predicted, our research establishes that both job autonomy and job crafting increase the level of job performance, however, it is not propped for self-efficacy. Interestingly, our study found in high job autonomy and job crafting, psychological empowerment plays a vital role in enhancing performance in a job. Self-efficacy also arouses job performance in circumstances of higher psychological empowerment. Our results, in general, attests the beneficial use of psychological empowerment which drives the public sector on how to position their employees' job performance by relying on the potential of individual factors appropriately. Finally, we provide the practical implications for human capital and organisational behaviour.

"Take a Break!": A Qualitative Study of Shift-Duty Police Officers' On-The-Job Breaks
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The objective of this qualitative study was to examine on-the-job breaks undertaken by shift-duty police officers. We explored the nature of on-the-job breaks among police officers, how they perceive these breaks to help their recovery and resource replenishment, and what factors shape their on-the-job breaks. Data were collected from 21 shift-duty police officers via semi-structured interviews. Findings highlighted that on-the-job breaks are categorized into official and unofficial breaks, each of which has fairly distinctive characteristics. The timing, engaged activities, and subjective experiences during breaks were thought to determine the effectiveness of on-the-job breaks. Officers appraised that adverse impacts of skipping a break tend to exceed benefits of taking a break. On-the-job breaks were shaped by various work and non-work factors. As the first study delving into on-the-job breaks among shift-duty police officers, this study expands our understanding of specific strategies employed by police officers to deal with ongoing work demands.

EClocker Project: The Entwined Nature of Sleep and Emotions in the Workplace
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The association between sleep and emotion has been broadly investigated in both healthy and clinical populations (Baglioni et al., 2010; Goldstein & Walker, 2014). Research has highlighted how disturbed sleep increases negative affect, reduces positive affect, and compromises emotional regulation (Kahn, Sheppes, & Sadeh, 2013; Vandekerckhove & Cluydts, 2010).
Profession-specific, emotional and job demands can also disturb sleep (Adriaenssens, De Gucht, & Maes, 2015; Cho, Park, Jeon, Chang, & Hong, 2014; Riedl & Thomas, 2019; Winwood & Lushington, 2006). Although a large body of evidence has identified workplace stress as a risk factor to sleep disturbance and awakening impairment (Berset et al., 2011; Van Laethem et al., 2015), few studies have examined the impact of daily emotional experience on sleep within a workplace setting (Ashkanasy & Humphrey, 2011). Research on the reciprocal relationship between sleep and emotion in the daily life of workers has received limited attention. The main objectives of the project were firstly to explore the associations between sleep and emotions experienced at work; and secondly to explore the moderating role of work characteristics and recovery activities on sleep-emotion dyads.

A total of 30 full-time workers living in the U.K. and with standard schedules (9 am to 5pm; Monday to Friday) were invited to participate in this study. Participants with a part-time job, shift work, or any non-standard work schedules and with a previous or current diagnosis of any sleep or mood disorder were excluded from the study. The study adopted a 7-day longitudinal design in a natural setting, with a combination of both prospective and retrospective approaches. In the prospective component, experience-sampling (ESM) study using a secure smartphone application (ExpiWell) was used with daily measures of morning sleep diary, ‘in-the-moment’ measures of sleepiness and emotional wellbeing, and an emotional events diary. At the end of the 7-day monitoring, participants filled retrospective measures on sleep, chronotype, emotional regulation, affect, work schedule flexibility and recovery activities were also completed.

The paper will report on preliminary results of multilevel modelling (MLM) using experience sampling data prospective component of the design. MLM was applied to analyse the association between sleep and emotions on both day level and person level. Results highlighted a positive association between above average sleep quality with next day increased positive mood and lower negative affect. In contrast, daytime affect and mood (both positive and negative) did not significantly impact subsequent night-time sleep quality. The initial findings contribute to the literature on the reciprocal relationship between sleep and emotions using intensive longitudinal designs. This had the advantage of improving ecological validity and better captured these mutual associations between sleep and emotions. The recovery status and restfulness of individuals may have an impact on their reactions to daily work affective events and conditions. These results highlight the relevance of disengaging and disconnecting in non-working hours and the advantages of promoting opportunities to recovery. In other words, sleep quality may promote an emotional reset that organisations need to consider. The theoretical and methodological challenges of the study domain and the implications for practice will be discussed.

O71
Loneliness as an Ambivalent Experience: Developing a Holistic Understanding of Loneliness in Work
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Background: The way work is designed, managed, and organised has significantly changed through global technological advancements and digitalisation (i.e., the rapid growth in remote work). Notions of flexibility have been recast (EC, 2022; ILO, 2022), with 65% of the global workforce expected to consist of entirely remote workers in five years (Ozimek, 2020). These trends are associated with an increased prevalence of loneliness in work, a complex and subjective construct with recognised implications for mental health and wellbeing.
Purpose: From a broadly psychosocial perspective, this study explores how the work-related psychosocial factors shape individuals’ experiences of work, and specifically how the work environment can lead to loneliness.

Methodology: This qualitative study uses an interpretive phenomenological analysis approach (IPA) to expand the understanding of individual experiences of loneliness in work. Data were collected through in-depth semi-structured interviews with 35 employees of a higher education institution in the UK over a two-month period from June to July 2020. The time-horizon is three months into the UK government’s policy of mandatory working from home (where possible), a mandate affecting most participants in the study.

Findings: Our findings show that three work-related psychosocial factors; interpersonal relationships at work, the organisational culture and function, and the home-work interface, are especially salient in shaping individual experiences of loneliness in work and that such experiences are often ambivalent. Our findings contribute to a revised process model of loneliness.

Practical Implications: The wider contribution of the study lies in a fuller appreciation of the antecedents of loneliness in work, which are directly related to the way in which work is designed, managed and organised. By promoting a holistic understanding of loneliness in work as a social psychological process, some of the potential pathways that lead to individual and organisational outcomes such as, significantly, health or ill health (i.e., stress, burnout, and other mental health and wellbeing challenges) are identified. This provides key stakeholders (i.e., managers, policy makers, and HR professionals and practitioners) with an appreciation of how the careful management of work-related psychosocial factors can contribute to prevent illness and other negative outcomes.

O72
An Exploration of the Psychological, Social, and Environmental Factors Affecting the Wellbeing of Hybrid Teams and Their Leaders
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Background: In a decade that will be defined by a global pandemic, it may also be characterized by changes on a global scale to how and where people work. Coupled with unprecedented uncertainty and complexity, COVID 19 has necessitated a new way of working for teams and their leaders. As teams transition to a hybrid working approach, there is a need to explore the psychological, social, and environmental factors that influence wellbeing and stress outcomes at an individual and team level, given this is an area where there is limited research.

Purpose: Employing a multi-level lens, this study identifies factors that impact negative and positive outcomes from a wellbeing and stress perspective at both a team and a team leader level, as well as identifying strategies for ameliorating negative outcomes and enhancing the positive.

Design/Methodology: This study adopts an exploratory approach with the use of qualitative methodology, to expand an understanding of the experiences, attitudes and beliefs of both hybrid teams and their team leaders. This includes teams from a diverse range of industries, including healthcare, professional services, banking, manufacturing, and education, across both the public and the private sector. Thirty teams (105 participants) are interviewed in 60-minute virtual focus groups. Following this, all team leaders (n=30) are interviewed in a
separate 60-minute virtual semi-structured interview. All interviews are transcribed, and data is coded according to Braun and Clarke’s (2006) thematic analysis approach. Themes are analyzed under the umbrella of Bakker and Demerouti’s (2014) Job Demands and Resources theory.

Findings: This study elicits new data into the disparate factors affecting wellbeing and stress outcomes of both hybrid teams and their leaders. It identifies a set of emerging themes that will support the future development of identifying practical interventions for team members and their leaders to improve their collective levels of wellbeing and effectiveness. A model for future research is also established.

Practical Implications: The findings of the study have implications for managers, team leaders, teams, HR professionals and practitioners on a global scale. New data emerging from the real-world experience and perspectives of teams and their leaders, helps to identify the role of hybrid work characteristics including leadership capabilities, individual differences, social, psychological, and environmental factors that shape our ability to collectively thrive or languish.

Originality/Value: Very little is known about how team members and their team leaders collectively perceive this new form of hybrid teamwork. The findings of this study advance research on the topic of ameliorating the wellbeing resources of hybrid teams. Recommendations have been provided for individual team members, teams, and team-leaders.

O73
Social Support as a Resource During Military Deployment
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Several individual and organizational factors are relevant for soldiers’ combat readiness and health during deployment. While there is ample evidence for the meaning of job characteristics and surrounding conditions (job content, working climate, demands, infrastructure), the relevance of social support from family and friends often stays unattended. In modern times there are several opportunities to keep in touch with family and friends during deployment, even if they are far away. While some years ago the fixed telephone and field mail used to be the only options for the soldiers abroad, today the Internet offers a lot of communication opportunities such as video calls, messenger services and e-mail programs. If there is enough capacity provided and the connection is working stable, the soldiers can benefit from their social support at home which has shown to be a useful resource dealing with stress.

The study is based on the JD-R model (Bakker and Demerouti, 2007) that postulates that resources can buffer the negative effects of work demands and stressors on health outcomes. Social support can be such a resource. It has shown a crucial buffering effect on the relationship between demands and well-being (Bakker et al., 2005; Xanthopoulou et al., 2007). Most studies focused on workplace support, but in deployment especially the support from family and friends seems to be important for soldiers’ well-being and motivation (Cigrang et al., 2014; Wong & Gerras, 2006). Moreover, this support can only be received via indirect communication channels like telephone or the internet and is therefore more vulnerable to disruptions in technology or communication. So what happens if the resource of social support is temporarily not available due to technical reasons? How does a poor quality of internet and telephone supply affect the buffering function of social support?

To answer these questions this study examines the moderating effect of social support from family and friends on the relationship between stressors and soldiers’ health. We assume that
the buffering effect of social support will depend on the quality of internet and telephone supply. To test our hypotheses we conducted a survey study during deployment. Participants were \( N=3095 \) soldiers of the German Federal Armed Forces serving in different international missions. We analyzed the data via three-way-moderation analyses.

Moderation analyses showed that social support from family and friends moderates the effect of stressors in deployment on health complaints and perceived strain, but only when the quality of internet and telephone was rated positively. Thus, the buffering effect of social support is only effective when there are enough and well-working communication channels to make a use of this resource. Thus, social support from family and friends seems to be an important resource for soldiers’ well-being and therefore combat readiness during deployment. To allow the soldiers to benefit from this support in a direct and satisfiable way, the Federal Armed Forces should provide sufficient and stable communications options.

O74

**Teachers’ Psychological Detachment as a Mediator Between Their Subsequent Days’ Job Stress and Negative Affect**

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The aim of the present study was to test a mediational model in which teachers’ stress would prevent them from detaching from work (Sonnetag & Fritz, 2015), which would end in more negative affect (Virtanen et al., 2021) and job stress (Gluschkoff et al., 2021) the next day. According to Meijman and Mulder (1998), through the recovery process the person’s resources used at work and no longer needed eventually rebound to their original state. Psychological detachment has proven as the core dimension of recovery (Sonnetag & Fritz, 2015) and has been studied too little as a mediator among teachers (Türktorun et al., 2020). Earlier research among teachers shows that the stressors experienced at work hinder psychological detachment (Sonnetag & Kruel, 2006), which is problematic as psychological detachment would call for more positive affect (Fritz et al., 2010) and it also mediates the relationship between emotional demands and negative affect (Virtanen et al., 2021).

Fifty-seven Finnish teachers working on 2nd or 3rd grade answered mobile diaries on two successive working days. Negative affect was investigated with the Positive and Negative Affect Schedule (PANAS; Thompson, 2007), job stress with one validated item from the Occupational Stress Questionnaire (Elo et al., 2003) and with an additional question on the work-relatedness of the stress, and psychological detachment using four items from the Recovery Experience Questionnaire (Sonnetag & Fritz, 2007). Negative affect was investigated four times a day at 5am-9am, 9am-4pm, 12am-8pm and 9pm-12pm, stress at the three first measurement points and psychological detachment once a day at 9pm-12pm. The results were analyzed using two level structural modeling. For each variable there was one variable for the first and one for the second day. The between level model was theory based and therefore used in the current study. On within level the variables could correlate freely. According to our results, the effect of job stress on psychological detachment on both the first \((\beta = -.46, p < .001)\) and the second day \((\beta = -.41, p = .001)\) was negative and statistically significant. In addition, the effect of previous day’s psychological detachment on both next day’s negative affect \((\beta = -.54, p < .001)\) and job stress \((\beta = -.33, p < .01)\) was negative and statistically significant. As all the goodness-of-fit indices showed the appropriateness of the model \((\chi^2(6) = 5.49, p = .48; CFI = 1.00; TLI = 1.01; RMSEA = 0.00; SRMR(between)=.008;\) according to Bentler & Bonett, 1980 and Hu & Bentler, 1999), the model proved that teachers’ psychological detachment indeed works as a mediator between their subsequent days’ job stress and negative affect. However, longitudinal research with more complex samples is needed to be able to generalize the results and other research methods and informants could
provide additional information. In addition, positive aspects relating to psychological detachment should be studied in the future. The study provides important information concerning the vitality of teachers’ psychological detachment, to be used in both pre-service and in-service teacher education and by health care professionals encountering issues concerning teacher well-being.

O75
Competitive Presenteeism: A Job Demands-Resources Approach
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Since the majority of presenteeism studies were focused on sickness presenteeism, it is lack of investigation into competitive presenteeism which was defined as staying at the workplace after working hours in order to give an impression of being working hard. A nomological network model based on the Job Demands-Resources model (JD-R) were established to extend the knowledge of competitive presenteeism. The main purpose of this research was to explore the nature of competitive presenteeism and understand its possible antecedents and consequences. This study proposed that job demand (i.e., authoritarian leadership and competitive climate) were positively related to competitive presenteeism while job resources (i.e., job autonomy and job security) were negatively related to competitive presenteeism. Furthermore, competitive presenteeism has significant impact on employee mental health, work engagement and work-family conflict. A three-wave study were used to examine the antecedents and consequences of competitive presenteeism using a three-wave study. A total of 221 participants finished three-wave questionnaires. A latent structural equation model was constructed in AMOS 21 to test the hypothetical model with measured variables (see Figure 2). The results revealed that the hypothetical model provided a good fit for the data ($\chi^2 = 671.89(245), p < .001$, CFI = .90, TLI = .89, RMSEA = .09). In terms of antecedents of competitive presenteeism, the paths from authoritarian leadership ($b = .24, p < .001$), competitive climate ($b = .24, p < .01$), and job security ($b = -.15, p < .05$) to competitive presenteeism were significant. However, the path from job autonomy was not significant ($b = -.02, p = .76$). Regarding the consequence of competitive presenteeism, the paths between competitive presenteeism and mental health issues ($b = .36, p < .001$), and work-family conflict ($b = .33, p < .001$) were significant. The connection between competitive presenteeism and work engagement was not significant ($b = -.07, p = .32$). These findings can further extend the concept of competitive presenteeism and provide a possible framework of competitive presenteeism. Furthermore, there was no significant relationship between competitive presenteeism and work engagement. This might provide a piece of evidence that employees do stay long hours in the workplace only for impression of being working hard. Thus, the degree of work engagement would not affect by this behaviour. The implications for competitive presenteeism were also discussed.

O76
Psychosocial Risks in the Chilean Context and Their Impact in Health and Work-Related Absenteeism Indicators
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Background: In 2013 the Chilean Health Minister, through the "Psychosocial risks surveillance protocol" (PRSP), established that all Chilean enterprises must "identify the presence and amount of exposition employees have to psychosocial risks", independently of their size and economic activity (Chilean Health Minister, 2013). This protocol established the
SUSESO/ISTAS 21 questionnaire as the tool that Chilean enterprises must implement to assess their psychosocial risks. The SUSESO/ISTAS 21 questionnaire is the Chilean adaptation of the "Copenhagen Psychosocial Questionnaire" (COPSOQ) Spanish version (Alvarado et al., 2012) and categorises psychosocial risks into five categories (job strain, active work and skill development, social support and leadership, compensations, and double presence) (Chilean Superintendency of Social Security, 2020). Further, in Chile it was adapted a brief (20 questions) and extended form (89 items). In particular, the extended form expands the five psychosocial risks categories into 19 variables and is used by enterprises that aim for an in-depth analysis or workplaces that evidence the presence of nocive working conditions (Chilean Health Minister, 2017). However, despite the efforts from the Chilean government, so far there is a lack of research that characterises the Chilean psychosocial risks context, as well as assessing their impact on health and work-caused absenteeism indicators.

Method: In the current research it was considered the implementation of the SUSESO/ISTAS 21 questionnaire extended form (Alvarado et al., 2012), the physical functioning, vitality and mental health scales of the SF-36 survey (Ware, 2000) and two indicators of work-caused absenteeism in 119 Chilean workplaces (N=4628) that assessed their psychosocial risks in 2021. Afterwards, data was analysed through t student, ANOVA, confirmatory factor analysis (CFA) and path analysis structural equation modelling (SEM).

Results and discussion: The t student analysis evidenced a significant difference between genders in the work-related illness indicator, physical functioning, mental health, vitality scales and the overall mean of psychosocial risks. In addition, there are significant differences between workplaces that implemented the extended version as a self-initiative and those that have evidenced the presence of nocive working conditions in the mental health and vitality scales. Besides, the ANOVA analysis evidenced the "Construction" sector as the least exposed economic activity to psychosocial risks. Likewise, "technicians", "elementary occupations", "professionals", "administrative workers", and "salespeople" appears as the Chilean occupations most exposed to psychosocial risks. Through the CFA, the 19 psychosocial risk variables were reduced into three Job Demands (cognitive strain, emotional demands and demands to hide emotions) and four Job Resources (role clarity, leadership quality, quality of the relationship with the leadership and work-esteem) (Bakker & Demerouti, 2002), while the three scales of the SF-36 survey were merged into the "health Indicator". Lastly, the path analysis SEM confirmed a link between job demands and resources with work-caused accidents and occupational illness, which is mediated by the health indicator.

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O77
Determinants of Burnout Complaints: A Longitudinal Study in the Netherlands
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Work-related mental health problems are one of the most debilitating and disabling conditions and thus costly for the worker concerned, as well as for their employer and for society as a whole. Understanding the antecedents of these work-related mental health problems is important for understanding the ways in which these health problems, and thus, relating dropout of work and becoming disabled (or unemployment) could be prevented. In this presentation the antecedents of burnout related complaints will be identified using longitudinal data.
Follow-up data were used from the Cohort study on Sustainable Employment (Dutch acronym: CODI). This survey is based on a representative sample of employees in the Netherlands, which has been followed for two years. Burn-out complaints were measured by way of a shortened version of the emotional exhaustion scale from the Dutch version of the MBI. As predictors for burn-out, work-related psychosocial risk factors were used (e.g. psychological demands, autonomy, colleague, supervisor support, job insecurity, computer work, and work-life balance), general personal characteristics related to gender, age, and educational level, as well as more specific personal characteristics related to mastery, resilience, and learning orientation. In addition, indicators reflecting the personal situation were also included like caring responsibilities for children, the financial situation, and providing volunteer work. The predictors were included stepwise using multi-level modelling regression analysis. A total of 6985 employees completed all questionnaires for three consecutive years. In a first step, ‘time’ was controlled for, and in the second step, socio-demographic and personal variables were added to the predictor set, explaining 13% of the variance in burn-out complaints. Adding work-related factors to the predictor set in the third step increased the explained variance to 27%. Adding organizational factors (like company size, sector, restructuring), the explained variance did not increase. However, adding societal variables to the predictor set increased the explained variance to 32%. Strong work-related predictors of the development of burn-out complaints were high quantitative demands, high emotional demands and low supervisor support. Strong person-related predictors of the development of burn-out complaints were low mastery and low resilience. Strong predictors of high burn-out complaints which may be related to societal developments were the dissatisfaction with one’s work-life balance, dissatisfaction with one’s salary/income, whereas performing volunteer work for less than four hours a week was also predictive of a lower chance to develop burn-out complaints. The predictive impact of work-life balance, income and (not too many hours of) volunteer work may be interpreted as indicative of the increasing digitization, flexibilization of the labour market as well as having an informal network outside family and work.

O78
Adopting the Job Demand/Resources Model to Investigate Teachers’ Emotional Exhaustion During the Covid-19 Pandemic: Results From a Cross-Cultural Study in Italy and Spain
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On 30 January 2020, the World Health Organization (WHO) declared the Covid-19 out-break a Public Health Emergency of International Concern and on 11 March 2020, a pandemic. The consequences of the pandemic, that has blocked the world for months, have reached all areas of our society. Since then, the whole world has changed the approach to work. Indeed, the change of working practices has had consequences in the workplace.

Several findings point to Europe as the epicentre of the virus and highlight Italy and Spain as the countries with the highest infection rates and with the most serious consequences in Europe. Researchers confirmed that the Covid-19 pandemic has uncovered a few possible gaps in our understanding of the concept of work itself, its antecedents, and results. The current Covid-19 crisis is also having an impact on the physical and psychological workers’ well-being. In the weeks following this situation, school systems in Europe suspended classroom-based activities in response to public health officials' declarations of emergency. The lockdown has induced a spread of telework among many workers categories. Some of them were fully unprepared to manage such demand and were increasingly experiencing
stress, health problems, and a difficult balance between work and family. Among these categories, teachers were abruptly forced to switch to virtual classes, thus experiencing feelings of distress and scarce self-efficacy. Adopting the wider Job/Demands resources model (Bakker & Demerouti, 2007) the present study examines how a sample of secondary Italian and Spanish high school teachers managed this difficult period of time relying upon their personal resources to cope with the abundant demands their organization and the situation. A cross-cultural perspective will be adopted to compare two national contexts that were among the ones most impacted by the pandemic’s consequences. Implications for individual and organizational interventions will be discussed.

Is Burnout Really the Latent Construct We Consider It to Be? A Symptom Network Approach to Burnout
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Introduction: Burnout continues to be an occupational health hazard, resulting in various adverse outcomes for individuals, their immediate environment, and society. Burnout rates still increase every year. Despite more than 40 years of research on burnout, providing important insight into the risk factors and consequences of burnout, the contemporary conceptualization of burnout has not yet resulted in person-centred solutions for its prevention. So far, scholars define burnout as a latent variable: an intangible factor that is hypothesized to cause its indicators, the burnout symptoms. Recently other psychopathologies have been conceptualized as dynamic networks (Fried, 2017; Cramer et al., 2018), in which symptoms are not passive indicators of the latent psychopathology construct but form a network of causally related factors. In such conceptualization, burnout emerges from the dynamics in this network of symptoms. This novel approach illustrates the potential of the network conceptualization for both personalized (preventative) intervention strategies as well as a better understanding of the development and within-person dynamics of burnout. Our study aims to pave the road for such a new conceptualization by investigating whether a symptom network conceptualization of burnout fits empirical data better than the contemporary latent construct conceptualization.

Methods: To test our hypothesis, we used data from three prior studies, each using a different burnout scale, respectively the Burnout Assessment Tool (BAT: Schaufeli et al., 2019; N=240); the Shirom-Melamed Burnout Measure (SMBM: Shirom et al., 2006; N=1077), and the Maslach Burnout Inventory (MBI-GS: Maslach et al., 2001; N=386: Vullinghs et al., 2018). We constructed up to four models depending on the structure of the questionnaire (cfr. Constantini et al., 2015): a latent model with dimensions, a latent model(s) with a hierarchical structure, and a network model. We then performed confirmatory factor analyses and compared model fit.

Results: Results suggest that the symptom network conceptualization fits the data better than the latent construct conceptualization, for each of the three burnout measures (BAT\textsubscript{network}: CIF = 0.98, RMSEA = 0.03, BIC = 16509 vs BAT\textsubscript{latent-dimension}: CIF = 0.92, RMSEA = 0.06, BIC = 16648 - BAT\textsubscript{latent-hierarchy1}: CIF = 0.92, RMSEA = 0.06, BIC = 16627 - BAT\textsubscript{latent-hierarchy2}: CIF = 0.95, RMSEA = 0.05, BIC = 16665 - SMBM\textsubscript{network}: CFI = 1, RMSEA = 0.03, BIC = 16066 vs SMBM\textsubscript{latent-dimension}: CIF = 0.98, RMSEA = 0.06, BIC = 26112 - MBI\textsubscript{network}: CFI = 0.99, RMSEA = 0.03, BIC = 18803 vs MBI\textsubscript{latent-dimension}: CIF = 0.94, RMSEA = 0.06, BIC = 18865).

Discussion: Our results support the conceptualization of burnout as a symptom network instead of the traditional latent (multi-dimensional) construct conceptualization. The main strength of this study is that we confirm our hypothesis across the three most used burnout measures and three different, unrelated study samples. These findings imply that the network of symptoms conceptualization offers many new avenues for future research to understand better how burnout develops over time. Moreover, it creates new intervention opportunities that are more person-centred and hold the potential to tip the scale from curing to preventing burnout.
The Influence of Digital Stress on Burnout Symptoms in Online Learning

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The Covid-19 pandemic presupposed significant changes in the ways of learning in higher education institutions. Switching to an online form of education can have important consequences for mental health. The study aims to establish the mediating effect of digital stress in the relationship between personality and burnout symptoms. The Bulgarian short version of the Big Five Inventory was used to measure personality traits (John & Srivastava, 1999; Stoyanova & Karabeliova, 2020). A questionnaire based on The Digital Stressors Scale (Fischer et al., 2021) was developed to assess digital stress in online learning conditions. The Maslach Burnout Inventory (Maslach, 1982) adapted to online learning was used as a measure of burnout symptoms. The sample includes 375 participants (62.7% women), aged 18-48 years (M = 21.43; SD = 3.93), learning in higher education institutions for the last year of education.

Mediation analysis through Process Macro (A. Hayes) was performed to establish the mediating effect of digital stress. A significant effect was found between neuroticism as a personal trait and emotional exhaustion mediated by the technical difficulties associated with the use of digital media in online learning (R² = .36). The role of extraversion and neuroticism to emotional exhaustion is mediated by the distraction with social communication during the online learning process via social media (R² = .20; R² = .33). Neuroticism affects personal accomplishments through the mediating role of the difficulties in setting boundaries between personal life and learning (R² = .34) and overload (R² = .14) due to online learning. Neuroticism mediates its impact on depersonalization by all components of digital stress (R² between .13 and .27). Extraversion is mediated by the social environment in its impact on depersonalization (R² = .17). Research findings offer new ways of conceptualizing digital stress and its implications on online learning. The most vulnerable to manifestations of burnout are personality profiles, which combine neuroticism as a personality trait through the mediating role of the components of digital stress.

Burnout and Work-life Outcomes among Health-Care Workers Pre- and During the Covid-19 Pandemic.

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We examined healthcare workers before and during the Covid-19 pandemic to (a) examine their levels of burnout and overall wellbeing; (b) understand how factors relating to the pandemic (e.g., exposure to Covid-19 patients, increased work hours) affected work demands and wellbeing of healthcare workers and, (c) how various aspects of work-life (e.g., perceived control, fairness, and values) affected worker outcomes (e.g., burnout, wellbeing, civility, and turnover intentions).

Burnout has been associated with poor physical health, substance abuse, family problems, depression, and suicidal thoughts (Shanafelt et al. 2012). Maslach and Leiter (2017) found that burnout was associated with poor quality of patient care and increased medical errors, as well as dysfunctional relationships with colleagues and higher turnover intentions. The pandemic
has put unprecedented demands on healthcare workers and preliminary studies during the Covid pandemic have suggested an increase in mental health and psychosocial problems among healthcare workers (Lai et al., 2020; Zhang et al., 2020). Nonetheless, before the pandemic, high levels of physical and mental health problems among healthcare workers were prevalent (e.g., Aiken et al., 2002; Embriaco et al., 2007; Peterson et al., 2008). Hence, this study addresses a gap that will allow getting a clearer picture of the increased negative impact of the Covid-19 pandemic among healthcare workers.

Based on the JD-R model, burnout may arise if workers face an imbalance between their job demands and resources (Bakker & Demerouti, 2006). Specifically, additional demands (e.g., high risk of being infected, longer work shifts) provoked by the pandemic might not be followed by an increase in resources. Thus, it is expected that Covid-19 will drastically exacerbate the already challenging working conditions among healthcare workers. We hypothesized that various workplace wellbeing outcomes (e.g., workload, burnout, and turnover intentions) will increase, whereas others (e.g., perceive control and workplace civility) will suffer. Additionally, we expect that healthcare workers will have more difficulties in coping with work demands when working in a pandemic context.

A sample of 112 Canadian healthcare physicians, nurses, and social workers working in two emergency departments participated in a longitudinal study assessing burnout and wellbeing pre-Covid (2019) and during the pandemic (2021). Participants completed surveys relating to workplace wellbeing outcomes including burnout (Maslach et al., 1996), areas of work-life scale (e.g., workload, perceived control, efficacy, and job security; Leiter & Maslach, 2003), and work-demands coping strategies.

Levels of burnout gathered from the pre-Covid surveys differed depending on occupation. Emotional exhaustion and cynicism were higher for nurses/social workers compared to physicians. Professional efficacy was also higher for nurses/social workers. Job security and working relationships were rated as being the highest resources, whereas there was consistently low perceived control over work environment and hours. Interestingly, cynicism was unrelated to perceived workload and fairness. Data from one year into the pandemic is currently being collected and analyzed: Repeated measures MANOVAs will be used to assess whether healthcare workers report higher levels of worker outcomes (e.g., burnout; turnover intentions) during Covid compared to pre-Covid scores.

This study contributes to the knowledge and understanding of how the Covid-19 pandemic affected the already challenging work demands that healthcare workers are facing daily. Findings will provide insights on effective strategies (or resources) that can help healthcare workers cope with higher work demands.

O82
Psychosocial Risk Assessment in Work Environments: Methodological and Practical Implications for Knowledge Creation, Scalability, and Comparability
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The dynamic and turbulent environments which are experienced nowadays affect the way people work, live, experience, and cope with reality. Psychosocial risk assessment in working environments is gaining importance when aligned with organizational policies and strategic route maps, allowing to foster happy, healthy, and productive workers; healthy, productive, and sustainable workplaces; and flourishing economies.
Assessing and managing psychosocial risk factors in working environments is an increasingly complex and multi-determined task, and technical, practical, and methodological questions arise. This work is intended to identify common issues related to the different stages of psychosocial risk assessment processes and problematize them based on literature reviews, practical industrial implementations, and management experiences, allowing the creation of guidelines to support practitioners. The questions were compiled from: i) queries addressed to the researchers/practitioners when applying a psychosocial assessment tool (COPSOQ II and III Portuguese middle version); ii) state of the art practices either at academic, research or intervention levels; iii) interviews with several interested parties (researchers, workers, health and safety technicians, and psychologists); iv) several information sources (e.g. conferences, seminars, and several organizational risk matrices). The identified questions were categorized according to four stages of the organizational psychosocial assessment process: i) ecosystem specificities; ii) analyses of risk factors; iii) assessment of risk factors; iv) risk management. The reflection process resulted in guidelines for researchers and mainly for practitioners allowing the scalability of psychosocial risk assessment practices, the creation of knowledge, and the comparability of results.

This work calls attention to the importance of: (i) the methodological options taken previously and during the psychosocial assessment process, since the reliability, comparability, and value of the outcomes are strongly influenced by it; (ii) following guidelines to consubstantiate psychosocial interventions, so that results and Knowledge Performance Indicators (KPI) can be comparable, potentiated, maintained, or improved in a continuous and systematic way; (iii) the design of benchmarks is only possible when robust and consubstantiated experimental and intervention designs are adopted.

O83
Validation of a Scale Measuring Subjective Experience of Being Stuck in One’s Career
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In the rapidly changing working life employees may become stuck in their careers, e.g. due to lack of skill development or career management skills. Being stuck in one’s career has been found to relate with detrimental effects to well-being but research on the topic has lacked consensus on how the phenomenon should be conceptualized and measured. Previous definitions of the concept take an indirect approach to the measurement of the phenomenon and capture only the defined status of being stuck based on the categorization. When trying to understand the relationships between being stuck in career and the area of health and well-being, measuring the subjective experience, i.e. the experience of being stuck in one’s career could be a more apt approach than measuring the top-down categorized status.

Our aim was to construct and validate a scale to measure the subjective experience of being stuck in career (SIC). We defined being stuck in career as a combination of subjective feeling of being stuck in career, prolonged job dissatisfaction and an inability to improve the career situation and constructed a multidimensional scale to measure these dimensions. Furthermore, we used a Likert scale that allowed us to treat being stuck as a continuous variable and thus, as its own concept. The items were generated based on theory and expert and employee interviews. For scale validation, we conducted an online survey in summer 2021 via four trade unions in Finland. Links to the survey was sent to all union members who were employed and above 35 years of age (n = 43,495). Overall, 3,414 people completed the survey. To validate
the scale, we conducted EFA for item reduction, CFA for confirming the three-factor structure, and preliminary correlational analysis to explore convergent and discriminant validity. Based on the results of CFA, the three-factor model demonstrated an acceptable fit (CFI = .94, TLI = .93, RMSEA = .07) and it showed better fit to the data than alternative one and two factor models. Preliminary correlational analyses showed satisfactory convergent validity: The SIC scale and each of its dimensions were negatively correlated with work autonomy, affective commitment to organization and work engagement as well as self-reported health and work ability (all $r = -.15$ to -.70, $p < .01$). The dimension of inability to improve career situation showed weaker correlations to these outcomes compared to the other dimensions. Preliminary analyses showed good discriminant validity in relation to burnout ($r = -.34$ to -.62, $p < .01$) and workplace boredom ($r = -.21$ to -.48, $p < .01$) as correlations were below $r = .80$. Based on preliminary analyses, the new suggested SIC scale correlates more strongly with burnout and self-reported health than previous stuck at workplace measurements.

In conclusion, the new suggested continuous SIC scale demonstrates satisfactory validity and may be more suitable than categorical stuck in job-scales for investigating continuous occupational health and well-being outcomes.

O84
Survey Design Effects in Psychosocial Risk Assessment
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Objective: Affective dispositions are associated with subjective perceptions of stress (Watson et al., 2015; McCrae, 1990) and may thus bias self-reported assessments of job characteristics. Questionnaire design can limit or trigger measurement bias, as e.g. individuals high in neuroticism report more stress when question stimuli are phrased person-related rather than task related (Lang et al., 2020). In addition to item wording, response format is a central component of questionnaire design. While frequency scales are suitable for assessing specific situations, agreement scales better fit surveys on subjective attitudes and affects (Marfdeo et al., 2014). The aim of this study was to examine response format effects on psychosocial risk assessments.

Methods: We conducted a randomized split ballot experiment via Amazon MTurk in May 2021: One group of participants assed job stressors on a frequency-scale (Kuczynski et al., 2020) while another group used an agreement-scale. After data cleaning, group size was $N = 380$ each. Neuroticism (John and Srivastava, 1999) and negative affectivity (Watson et al., 1988) were also measured. Mean comparisons and regression analyses were performed to consider group differences in experimental conditions.

Results: Job stressor levels did not significantly differ between the agreement scale-group ($M = 2.22; SD = 0.26$) and the frequency-scale group ($M = 2.26; SD = 0.23$). However, neuroticism was significantly associated with job stress in the agreement-scale group ($\beta = 0.132; t = 2.109; p = 0.036$), whereas this relationship was not significant in the frequency-scale group. We observed the same pattern for associations with negative affectivity ($\beta = 0.113; t = 1.797$), whereas the association with the agreement scale is significant only at the $\alpha < 0.1$ level.

Conclusions: Self-assessments of job stressors can be biased by affective dispositions of the person making the assessment. Survey design can amplify this effect. Accordingly, self-report measures used for psychosocial risk assessment should avoid person-related item wordings and affective associations. In addition to activity-related item wordings, this can be achieved by using situation-related frequency response formats rather than agreement scales.
Development and Validation of Moral Distress Instrument (MDI)

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Introduction: The concept of moral distress (MD) refers to suffering experienced by professionals as a result of their restricted moral agency. Because MD has been associated with severe, negative consequences on employee well-being, it is important to use accurate measures to capture this phenomenon, and to understand its causes that can be targeted with workplace interventions. In the past decades, MD has been dominantly used within the field of healthcare, where it has served as a useful concept to capture common challenges faced by the professionals. In addition, primarily nursing scholars have been developing instruments to capture MD in healthcare contexts. This has resulted in the existing measures being bound to the experiences of healthcare professionals. However, MD can be experienced in different occupations beyond the healthcare sector. Therefore, the aim of this study was to create and validate a new measure for MD that is applicable across work contexts: The Moral Distress Instrument (MDI).

Method: The scale items were developed based on a critical review of MD literature and previous research findings undertaken by authors. The final scale consists of seven items that capture different forms of constrained moral agency (e.g., “Have you been pressured, obligated, or forced to do something at work that did not seem like the right course of action?”) and follow-up items measuring the discomfort related to these situations (e.g., “Did this cause you any discomfort?”). This scale was tested among Finnish social workers (n = 367) with data collected by an online questionnaire. First, we used confirmatory factor analysis with M-plus to test the fit of the hypothesized two-factor model (frequency and discomfort dimensions) with the data and compared it to alternative factor solutions. Second, we used structural equation modeling to investigate the discriminant validity of the MDI in relation to a closely related concept of burnout. Burnout was measured with the 9-item Bergen Burnout Inventory (BBI-9) covering the three core dimensions of burnout: (1) exhaustion; (2) cynicism; and (3) a sense of inadequacy at work. That is, we tested if the two measures (MDI and BBI-9) are tapping two separate constructs.

Results: Based on the confirmatory factor analysis, the hypothesized two-factor model provided a good fit with the data. The factor loadings varied between .56 and .86. The two dimensions, the frequency of compromised moral agency (7 items), and moral discomfort (7 items) both had high reliabilities, as the Cronbach’s alphas were α = .869 and α = .877, respectively. The findings from the structural equation modeling showed that all estimates between the two MD dimensions and the three burnout dimensions were statistically significant and varied between .25 and .36. The highest estimates were between MD dimensions and exhaustion. The only conceptual overlap was found between the first moral distress item (“Have you ever been unable to do your job in the way you believe it should have been done?”) and the first exhaustion item (“I am snowed under with work”). This kind of overlap is understandable based on the realities that social workers face, where being unable to do your work in a way you believe it should be done is likely to go hand in hand with feelings of being snowed under with work. Finally, the moral distress dimensions explained 46 per cent of the variance in exhaustion, 27 per cent of the variance in cynicism, and 30 per cent of inadequacy.

Value and implications: The MDI was shown to be a reliable and valid measure. It can be used across different work contexts to capture a variety of situations that can compromise moral agency and lead to feelings of discomfort. To conclude, the MDI is not bound to specific
professional contexts, it measures the actual phenomenon of MD rather than its causes, and it measures both moral events and the distress they cause. Thus, it can enable comparative, cross-disciplinary, and meta-analytic analyses that will be relevant regardless of changes in experiences related to specific professional practices.

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Does Looking Forward Set You Back? Three Types of Work Prospetion and Their Effects on Employee Well-Being

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Occupational stress research has thus far provided ample evidence that exposure to work stressors results in subsequent short- and long-term strain reactions. However, stress theories and fundamental research on stress outside the organization sciences suggest that stress reactions not only follow from stress exposure, but that stress also involves an anticipatory phase. Thinking about future stressors can have consequences that are comparable to actual stress exposure, but work on future-oriented cognitions in the work domain is relatively scarce and existing concepts of work-related thinking are rather time unspecific. However, examining the effects of such a future focus is essential when considering that the organization of work inherently promotes future-oriented thinking. We therefore develop a comprehensive, multidimensional conceptualization of work prospection, as well as an instrument that allows the measurement of three distinct types of work prospection (Work Prospetion Scale; WPS).

We place work prospection in its wider nomological network, provide evidence for its construct validity, and illustrate differential criterion-related validities of each type of work prospection with established indicators of employees’ day-to-day well-being (i.e., fatigue, sleep quality, and recovery) across four studies (total N = 1061). Our results indicate that the WPS is related to, yet conceptually and empirically distinct from several related constructs (e.g., psychological detachment and work-related rumination). We also found that those high on need for closure and neuroticism generally anticipate more neutrally and negatively, whereas those high on trait mindfulness tend to anticipate more positively. Although our findings do not allow drawing causal conclusions, they further suggest that positive affective work prospection may benefit well-being, while negative affective work prospection may harm well-being. Results show that when people engage in more positive affective work prospection during the evening, they are less tired and more recovered in the next morning. Conversely, those engaging in more negative affective work prospection during the evening reported being more fatigued that same evening, as well as less recovered in the morning. Results showed no effect of neutral work prospection on well-being. Additionally, our findings show that targeting future-oriented cognitions adds to the prediction of employee recovery beyond time-unspecific measures. The current work illustrates the psychological power of future-oriented thinking in general, but also highlights the importance of distinguishing the affective undertone of thinking about future work.

Our findings underline the importance of the role of future expectations in present stress experiences. Regardless of the actual outcome of a possible stressful encounter, the mere mental representation of it may deplete resources (i.e., fatigue) on the spot. Although this specific work may be more suited to an academic audience, as we develop and validate an instrument that can assess work anticipation in future studies, some of our results may interest practitioners as well.
It Comes Down to What We Do Daily: The Role of Work from Home Routine for Well-Being and Performance

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In the context of a global pandemic that carries a high degree of uncertainty, individuals started working from home with little to no prior experience, thus being required to adjust to a new way of working. Consequently, these workers had to deal with disrupted routines (i.e., automatic sets of consecutive actions) and build new ones. Despite its scarcity, research on work-related routines suggests that routines can benefit employees’ energy and proactiveness while their disruption can promote energy depletion and hamper work engagement. Additionally, strong routines have been found to buffer contextual uncertainty by creating a sense of control and predictability, which may make them especially relevant during a global pandemic. Therefore, we aimed to investigate the effect of work from home routine on work performance (i.e., task proficiency) and well-being (i.e., work meaning, emotional exhaustion), among employees working from home. Although the literature on routines is divided, we argue that strong work from home routines have self-regulatory functions through which they can benefit work outcomes. We suggest that when individuals establish strong work from home routines, they activate work-related goals, which prompts them to engage in self-regulation that aids goal-pursuit such as setting daily work goals and monitoring their progress. We argue that through goal setting, routine strength promotes work meaning, task proficiency, and lower emotional exhaustion, as goal setting was found to boost performance, relate to the activation of positive emotional states that decrease emotional exhaustion and improve perceptions of purposeful striving. To test our hypotheses, we used the data of 215 employees who were working from home full-time. In this longitudinal study, work from home routine strength, goal setting, work meaning, task performance, and emotional exhaustion were measured at six time points which resulted in six monthly questionnaires which were administered between January 2021 and June 2021. Multilevel models showed significant positive effects of work from home routine strength on work meaning and task proficiency but no significant effect on emotional exhaustion. Moreover, work from home routine strength was positively related to goal setting which points towards a self-regulatory function of work from home routines. Furthermore, goal setting was positively related to work meaning and negatively related to emotional exhaustion, and not significantly related to task proficiency. Finally, bootstrap analyses showed a significant indirect effect of routines on work meaning through goal setting, but no significant indirect effects on task proficiency and emotional exhaustion. This study contributes to the body of literature on routines and self-regulation by highlighting the role of consistent daily behaviours as functional behaviours for individual self-regulation and work outcomes. While self-regulation has been thought to require deliberate effort, our findings suggest that routines can become automatic ways of promoting individual self-regulation and work outcomes. Moreover, since the study was conducted in a unique setting involving a global pandemic, it advances knowledge on practical tools that employees can use to influence their performance and well-being when working from home, by creating and following a work from home routine.

Job Crafting Interventions: What Works, for Whom, Why, and in Which Contexts? A Realist Synthesis With Coincidence Analysis

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Background: Job crafting (JC) refers to self-initiated changes that employees introduce to their jobs to optimize their job design and increase the fit between the job and their needs and preferences. These behaviors can be stimulated by job crafting training interventions, which
aim to change how individual employees design, organize, or manage their work. However, knowledge on JC interventions and their effects is still scarce. Additionally, the findings are spread across distinct theoretical approaches and the interventions are implemented in various ways. We have yet to determine which context and intervention factors are necessary or sufficient to achieve desired outcomes. The overall aim of this review was to investigate how to implement effective JC interventions. Specifically, we asked two questions. First: What factors are minimally sufficient and/or necessary to produce a successful JC intervention? Second: what are the multiple alternative paths to their success?

Methods: We have performed a realist synthesis of the JC interventions literature combined with coincidence analysis (CNA). We executed a search in the electronic databases of journals and utilized Rayyan software to make decisions regarding inclusion, which resulted in 22 papers. Data regarding context (e.g., fit), intervention (e.g., types of activities), change mechanisms (e.g., intention implementation), and outcomes (e.g., employee well-being) have been extracted using a pre-piloted form and coded into a crisp-set (factor present vs. absent). Analyses were carried out using CNA package in R. The final solution consisted of distinct pathways comprising combinations of context factors and intervention activities, and the solutions were different for immediate (job crafting) vs distal (well-being, productivity) outcomes.

Discussion: This realist synthesis addresses gaps in knowledge about the context, intervention, and mechanism-related factors that may impact the effects of JC interventions. This review may help develop a program theory for JC interventions that will explain what works, how, and under which circumstances. Applying CNA to synthesize these complex solutions across multiple studies provides an innovative method that may be used in future realist syntheses evaluating the implementation of interventions. Finally, our synthesis will provide knowledge relevant to organizational practitioners and scholars who want to implement JC interventions.

O89 Does Working From Home Impair Your Well-Being? The Role of Family Permeability, Overwork Climate, and Psychological Detachment
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Due to the COVID-19 pandemic, the rate of employees working from home increased dramatically up to 48% (Eurofound, 2020). Although many organisations adopted working from home because of the pandemic, working from home is likely to become an established way of working. Therefore, it is essential to understand the benefits and possible pitfalls of working from home for employees and organisations. The existing systematic reviews (De Menezes & Kelliher, 2011) conclude that this form of work may positively and negatively affect well-being. For example, one of the most frequently cited benefits of working from home advocated by policymakers (EC, 2017) and organisations (Ryan & Kosek 2008) is the increased integration of employees' work and life roles. However, working from home might not help manage multiple roles in work and life but also result in boundary permeability and blurring (Gajendran & Harrison, 2007) that is believed to impair employee well-being (Chesley, 2005). Unfortunately, this effect and its conditions have not been examined empirically to date. The scarcity of empirical research suggests that it is essential to investigate the explanatory mechanisms and the boundary condition the intensity of working from home might have on employee well-being and work-life balance.
Based on boundary and border theories (Ashforth et al., 2000; Clark, 2000), we explore the relationship between the intensity of working from home, family permeability, exhaustion and work-home conflict. Firstly, because working from home eliminates physical, temporal and psychological boundaries between work and non-work domains (Valcour & Hunter, 2005), the permeability between work and life might increase (Gajendran & Harrison, 2007). Permeability refers to the degree to which an individual allows psychological or behavioural elements from one domain to enter the other domain (Ashforth, 2000; Clark, 2000). Permeable boundary inherently means that an employee moves from one domain to another (Hislop & Axtell, 2011) and constantly faces job demands (Ragsdale & Hoover, 2016) that is likely to drain energy and hinder personal life activities. For these reasons, we expected the intensity of working from home to be related to higher exhaustion and increased work-home conflict through family boundary permeability. Secondly, we also assume that an overwork climate and psychological detachment will moderate this effect. More precisely, we expected an overwork climate to moderate the relation between the intensity of working from home and family boundary permeability. We argue that employees will feel pressured to stop in the middle of home activities to address workplace concerns because of fair to lose valuable resources in the organisation. Furthermore, we also expected family boundary permeability to have a less profound relationship with exhaustion and work-home conflict under the condition of higher psychological detachment.

883 employees were surveyed online. The sample consisted of 639 (72.4%) women and 244 (27.6%) men. The average age was 35.8 years ($SD = 12.4$), average tenure – 7.4 years ($SD = 8.9$). The majority of participants worked full time (86.6 %) and in the public sector (58.8 %). On average, participants were working 4.3 days per week from home. To test our assumptions, we performed a moderated mediation analysis.

In line with our predictions, the intensity of working from home measured by days that employees spend working from home was related to higher exhaustion and higher work-home conflict through increased family permeability. Moreover, working from home was more strongly associated with family boundary permeability when the overwork climate was high. Furthermore, the negative effect of family permeability on exhaustion and work-home conflict was much lower when employees could detach from work after working hours.

O90

Work-Home Boundary Management During the Lockdown: What Works Best and for Whom?
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The COVID-19 pandemic has brought substantial changes to the way work is organized and carried out. During the lockdown, most people were obliged to work from home, which had inevitable implications for work-home boundary management and employee well-being that need to be better understood. The current study is, therefore, aimed at unravelling: a) the most salient constellations of work and family boundary characteristics, b) their key predictors, c) their implications for employee work engagement and exhaustion.

Drawing on boundary and border theories (Ashforth et al., 2000; Clark, 2000), the current study inspected six boundary characteristics, namely, work/family flexibility-ability, work/family flexibility-willingness, and work/family boundary permeability. Being conceptually interrelated, these characteristics represent distinct aspects of boundary integration versus segmentation.
(Matthews et al., 2010), which provides a solid basis for analyzing how they form different constellations (or latent profiles) indicative of employees’ overall boundary management style. This aspect is crucial against the backdrop of the pandemic telework because finding an optimal style to balance one’s work and home life is arguably key for maintaining employee well-being in these challenging times. Hence, it is essential to understand how boundary management styles occur and how they reflect in work-related outcomes (such as work engagement and exhaustion).

To answer these questions, we used the data from a two-wave online survey conducted from November 2020 to March 2021. A heterogeneous sample of employees took part in the study (T1 N = 375, T2 N = 236). Latent profile analyses were used to identify the most salient constellations (i.e., latent profiles) of boundary characteristics at Time 1. Subsequently, personal and work background factors were tested as predictors of latent profile membership. Finally, latent change score analyses were run to estimate the potential shifts in employee outcomes over time and across the profiles.

The results revealed four latent profiles denoting distinct boundary management styles: (1) family-focused, (2) work-focused, (3) work-family integrative, (4) rigid. Age, gender, and type of contract were significant predictors of the most likely boundary management profile. Finally, there were significant differences in work engagement but not exhaustion across the profiles, the integrators showing the highest and those with rigid boundary management showing the lowest work engagement at Time 1. The most salient decline in work engagement over time was also observed among the integrators, whereas it kept stable in the rigid profile. The current study contributes to the literature by revealing the variety of work-home boundary management styles when working from home during the lockdown. Furthermore, it helps to understand how employees’ key outcomes (especially work engagement) and their dynamics may be related to the way people manage their work and home lives.

O91

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Boundary management and border theory (Ashforth et al., 2000; Clark, 2000; Nippert–Eng, 1996) puts forward the notion that workers benefit from separating, or segmenting, work and nonwork life domains. Segmentation can help workers to psychologically detach from work and restore energy depleted while at work (Sonnentag, Kuttler & Fritz, 2010). It is, therefore, thought to be associated with reduced work–nonwork conflict (e.g., Allen et al., 2014; Kossek et al., 2006), as it means that more energy is available for nonwork life activities (e.g., Edwards & Rothbard, 2000). Enacting segmentation, however, might come at a price. Segmentation may involve such activities as physically removing oneself from working or setting boundaries with colleagues. Such activities are effortful self–regulatory behaviours and therefore can deplete energy (Baumeister, Bratlavsky, Muraven, & Tice, 1998; Baumeister, Tice, & Vohs, 2018), and by extension result in work–nonwork conflict. To reconcile these distinctive lines of argument we develop a dual process theory of the impact of segmentation on work–nonwork conflict, combining its positive and negative effect on workers. The positive path suggests that when effortful activities lead to actual segmentation, individuals can more readily detach from work reducing work–nonwork conflict. Through the negative path, effortful activities can lead to ego depletion and consequently increase work-nonwork conflict.
We collected data from 324 university employees working from home during the pandemic using a weekly diary format over four weeks. We evaluated the direct and mediation hypotheses that make up the two arms of our dual process model using a multilevel Bayesian path model. The results show that, consistent with the positive path, putting effort towards segmentation can reduce work–nonwork conflict via increasing detachment from work. Testing the negative path, we find that effort to segment can be associated with ego depletion which in turn can influence work–nonwork conflict directly and indirectly via reducing detachment. However, the effect of effort on ego depletion is contingent on job demands so that effort leads to ego depletion only when demands are very high, and effort reduces ego depletion when they are low. Taken together the results provide support for both processes, showing that effortful activities to segment work and nonwork domains can have positive and negative effects on work-nonwork conflict simultaneously.

The paper makes several contributions to the literature. First, we distinguish between achievement of segmentation versus the effort put into this and measure these discretely. Second, we develop our understanding of the mechanisms that underpin the relationship between segmentation and work–nonwork conflict. In so doing we correct the bias in the literature towards the positive consequences of segmentation. Finally, we examine the role of self-regulation in segmentation and work-nonwork conflict, an area that has received little attention in the work-non work context (Junker et al., 2020).

O92
Keeping the UK Building Safely (KUBS): Leadership, Employee Wellbeing, Health and Safety
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Keeping the UK Building Safely (KUBS) is a two-phase collaborative research project into Covid-19 in the UK construction industry commissioned by the GB Health and Safety Executive and delivered by the Thomas Ashton Institute at the University of Manchester. The first phase, involving high-level stakeholders in the construction industry, is complete and a was report published. This initial scoping study aimed to: (1) explore leadership and governance attributes and requirements and good practice that can enable effective management of COVID-19 risks; (2) understand how individual and organisational resilience has emerged over the course of the pandemic and how implementing change is linked to effective organisational/task design in support of organisational change; and (3) generate insights that support and recommend organisational change alongside healthy and safe working, whilst being sustainable and agile. The second phase expands on this and will include employee representation and employee voice.

Phase 1, background: Four construction companies were involved in data collection. Eight senior manager or safety advisor stakeholders completed a pre-interview survey providing insight into Covid-19 related organisational responses. Following preliminary analysis of survey responses, respondents were interviewed using a semi-structured interview format. Thematic analysis produced six global, and 18 organising themes. Global themes highlighted the importance of the following in managing Covid-19 exposure and transmission risk: the context of the construction sector; organisational culture; communication; best safety practice and technology use; contractual partnerships; and multilevel challenges in responding to Covid-19. Phase 1, employee wellbeing, health and safety: The study focussed partly on the challenges leaders faced in managing the effects of Covid19 on employee wellbeing and the impact of the
pandemic on traditional health and safety. Key findings, implications and recommendations, relate to: (1) leadership good practice meant management of COVID risks, whilst not losing sight of 'traditional' health and safety risks; (2) current, and potential future, adaptations to work design / work practices are necessary to support healthy and safe working, whilst maintaining / enhancing productivity; (3) the application of novel technology/face coverings/other controls can help support healthy, safe, and productive work; (4) individual and collective leadership attributes can build resilience for organisational performance; (5) organisational level strategies can build organisational resilience and agility; and (6) good practice for health and safety governance.

Phase 2, overview: Phase 2 builds on these key issues and runs until the end of March 2022. It will provide deeper insight into (1) transmission risk and management practices across the construction supply chain and diverse work activities, and (2) how the use of hierarchy of controls, technology and COVID-related testing/vaccine practices can assist in effective transmission risk management and ensuring positive health and safety outcomes. Qualitative (interviews) and quantitative (survey) methods will be used to inform on issues such as: leadership attributes; safety leadership; good/best practice; transmission risk perception and mitigation; impact on employee mental health, wellbeing, and safety compliance.

O93
Employees on Long-Term Sick Leave: Perceived Barriers and Facilitators to a Successful Workplace Reintegration
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Conceptual framework: The aim of this paper is to examine worker preoccupations and concerns prior to their return to work after a long-term sick leave. In the field of occupational health psychology, both researchers and psychologists have focused on reducing psychosocial hazards to prevent illness-related absenteeism. However, much less attention has been offered to the quality of a return to work. Indeed, returns have been known to fail for several reasons, including poor timing, economic pressures to return, and general workplace stress. The return to work processes may themselves be a source of considerable stress. We interviewed employees during their long-term sick leave regarding their perceptions of barriers and facilitators for workplace reintegration.

Methodology: We interviewed 16 employees, one-half who were still on a long sick leave, and one-half who had reintegrated into the workplace after their leave. The sample consisted of 14 women (87.5%) with a mean age of 46.68 (s = 8). Participants were interviewed about their perceptions of barriers and facilitators of a return to work.

Results: Qualitative analyses identified two main types of barriers and facilitators: organizational and non-organizational. In terms of the former, participants identified excessive workloads, performance and time pressures, as well as incivility/harassment by colleagues and supervisors. Respondents who experienced burnout were particularly concerned about returning to the workplace when they perceived that such had not changed. Among these employees, one-half took another job (in the organization or elsewhere), or initiated procedures to change careers. For those who returned to their workplace or were in the planning stages of their reintegration, there was frequent reference to feeling the organization had changed sufficiently to motivate their return. This was especially true of workers who had left, at least in part, because they perceived their manager as harassing or creating excessive pressure. Employees who returned also tended to worry about the work that accumulated if their position
had not been staffed during their absence. The quality of relationships with colleagues was also a notable barrier or facilitator of a return to work. Participants frequently expressed fear that their colleagues would make negative comments such as them having been on a holiday. Non-organizational factors included feeling guilty about their absence, losing their skills, and facing financial hardship. The availability of interpersonal support was identified as an important facilitator, as were gradual return to work schedules. In their absence, there was a much stronger desire to simply leave the organization. While sick leave is designed to assist workers with their convalescence, participants acknowledged that being absent also generates considerable fear and stress, often prolonging the very phenomenon they are trying to shorten.

O94
I Feel Like Crashing: The Link Between a Demanding Workday and Post-Work Unsafe Commuting
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We synthesize spillover with self-regulation theory to contend that workday self-regulatory demands spill over to impair driving performance during the commute home. Higher fatal crash rates post-work than any other time (NHTSA, 2018) suggest that something about work makes commuting afterward dangerous. Self-regulatory demands refer to situations requiring self-control, like resisting distractions, impulse control, and overcoming inner resistance (Schmidt & Neubach, 2007). Employees commonly engage in self-control in response to workplace demands and thereby become vulnerable to ego depletion, an impaired state characterized by performance decrements in subsequent tasks (Baumeister et al., 2006). Therefore, the commute’s subsequence to the workday suggests decrements in post-work driving performance and safety.

This study expands upon Clinton et al.’s (2021) work that demonstrated an association between self-regulatory workday demands and increased post-work speeding. Rather than focusing on one facet of impaired driving safety, we asked commuters to report a host of errors and violations, which comprise the two components of safe driving (Reason et al., 1990). Further, based on the process model of ego depletion (Inzlicht & Schmeichel, 2012), we tested whether decreased attention and motivation serve as explanatory mechanisms for the workday-to-post-work unsafe driving link. We utilized a daily survey design and multilevel structural equation modeling (MSEM) to examine daily variation in these relationships. Participants (N=58) were employees who commuted by car for 15+ minutes each way to a job without driving demands. Data were collected in summer 2020 when most non-essential employees worked from home, so half of participants worked in healthcare, retail, or food service. Participants took an initial opt-in survey containing demographics. The following Monday–Friday, participants took two online surveys each day: The end-of-workday survey asked about that workday’s self-control demands (Neubach & Schmidt, 2006) and current levels of ego depletion (Lindner et al., 2019), attention (Watson & Clark, 1994), and motivation (Papova, 2016). The post-work commute survey inquired into unsafe driving behaviors (Cordazzo et al., 2014) and other commute properties.

We tested a four-step model based on our theorizing that workday self-regulatory demands would induce ego depletion and consequently attentional and motivational decrements that would ultimately impair driving performance. At both within- and between-person levels, we found associations in the first three steps of our model, wherein workday demands correlated with pre-commute ego depletion and, in turn, attention and motivation. However, the type of workday self-regulatory demand mattered in the nature of its link to ego depletion: at both levels, overcoming internal resistances associated with more ego depletion but impulse control
did not associate at either level; meanwhile, resisting distractions demands related to less ego depletion at the between-person level, suggesting a learned invulnerability to subsequent depletion. We only found support for relationships with driving performance at the between-person level, and with driving errors but not violations. Thus, impaired driving performance stemming from ego depletion appears driven by errors above and beyond violations, as well as by overcoming inner resistance demands in particular. These findings suggest a path forward for post-work safe driving interventions.

O95
Can Improvements in the Psychosocial Working Environment Reduce Sickness Absence Rates? Results From Simulated Hypothetical Improvements Based on Data From 24 990 Hospital Employees
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Background and aim: The association between psychosocial working environments and sickness absence is well-known. However, the potential for reducing sickness absence through improvements in psychosocial work factors is not fully understood. In addition, many studies of this association have considered only one or few work factors and have rarely distinguished between different lengths of sickness absence. Studies that investigate associations between hypothetical improvements in a broad set of psychosocial work factors and sickness absence of different lengths could, therefore, inform the identification of novel targets for working environment interventions aiming at reducing sickness absence. In this study, we aim to quantify the potential for reducing short-, intermediate-, and long-term sickness absence rates, respectively, through hypothetical improvements in the psychosocial working environment. Using observational data from a large Danish cohort of hospital employees, we simulate contrasts between hypothetical exposure scenarios, thereby emulating improvements in psychosocial work factors in a real-life setting.

Materials and methods: This longitudinal study includes 24 990 public hospital employees from the 2014 wave of the Well-being in Hospital Employees study. The psychosocial work environment was measured by self-report and assessed via 17 different psychosocial work factors. Among the work factors, we distinguished between working conditions and cognitive and emotional reactions to these conditions. Sickness absence was measured in employer-based administrative data. The one-year sickness absence rate was divided into short- (1-3 days), intermediate- (4-28 days), and long-term (29 days or more) periods. Using an epidemiologic method known as the parametric g-formula, we simulated hypothetical scenarios with improvements in psychosocial work factors and estimated the resulting changes in sickness absence rate ratios (RR) with 95% confidence intervals (95% CI).

Results: Setting all 17 psychosocial work factors to their most favourable levels (vs. least favourable levels) was associated with an overall 54% lower rate of sickness absence (95% CI: 48% – 60%). Reducing bullying (no vs. yes RR: 0.86, 95% CI: 0.83 – 0.90) and perceived stress (low vs. high RR: 0.90, 95% CI: 0.87 – 0.92), and increasing skill discretion (high vs. low RR: 0.91, 95% CI: 0.89 – 0.94) held the largest potential for reducing the total sickness absence rate. Further, by setting all 17 factors to their most favourable levels and comparing this scenario to the observed levels, we estimated that 30% of the total sickness absence rate was attributable to psychosocial work factors in this specific population. Overall, associations were similar for short-, intermediate-, and long-term sickness absence. The results were robust to adjustment for prior sickness absence and stratification by sex.
Discussion: In this large prospective cohort of hospital employees, we found strong associations between psychosocial work factors and sickness absence. Specifically, we found that exposure to bullying and perceived stress were among the strongest determinants of sickness absence, which is in line with previous studies. Further, we found that low skill discretion contributed to the risk of sickness absence, even when adjusting for socioeconomic position via household income and occupation. Contrary to previous findings, we did not find meaningful differences in associations between psychosocial work factors and sickness absence according to the length of sickness absence. This could be due to different analytical approaches, different cut-offs of sickness absence lengths and differences in sample composition. Further, we estimated that 30% of the sickness absence in this specific population could be prevented through improvements in the psychosocial working environment. This finding is in line with previous figures reported from more diverse occupational samples. Careful considerations and further studies are required to translate this knowledge into actual interventions. In summary, we found that the psychosocial working environment was strongly associated with sickness absence and that hypothetical improvements in several psychosocial risk factors were associated with lower sickness absence. Improving the working environment may have a great potential for reducing short-, intermediate- and long-term sickness absence rates.

O96
Psychosocial Safety Climate as Moderator in the Role Stressor- Bullying Relationship: A Multilevel Approach
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Purpose: Drawing on the Conservation of Resources theory and safety signal theory, we investigate the hypothesis that an organization’s psychosocial safety climate (PSC) interacts with the individual experience of role stressors (role ambiguity and role conflict) to alleviate individual employees’ risk of exposure to workplace bullying.

Methodology: A multilevel model was tested with the data from a cross-sectional survey among 15573 employees in 71 Belgian organizations among 15573. Role conflict and role ambiguity were measured with the Short Inventory to Monitor Psychosocial Hazards (Notelaers, et al., 2007) while exposure to bullying was measured with the Short Negative Acts Questionnaire (Notelaers, et al., 2019). Psychosocial Safety Climate was measured with Dollard and colleagues’ scale, yet adopted to the Belgian working life context. The multi-level moderation analysis was conducted with MLwiN 3.02. Moderation plots were drawn with the use of Preacher his online tool.

Results: Results showed that PSC acted as a buffering moderator of the association between role ambiguity and exposure of workplace bullying. However, the association between role conflict and exposure to workplace bullying did not depend upon the level of PSC in the organization.

Limitations: There is no exclusive evidence for causality due to the cross-sectional design of the study.
Research/Practical Implications: These cross-level findings expands our knowledge on how organizational level factors in the psychosocial working environment influence the relationship between job demands and social strain in the form of bullying at work.

Originality: The study is one of the few studies putting bullying into an organizational level context and demonstrates the potential value of extending the J-DR model with such contextual multi-level factors.

O97
The Greater the Power the More Dangerous the Abuse: Workplace Bullying as an Instrumental Strategy in Political and Competitive Work Environments
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Purpose: This study advanced insight in the power dimension of workplace bullying by investigating its political dimension: we explore whether workplace bullying can be regarded as a deliberate, competitive strategy to favour the goals of the perpetrator. To this aim, and in line with the work environment hypothesis, we analysed the role played by the social climate at work, the presence of organizational politics, the extent of work overload and the degree of internal competition as catalysts of instrumental bullying behaviour. We also looked at the main sources of power underlying the bullying.

Methodology: We combine quantitative data (N = 561) with qualitative data (N = 64) to (a) assess the association between exposure to bullying and the social work climate, organizational political behaviour, work overload, internal competition, and to (b) gain more in-depth insight in the interrelatedness of bullying incidents and instrumental behaviours by organizational members through organizational politics as well as the power dimensions at stake (i.e., reward, coercive, legitimate, expert and reference).

Results: The social climate at work was regarded as “strained and competitive” by 45.3% of respondents. Exposure to workplace bullying was positively related to perceptions of political behaviour, work overload and internal competition at work. The qualitative data revealed that bullying incidents occurred when political behaviours happened in the line of organizational practices that tie in closely with negative social behaviour (i.e., “Being left idle”, “Denying of promotion”, and “Staff appraisal for performance”). The main sources of power identified in such incidents were coercive and negative reward power.

Implications: These results add to knowledge on the power dimension of workplace bullying and widen the traditional scope of research from work stressors to organizational features fostering instrumental and political bullying behaviours.

Originality and value: While many ideas have been formulated about the role of power and politics in workplace bullying, our study is one of the first to offer more, also in-depth, knowledge in this respect.

O98
How Tyrannical Leadership Relates to Workplace Bullying and Turnover Intention Over Time: The Role of Coworker Support
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Workplace bullying is a serious social stressor in the workplace (Hauge et al., 2010) that has deleterious consequences over time from both an individual (e.g., depression, anxiety, burnout, psychological distress) and organizational standpoint (e.g., turnover intention, actual turnover,
long-term sickness absence; see Boudrias et al., 2021). It is thus important to identify the work-related factors that can contribute to the presence of bullying behaviors. Past research on the topic has mostly investigated the link between job characteristics and workplace bullying, revealing that the presence of job demands (e.g., workload, role ambiguity, role conflicts) and the absence of job resources (e.g., job autonomy, job recognition) create fertile ground for the emergence of bullying behaviors (e.g., Li et al., 2019; Notelaers et al., 2013; Notelaers et al., 2010; Trépanier et al., 2021). As leadership plays a key role in shaping employees’ work environment (e.g., perceptions of job demands and resources; Fernet et al., 2015), it is important to better understand how leadership relates over time to bullying behaviors and, subsequently, to employees’ professional functioning. This is all the more important given that past research shows that destructive forms of leadership can predict workplace bullying over and above job characteristics (Hauge et al., 2007; Salin & Hoel, 2020). As such, this study investigates the longitudinal relation between tyrannical leadership (an active form of destructive leadership expressed through behaviors that undermine employees’ well-being and job satisfaction in order to achieve organizational goals; Einarsen et al., 2007), exposure to bullying behaviors as well as turnover intention. Furthermore, given that social resources have been found to help manage the stress associated with negative work-related factors, resulting in less perceived bullying behaviors (Trépanier et al., 2021), this study investigates the moderating role of perceived support from colleagues in these longitudinal relations. This two-wave study (three-month time lag) was conducted among a diverse sample of Canadian workers. Of the 600 workers who took part in the study at T1, 422 also completed the questionnaire at T2 (70.3% response rate). Results from cross-lagged analyses ($\chi^2 = 18.565$ ($df = 9$); CFI = .98; TLI = .95; RMSEA = .04 [CI = .013-.069]; SRMR = .05) show that, controlling for baseline effects, T1 tyrannical leadership positively predicts T2 exposure to bullying behaviors ($B = .18$, S. E. = .06, $p = .001$) and that T1 bullying behaviors positively predict T2 turnover intention ($B = .11$, S. E. = .05, $p = .05$). Results also show that T1 coworker support did not significantly buffer the relation between T1 tyrannical leadership and T2 exposure to bullying behaviors, although it did significantly predict, negatively so, T2 turnover intention ($B = -.10$, S. E. = .05, $p = .03$). The theoretical and practical implications of these findings will be discussed.

**O99**

**Taking a Latent Class Analysis Perspective for a Better Understanding of Employees’ Experiences of Bullying and Negative Behaviors: A Systematic Review**

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More than ever, leaders and managers are struggling when facing issues related to employee stress. Of particular concern are stressors emerging from social interactions. Bullying is presented as one of the most detrimental interpersonal stressors at work (Hauge et al., 2010). It is associated with significant consequences for the general health and well-being of employees (e.g., psychological distress, anxiety, and burnout; Nielsen & Einarsen, 2012), in turn affecting organizational performance (Hoel et al., 2020). Research suggests that 3% to 4% of employees experience severe bullying and that 9% to 15% of employees experience occasional bullying (Zapf & Einarsen, 2020). A current limitation pertains to the fact that the measurement of workplace bullying varies considerably across studies (Notelaers et al., 2019). Furthermore, the common methods to assess workplace bullying, the self-labeling method (i.e., employees’ perceptions of being a victim of bullying) and the behavioral experience method (i.e., the perception of being exposed to a range of specific negative behaviors that can be
considered as bullying if they occur regularly and over a prolonged period; Nielsen & Einarsen, 2018) has certain limitations. For example, the methods typically used to assess workplace bullying often measure the latter concept globally, offering little insight into the specific nature of the behaviors involved as well as potentially different configurations of these behaviors within samples (e.g., Nielsen et al., 2020). However, Latent Class Analysis (LCA) (i.e., a statistical method for identifying distinct groups of employees based on the nature and frequency of their exposure to bullying behavior; Notelaers et al., 2006) has been recently proposed as a particularly relevant method to help overcome these shortcomings (Nielsen, 2009) and is gaining popularity. The purpose of this study is to present a systematic review of studies applying LCA modeling to workplace bullying. Searches for primary studies were conducted in ABI/INFORM Global (ProQuest), Business Source Complete (EBSCO), Scopus, APA PsycINFO (EBSCO), and Psychology and Behavioral Sciences Collection (EBSCO), in addition to the search engine Google Scholar. Of the 771 studies identified, 18 fulfilled the inclusion criteria. The findings were integrated in a conceptual model, which highlights that the majority (n = 11) of past studies have investigated the consequences of the latent class clusters, through indicators of health and well-being (e.g., psychological strain), occupational functioning (e.g., absenteeism), and job attitudes (e.g., job satisfaction). In contrast, less attention has been directed to the antecedents (n = 7) as well as on the processes (i.e., mediators; n = 3) or the potential impact of moderators (n = 1). Furthermore, only two studies used a longitudinal design. A synthesis of the findings will be presented as well as recommendations for future research.

O100
Prioritising Stress Prevention in Small Enterprises – Analysing Psychosocial Safety Climate Among Users of a Targeted Web-Based Intervention
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Background: Work stress is a major risk factor for physical and mental health problems, which have a substantial economic impact on enterprises. Despite evidence regarding the effectiveness of workplace-based interventions in preventing work stress, the implementation of respective interventions in micro and small-sized enterprises (MSE) remains scarce. In the interdisciplinary research project 'PragmatiKK' a targeted web-based intervention ('System P**) was developed. Within an ongoing implementation study, the effectiveness and implementation process of the intervention will be evaluated. Research suggests that the implementation depends, among other factors, on organisational factors like the psychosocial safety climate (PSC) prevailing in companies. Therefore, we explore how company specifics of MSE that register for the intervention are linked to their PSC and whether the perception of PSC differs between employers and employees at the start of the intervention [1].

Methods: During the implementation study of 'System P', whose recruitment will start at the end of 2021, a number of different indicators of working conditions, stress and health will be measured at three time points (baseline, after six months and after 12 months). At baseline, we will additionally measure characteristics of the registered MSE (e.g., size, sector, and prior (stress) prevention interventions). Furthermore, we assess PSC [2] and job demands from the perspective of the employer and the employees and will analyse the difference in scores at the organisational level.

Results: During the conference, we want to introduce the design of the implementation study and present and discuss results from the baseline measurement regarding PSC and characteristics of the MSE within the sample. We generally expect the employers of registered MSE to rate the PSC in their businesses as high but possibly with diverging perceptions of
employees. Moreover, we assume deviating ratings of PSC among the MSE depending on company specifics, e.g. in the sense that PSC is rated higher in companies with prior experience with (stress) prevention than in companies without this prior experience.

**Discussion:** The proposed analysis can help to identify specific barriers and drivers to the implementation of stress prevention in MSE and will clarify what role PSC plays in this context.

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“Full Project Name: “PragmatiKK” – Pragmatic solutions for the implementation of stress prevention interventions in micro and small-sized enterprises

***“System P” combines a structural intervention (psychosocial risk assessment) and a behavioural intervention (stress management training), provided on a web-based platform.

**O101**

**Sharing Lessons Learned About Safety Practices and Interventions**

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Although many high-hazard industries are investing a great deal into safety interventions, there is a need to evaluate and explore the process of safety interventions further in practice (Hale et al, 2010; Nielsen, Taris & Cox, 2010). There is a scarcity of published research on the overall safety intervention process, and the specific factors which may help or hinder their implementation (Biron et al., 2010). The purpose of this study is to qualitatively explore the safety intervention process by conducting interviews with those who have designed and implemented them in the past. The goals of the study are twofold: (1) to build upon academic literature of safety interventions and initiatives by capturing effective strategies and lessons learned; and (2) to increase practitioner knowledge by exploring what current safety practices exist and effective improvement strategies.

A series of exploratory case studies were conducted with high-hazard organizations to investigate the process and outcome of implementing a safety improvement initiative or practice (Yin, 2011). Key informants from different organizations participated in one-hour semi-structured interviews over an online video platform. Key informants were those involved in designing and implementing a safety intervention (e.g., senior leaders, safety managers, and safety professionals). Industries that participated included: transportation, marine services, nuclear, power generation, and oil and gas production. We conducted 15 interviews. We did not seek any additional interviews after this as we determined that we had reached saturation and did not identify any new themes in the analysis of our final three interviews.

A cross-case thematic analysis was conducted on the interview content. A broad range of initiative descriptions were identified from the interviews, ranging from an individual focus (i.e. behavior or knowledge-based initiatives) versus systems-based, organizational-level initiatives (i.e. incident management, learning, communication systems). The analysis involved identifying key elements of each initiative including: the perceived intent, challenges/barriers, success factors, outcomes, reasons for change and evaluation of the practice or initiative. The perceived intent of initiatives included very broad aims such as creating a safer workforce, improving safety culture and reducing trending behaviors. Other initiatives had a specific intent, such as creating and implementing a new safety system, fostering employee and leader skills, or increasing employee engagement toward safety behaviors.
Themes about perceived challenges and barriers included: sustainability, lack of employee engagement, lack of leadership buy-in, physical/technical logistics, and communication. Regarding perceived factors that contributed to success, themes included: leadership buy-in and involvement, involvement from employees, and communication that was honest, clear, consistent, and personal. Themes related to perceived outcomes included: improvement in safety performance statistics, improved reporting, improved communication, change in safety culture, and increased safety awareness and knowledge of safety. The current study explores the intervention process by conducting case studies and synthesizing perceptions from key informants who have been involved in designing and implementing initiatives. These case studies will provide insight into how safety-critical companies are trying to improve safety, along with lessons about challenges and successes which can be used to inform the development of future interventions.

O102
Examining the Impact of Respiratory Protection Knowledge, Experiences, and Practices on Safety Climate Perceptions in Healthcare Settings
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Measures of safety climate (SC) seek to understand shared perceptions regarding organizational policies and practices in support of employee safety. Resources such as access to personal protective equipment (PPE) have also been shown to influence SC. However, it is unclear how organizations can leverage the access and use of PPE to positively impact employee perceptions and, thus, SC. This presentation provides a case example with two hospitals whose healthcare personnel (HCP) were trained to use elastomeric half mask respirators (EHMRs). EHMRs are a type of reusable respiratory protection that have been encouraged in healthcare as an alternative to disposable N95 filtering facepiece respirators (FFRs). A 54-question survey was developed in collaboration with the National Institute for Occupational Safety and Health, containing questions on EHMR training, confidence in use, experiences during use, and perceived SC.

From April-June 2021, 1,080 HCP including nurses, physicians, and other patient care roles, completed the electronic survey after several months of EHMR use (Hospital 1, n=600; Hospital 2, n=480). Using R v.4.1.2. to complete ordinal logit regressions, analyses sought to understand the relationship between EHMR knowledge in the form of training completeness and formats provided; confidence in EHMR use; and cumulative barriers experienced during EHMR use on HCP perceptions of SC. Safety climate was initially measured using one scale, but a principal component analysis loaded two separate scales that researchers characterized as organizational safety compliance (3 questions, Cronbach’s alpha=.73) and proactivity (5 questions, Cronbach’s alpha=.83). Details about all measures used will be provided during the presentation.

In the first model, an increase in user confidence (p<.013), training content (p<.001), and training mediums (p<.001), and a decrease in EHMR barriers (p<.001), were associated with a statistically significant increase in questions related to proactivity (e.g., hazards corrected, priority toward safety, supervisor safety communication). In the second model, an increase in user confidence (p<.006) and training content (p<.001), and a decrease in EHMR barriers
(p<.001), were associated with a statistically significant increase in questions related to compliance (e.g., HCP wear respirators when required, supervisors correct workers if respirators are not worn properly). Training formats, whether in-person, online, or a combination was not statistically significant (p=.94). Interpretation of the log odds ratios will be presented to show the effects of each variable.

The implementation of new PPE can create concerns among employees, making their experiences invaluable to introduce PPE effectively and efficiently. HCP confidence was positively associated with SC perceptions, underscoring the value of competency-building prior to PPE implementation. Similarly, results show the importance of visible commitment to safety in the form of training quantity and quality. However, as HCP experienced more barriers during EHMR use (moisture buildup, difficulty communicating, facial irritation, etc.), SC perceptions decreased. Results prompt organizations to consider HCP’s different experiences when adapting to new PPE. Future interventions and training may need to consider these experiences to include not only benefits, but also realistic expectations about PPE comfort to avoid HCP doubt upon initial use, impacting perceptions toward the organization’s commitment to safety.

O103
Management Commitment to Safety: National Data from the United States on Associations with Employment Arrangements, Quality of Work Life, Injuries, and Health
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Introduction: As the concept of safety climate has gained recognition as a “leading edge” predictor of safety outcomes, an important goal has become to identify its core dimensions. One dimension that is present in most safety climate measures is management commitment to safety (MCS), which is the degree to which management actively encourages and supports safe workplace policies and practices. MCS can vary across different levels of an organization and is typically measured by assessing worker perceptions regarding management’s attitudes and behaviors with regard to safety. Most studies on safety climate and MCS, however, have focused on convenience samples drawn from specific occupations or work settings. Few studies have examined the role of MCS across a representative sample of workers. Using data from a national U.S. survey, the present study evaluated a short 3-item measure of MCS in terms of its relationship with employment arrangements, quality of work life, worker injuries, and health.

Methods: Data came from the General Social Survey (GSS) which is administered in the United States as a face-to-face interview every two years and collects data on a variety of topics, including work and health. In five waves of the GSS (2002, 2006, 2010, 2014, and 2018), a quality of work life (QWL) module was added by NIOSH to assess working conditions and psychosocial factors. MCS was measured with three items (“The safety of workers is a high priority with management where I work.” “There are not significant compromises or shortcuts taken when worker safety is at stake.” “Where I work, employees and management work together to ensure the safest possible working conditions.”) and rated on a four-point strongly agree to strongly disagree Likert scale. The total N across the five independent waves was 7,282 and the overall response rate was approximately 70%. The three items comprising the MCS scale had an alpha coefficient of .88.

Results and Discussion: Descriptive analyses indicated that MCS was highest in the smallest work settings (9 or fewer employees), lowest when respondents worked the night shift, higher for white collar workers compared to blue collar workers, and better for salaried vs. hourly
employees. In terms of quality of work life, MCS was significantly associated with trust and respect from management ($r = .56$), workplace social support ($r = .44$), training opportunities ($r = .32$), participation in decision making ($r = .25$), and having too much work ($r = -.12$). Multiple regression analyses, controlling for demographics, employment arrangements, and quality of work life variables, found that MCS remained a significant predictor of the number of workplace injuries during the past 30 days, back pain during the past 12 months, upper extremity pain during the past 12 months, and overall health ($all \ p < .01$). These findings will be discussed in terms of (a) methodological limitations inherent in a national cross-sectional survey of workers such as the QWL, (b) the broad-ranging impact of MCS on many aspects work life, and (c) future directions for intervention research designed to improve organizational safety climate.

O104
Social Support as a Mediator Between Safety Climate and Safety Behaviour: A Social Capital Perspective
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Ample research has shown that contextual job characteristics, such as safety climate, enhance safety behaviour among employees. While acknowledging that safety behaviour is not the result of the individual’s factors alone but also of social aspects, past literature on safety climate has not yet provided a clear picture of how team safety climate precedes the individual’s safety behaviour from a social perspective. Using the argument that jobs are designed, the current study investigated the role of social support (i.e., supervisor support and co-worker support) as the mediator, at both individual and team levels, to explain the relationship between safety climate and safety behaviour (i.e., safety compliance and safety participation). A two-wave longitudinal study with a six-month gap was conducted among 317 firefighters from 46 fire stations in Malaysia. The study utilised SPSS regression analysis to test upper-level direct effects and used hierarchical linear modelling (HLM) to test all lower-level and cross-level effects. A Monte Carlo mediation test was used to test the mediating effects of the hypothesised relationships. Our results clearly showed that safety climate led to safety behaviour (i.e., safety compliance and safety participation) through both supervisor and co-worker support at the individual level only and not at the team level. Our study extended previous research on safety literature by supporting the pathway from safety climate to safety behaviour from a social perspective, especially through individualised, personal and informal support. Finally, this research discusses the potential of the provision of support for safety to increase safety compliance and participation by co-workers and supervisors when working under demanding work conditions.

O105
Bringing Risk Back In: Managers’ Prioritization of the Work Environment During the Pandemic
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Introduction: In contrast to many other countries, Sweden has used a softer strategy as a response to the Covid-19 pandemic, where society remained more open. Consequently, the challenges for managers in Sweden have been different from countries where lockdown has prevented workplaces from maintaining their business. The purpose of this study was to investigate managers’ experiences of work environment and risk management during the Covid-19 pandemic, and how managers plan to use these experiences to develop future risk management.
Method: Semi-structured interviews were carried out with 18 managers in different occupations in public and private sectors. A content analysis was carried out, informed by theory on risk management.

Results: Much of risk management was developed in real-time. Most managers experienced little problems with following regulations and directions under ordinary circumstances, while the pandemic implied a larger extent of improvisation in adjusting work assignments and tasks to keep their business up and running safely. In production, almost all blue-collar workers worked on site as usual apart from physical distancing, while some of the white-collar workers worked from home. Other organizations, e.g. the fire and rescue service, made priorities and reductions in their assignments. Adaptations involved making priorities and limiting of outreach and society-oriented activities, and staying up-to-date with the latest recommendations and restrictions. For several occupations, access to hygienic equipment and establishing routines to prevent the risk of spreading the infection were central challenges. In white-collar occupations, organizing remote work was a challenge. Since the pandemic was considered a societal crisis, little tension could be identified between improvisation and top-down management. Some of the insights the managers mentioned regarding future risk management, concerned the importance of uniform and coherent information from the management and communication. Improved routines in terms of safety and risk thinking were also mentioned as an important insight for future risk management. Almost all managers emphasized the importance of updated and accessible work environment documents and routines. Another positive experience from the pandemic was the increased competence in digital solutions. In general, digital meetings worked well and were considered effective for some types of meetings, although being considered more exhausting and involving difficulties in creating relationships at a distance. Being a manager during a societal crisis implied an opportunity to see how crisis management worked in practice. The pandemic also spotlighted shortcomings in crisis management regarding the psychosocial work environment, e.g., feelings of loneliness and isolation.

Conclusion: The results from this study point to the pandemic as a societal crisis which workplaces needed to manage through large means of improvisation. Regular work environment routines were put to the test and in many cases proved inadequate or poorly adapted to a rapid emerging crisis. The study illustrates a transition from a prospective to a real-time mode where prospective routines were insufficient for dealing with the problems the pandemic came with. The study also illustrates how experiences from real-time risk management can be identified and used for revising existing practices.

O106
Framework Conditions of Health-Oriented Leadership in Virtual Teams Before and During Covid-19 Pandemic: A Qualitative Study With Virtual Leaders
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Background: Health-oriented leadership has a significant positive influence on employees' mental health. The aim of this study is to obtain initial findings on the conducive framework conditions of health-oriented leadership as perceived by virtual leaders. A special emphasis is given to the experiences of leaders who had faced challenges in the short-term transition to digital collaboration and leadership working at home as a result of the Covid-19 pandemic.
Methods: In this qualitative study, 16 semi-structured telephone interviews were conducted between May and July 2021 using the problem-centered interview method with leaders of virtual teams on the framework conditions of health-oriented leadership before and during the Covid-19 pandemic. The collected data was transcribed and inductively analyzed using qualitative content analysis according to Mayring (2010) [1].

Results: Present results indicate that virtual leaders perceive a variety of personal, social, organizational, and technical conditions as prerequisites for the use of health-oriented leadership. Especially in case of a sudden shift to digital collaboration in the wake of the Covid-19 pandemic, challenges for the use of health-oriented leadership are described, such as technical difficulties but also challenges in maintaining regular interpersonal contact in digital communication. Different behavioral and structural prevention measures to promote health-oriented leadership in digital collaboration are presented, e.g. further training for leaders and more technical support.

Conclusions: This study provides initial empirical findings on the framework conditions of health-oriented leadership in virtual teams and on the challenges during the Covid-19 pandemic from the perspective of virtual leaders. For a more comprehensive understanding of health-oriented leadership in virtual teamwork, the inclusion of virtual team members in further research studies is necessary.

O107
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Research goals: Despite the pandemic, some countries considered an entry point into Europe have seen large flows of migrants, making the workload for Front-Line Practitioners (FLPs) even higher. As part of the H2020 PERCEPTIONS project, the current study investigates how pre-pandemic work-related factors (e.g., previous job satisfaction and work-life balance) and job autonomy could affect FLPs' job satisfaction experienced during the pandemic in Italy, Bulgaria, and Spain. This study expands the limited literature on professionals working with migrants by (a) investigating different predictors of job satisfaction during the COVID-19 pandemic and (b) comparing them in three different European countries.

Theoretical background: With the outbreak of the Covid-19 pandemic, and the subsequent lockdown, FLPs providing social services for migrants have faced severe work challenges (e.g., lack of coordination) that hindered the fulfillment of emerging needs (Sanfelici, 2021). According to the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), job resources like job autonomy and work-life balance could reduce work challenges and contribute to the wellbeing of employees by increasing their job satisfaction (Angulo & Osca, 2012). Considering that the social services provided to migrants already face several weaknesses even before the pandemic (Sanfelici, 2021), we wonder whether previously experienced satisfaction could be considered as a resource for FLPs to achieve higher job satisfaction during the pandemic.

Design/Methodology: This study includes 328 FLPs working in Italy (N=122), Bulgaria (N=106), and Spain (N=100). Such employees work in organizations that deal with migrants (e.g., Governmental, Intergovernmental, and Non-governmental). Between September and November 2020, participants completed an online questionnaire that included measures of job satisfaction, job autonomy, and perceptions of COVID-19 impact, among others.
An ANOVA was run to compare FLPs’ experienced Work-life balance before COVID-19, current Job satisfaction, and Job autonomy across the three countries. Multiple regression analysis was conducted to investigate hypothesized relationships in each country sample. **Results obtained:** ANOVA results show that Job Satisfaction varied significantly across countries, particularly between Bulgarian FLPs (M= 6.4) and Italian ones (M= 5.34). Similarly, Bulgarian FLPs (M= 7.28) showed significantly higher work-life balance compared to the Italian sample (6.50). Regarding Job autonomy, Italian FLPs reported the highest levels (M= 6.54) among Bulgarian (M=4.80) and Spanish (M= 4.92) samples.

The multiple hierarchical linear regression analysis in the Italian and Bulgarian groups shows that only job satisfaction and work-life balance experienced before COVID-19 predict the current job satisfaction of FLPs. On the other hand, the Spanish sample results suggest that in addition to job satisfaction and work-life balance before COVID-19, job autonomy also predict FLPs' job satisfaction during the pandemic.

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**O108**

**Telework Quality During COVID-19 Pandemic and Associated Work Engagement, Work-Family Balance and Quality of Change Management**

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COVID-19 forced organisations to implement intensive telework for many workers overnight. This scenario was completely new, and the emergency created the possibility of experimenting on new ways of working with an unknown impact on workers’ wellbeing. This scenario raises many questions: Can we distinguish between qualitatively different implementations of telework? Are various kinds of telework associated with different levels of teleworkers’ wellbeing and work-family balance? Are there organisational characteristics that influenced telework implementation?

With few exceptions, previous studies have examined only one specific characteristic of telework at a time, mainly resulting in low or no effects of telework on the analysed outcomes. We considered telework a new way of organising the work process that influences different organisational areas that synergically affect workers’ wellbeing and conditions. Building on recent literature, we define high-quality telework as characterised by (1) remote workstation suitability and (2) healthiness, (3) office quality and (4) flexibility, (5) flex-time, (6) clarity of objectives, and (7) transformational leadership. The present study aimed to identify qualitatively different types of telework implemented during the COVID-19 pandemic and shed light on how the different telework implementations were related to work engagement, an indicator of workers’ wellbeing, work-family balance, and the quality of change management, an organisational characteristic supposed to affect telework implementation.

This cross-sectional study was conducted among 974 teleworkers from 22 SMEs during the COVID-19 pandemic between 14th April and 30th July 2020 in Italy. We conducted a latent profile analysis (LPA) on the full range of the seven factors of the quality model of telework to identify profiles of employees with qualitatively different telework modalities. The levels of work engagement, work-family balance, and change management were compared among the identified profiles with ANOVAs and post-hoc tests. We hypothesised that profiles with low telework quality (TwQ) will have a lower level of work engagement, a worst work-family balance, and will occur in situations with more bad change management.

Based on BIC, ICL, entropy, and profiles interpretation, the chosen solution presented five profiles. Two profiles identified employees with *generalised good TwQ* (N=347) and employees...
with generalised bad TwQ (N=308). Two other profiles identified employees with a positive TwQ, the first one characterised by a very high level of transformational leadership and office quality (N=71), the second one characterised by excellent conditions of the remote workstation (N=86). The last profile included employees with an intermediate TwQ, but an uncomfortable remote workstation and unclear work objectives (N=162). The profiles presented statistically significant differences in the levels of work engagement $F(4,917)=33.45, p<.001, \eta^2=0.12$, work-family conflict $F(4,925)=14.09, p<.001, \eta^2=0.06$, family-work conflict $F(4,927)=13.95, p<.001, \eta^2=0.06$, and change management $F(4,940)=69.17, p<.001, \eta^2=0.23$. Post-hoc analyses confirmed the hypothesised differences between profiles with good and bad TwQ.

The present study shows that telework implementation can be very different, with differentiated impacts on several outcomes. Results seem to suggest that companies used to manage the change successfully were also able to implement telework with high quality, allowing employees to have a good work-life balance and high work engagement.

O109
Digital Job Crafting for Teams and Individuals – Apps, Roadmaps and Field Experiences
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Background: At the Center of Salutogenesis, we develop, implement, and evaluate interventions that aim to strengthen job resources in companies. Hereby, in addition to the concept of Salutogenesis and the JD-R theory, job crafting is a central approach for us. Job crafting has become a well-established construct in Occupational Health Psychology (OHP), complementing resistance-oriented actions in dealing with stressors at work and focussing strongly on the shaping of job resources.

Digital solutions: As early as 2005, we were part of developing a digital toolkit for SMEs, empowering them to build job resources and tackle job demands (Bauer & Schmid, 2008). Since 2016, we have been developing digital versions of the ‘live’ interventions that we implemented and evaluated in the field (Bauer & Jenny, 2018): These were participatory, solution-oriented leadership and team workshops aimed at collective job crafting. With the web-application ‘wecoach’ we created a chatbot that guides team leaders through such a process, including self-administered surveys (Grimm et al., 2020).

Field experiences: Developing digital solutions is a challenge for researchers that should not be underestimated (Arigo et al., 2019). The demands on technology, user interaction (UI) and experience (UX) are high, the costs considerable and the market merciless. In addition, team development requires a lot of energy – the successful application of a digital solution requires at least as much gentle pressure and positive group dynamics as the analogue approach.

Outlook: Despite ambivalent experiences with programming, implementing, and evaluating digital solutions for teams, we are now developing a "Crafting Playbook" for individuals. We aim to create a website for self-experimentation to make work more motivating and meaningful. Existing IT-components from the "wecoach" (such as surveys, whiteboards), as well as algorithms developed for narrative procedures known from career counselling will be gathered, expanded, and tested in a continuous research-practice exchange.
A Novel Approach for Including Effect Modifiers in Policy Evaluation – a Case of Gender Equality in Higher Education

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Higher education suffers from gender imbalance and some are turning towards interventions such as policy changes as a means to create gender equality. Following such changes, it's important to evaluate and understand the outcomes. However, such institutions do not exist in a vacuum and are subject to the general trends and changes in society. We call events and changes outside the policy changes that influence the studied outcome effect modifiers.

Alas, any evaluation should seek to identify effect modifiers and determine their impact. Effect modifiers may amplify the effect of the intervention causing false claims that the intervention solved the targeted problem. Effect modifiers may also dampen the effects of the intervention and lead to false conclusions regarding lack of effect from the intervention.

This presentation reports findings from a North American university gender equality in higher education. Many activities were initiated at different levels of the university over an extended period of time. During the intervention period, societal changes also took place which may have also influenced developments in equality at the university. This raises questions of the effect of the intervention and the possible influence of effect modifiers.

Evaluations are often approached by developing a logic model of the intervention and then comparing the logic model to the events that have unfolded. This theory-based evaluation allows evaluators to assess if the mechanisms of the logic model have been followed and hence to determine if the outcome can be attributed to the intervention. Some evaluation methods emphasize the context in which the intervention takes place and ask what works for whom and where. Here the method integrates context into the logic model by focusing on three elements: context, mechanism and outcome. Use of logic models provides the advantage of focusing on mechanisms but introduces a problem of handling contextual influences. As context is included into the logic model the possible contextual factors are developed apriori thereby limiting the scope. We present a novel approach - not relying on a logic model - to identify effect modifiers in policy interventions and assess their effect on the intervention outcome.

The model relies on group interviews where respondents are asked to recall events during the intervention period and analyze if these are part of the intervention or not i.e. contextual factors. The events are then grouped into themes and their impact on the intervention outcome. Testing the method at a North American university we were able to identify themes relating to both intervention and context that have influenced the outcome of the intervention. In particular, the method allows us to capture themes not envisioned during the design of the evaluation and hence allows a more nuanced perspective on the effects of the intervention. In turn, this reduces the risk of evaluators drawing faulty regarding the efficacy of the intervention. Including contextual analysis in evaluation is normally resource-consuming but this approach is both time and cost effective and we propose that this or similar are included in intervention evaluation to avoid false conclusions.
Study of the Efficacy of a Mindfulness-Based Program. Towards Stress Reduction and Self-Care in Professionals Working in a Healthcare Context
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Introduction: It is currently known worldwide that professionals working in a healthcare context belong to a vulnerable group as a result of the high workload and the challenges they face on their daily life. This workload and challenges have multiplied and intensified with the global pandemic situation due to COVID-19. They request attention and care in their own work context with the aim of reducing stress levels and improving personal and professional competencies. With the goal of improving both, the quality of life and care offered to patients in the work context, an intervention program based on Mindfulness (MBSR, Mindfulness Based in Stress Reduction) was implemented in this setting to alleviate stress and health-related symptomatology, as well as to increase the mindfulness levels, as there is a need for more initiatives in the work environment targeting the improvement of well-being in health professionals. The main purpose of this study was to test the effectiveness of the MBSR program with professionals working in a healthcare context.

Methods: The sample of this study was composed of 31 health professionals in pre-test and 18 health professionals in post-test, from different services and hospitals of the Spanish public health system (4 men and 14 women), with a mean age of 49.33 years. There is a wide variety of professional profiles, such as nurses in the emergency department and physicians in pediatrics as well as administrative staff in their respective administration units. These professionals had an average professional experience of 16 years and, on a scale of 0 to 10, the participants perceived an average of 7.50 stress in their professional practice. Participants completed measures of stress, health-related symptomatology, and mindfulness before and after the program.

Results: Repeated measures analyses showed a statistically significant and clinically relevant improvement in the dimensions of perceived stress, general symptomatology, and social dysfunction, as well as in the somatic component after participating in the intervention.

Discussion: These preliminary results shed light on the impact that participation in the MBSR program in their working context has on healthcare professionals. Specifically, in this presentation, a positive impact on stress and other health-related aspects has been observed. Likewise, the need for intervention in the working environment of professionals in the healthcare context has been evidenced. The results and future challenges are discussed with the aim of continuing to contribute to the evidence of the efficacy of the MBSR program in the sample and context proposed in this study.

Effectiveness of Workplace Health Promotion in Hospitals and Care Homes: A Systematic Review
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Introduction: Healthcare workers in hospitals and nursing homes are at an increased risk of mental and physical health problems, partly caused by the very nature of their work. Workplace Health Promotion (WHP) aim to promote health and well-being by changing the work situation or individual behaviours. Although various WHP activities are increasingly implemented in
hospitals and nursing homes, the current evidence base concerning their effectiveness is still limited. Moreover, there is no comprehensive meta-review that systematically synthesizes the evidence of the variety of WHP interventions in institutional healthcare settings. We, thus, aimed to establish a comprehensive overview of WHP interventions in hospitals or care homes with the following questions: What WHP-interventions have been scientifically evaluated? How effective are these interventions?

**Methods:** We subdivided our systematic literature review into nine distinct domains of WHP (e.g., stress, communication, interaction work, leadership culture). For each domain, we screened literature for high-level of evidence studies. In domains with a sufficient literature base, we included systematic reviews of intervention studies in order to conduct an umbrella review. In domains with a lack of systematic reviews, we searched for original studies including randomised-controlled trials, controlled trials and interrupted time series studies. Studies were eligible if they examined effects of WHP-interventions in hospitals or care homes on providers’ biopsychosocial health outcomes of employees or organizational outcomes. We conducted the systematic search in four databases. Screening was performed by two independent reviewers.

**Results:** Overall, we identified 24,480 records, of which we included 78 systematic reviews and 63 primary research studies. We identified an inconsistent level of evidence across all nine WHP domains with inconclusive evidence concerning effectiveness of WHP interventions. Communication, interaction work, and leadership skills training interventions predominantly show effects on employees’ skills and behaviour. Health-related effects have only been investigated in a few studies. Nevertheless, there is evidence that such training leads to lower work stress and higher well-being. For the other WHP domains, evidence assessment is difficult given the heterogeneous nature of the studies. Interventions in the domain work stress seem to be of particular interests: 40 systematic reviews were identified in this domain.

**Conclusion:** To the best of our knowledge, our meta-review is the first to provide a comprehensive and broad systematic overview of studies on WHP measures in health care institutions. Our work thus makes a significant contribution to systematically summarizing the available evidence on WHP approaches in inpatient care. It also provides a useful foundation for evidence-based and needs-based development of effective WHP activities for health care workers.

**O113**

The Psychosocial Work Environment in Saudi Higher Education Institutions and the Wellbeing of Female Faculty

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**Background:** In the last two decades increased attention has been paid to positive psychology (Seligman & Csikszentmihalyi, 2000). An outcome of this positive movement within the organizational and occupational health psychology field was a stream of research focusing on employee wellbeing including constructs of work engagement (Schaufeli et al., 2002) and job burnout (Maslach et al., 2001). Wellbeing is context-sensitive (Oishi & Diener, 2001). However, little is known about the wellbeing of female faculty in Middle Eastern higher education institutions. Moreover, knowledge becomes scarcer in a context of macro-level change—labour market change as part of larger economic transformation and social change. Change at the macro level is expected to filter into institutions, influence working conditions, and consequently employee wellbeing (e.g. Mauno et al., 2005; Mucci et al., 2016).
Aim: This study seeks to explore the psychosocial work environment in Saudi higher education institutions and its role in supporting the wellbeing of female faculty. The study also seeks to explore if factors at the institutional level (i.e. labour market change) have an effect on faculty's immediate work environments or/and work experiences.

Methods: The wellbeing of national female faculty is empirically investigated using the relationships established in JD-R model (Demerouti et al., 2001; Schaufeli & Bakker, 2004). These relationships are explored through one-on-one semi-structured interviews with 30 Saudi female faculty member across government, semi-government, and private higher education institutions.

Results: Job characteristics, social relationships, and development opportunities comprised job resources experienced by female faculty across institutions and sectors (i.e. government, semi-government, and private). On the other hand, role ambiguity and time pressure constituted job demands for female faculty in a similar fashion. Furthermore, institutional factors (i.e. academic accreditation and privatization) constituted job demands in the form of restricted autonomy and negative influence on sense of job security for some faculty in recent years. More importantly, there were significant sectoral differences in some psychosocial factors such as work organization and management communication.

Conclusion: Higher education work environments seemed to be resourceful and supportive of faculty’s wellbeing including their work engagement. However, the psychosocial factors constituting that support slightly varies between sectors (i.e. government, semi-government, and private). These findings extend our cross-cultural knowledge on work environments and their role in supporting employees’ wellbeing and work experiences. They also suggest that factors at the institutional level can filter into the workplace and affect employees’ wellbeing through the psychological factors present at their job and organizational level. This study extends the boundaries of the JD-R model by applying it to an under-researched context (i.e. higher education work environments in the Middle East) that is undergoing institutional change. Implications: Employees do not work in a vacuum and their wellbeing is affected by different levels of their social and economic context. Therefore, it is important for practitioners, policymakers, and future research to take these levels of context into consideration when designing interventions or scientifically investigating individual-level constructs such as employee wellbeing.

O114
When Everything Changes, Can Morning Work Routines Support Employee Well-being and Performance? A Gender Role Perspective
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The Covid-19 pandemic has forced some workers to work remotely almost overnight, without preparation. This shift created a sudden disruption to employees’ day to day work routines that usually help them to switch from a private role to their work role. For example, employees use the time during which they prepare their lunch for the day, commute to the office, and start their computer to emotionally and cognitively reconnect to their work and the tasks that lie ahead of them. During the early stages of the pandemic, employees tried to figure out how to be efficient at home while simultaneously learn to perform their tasks using new technology and dealing with distractions from people living in the same household. We argue that re-enacting morning work routines helps employees to transition from a private role to their work role and, as a consequence, be beneficial for well-being and performance. According to routine theory,
routines activate the relevant work goals, give a sense of direction and purpose, and can be performed without effort. As such, employees feel more energetic and engaged and as a result are more productive and satisfied with their workday. However, performing routines in the home setting may not be as effortless for everybody and might become effortful in and of itself with the various challenges presented in the working from home context. Based on social role theory, which suggests that women identify more strongly with the family role than men, we contend that gender acts as a moderator, resulting in routines being more beneficial for men than women.

To test our assumptions, we conducted a two-week daily diary study with three assessments per day. 103 remote workers in the Netherlands participated during the lockdown period in May 2020. We developed four items to capture morning work routines (e.g., 'got dressed in 'work' clothes (that is, in clothes that are distinct from evening/weekend clothes') and relied on widely-used measures to assess work engagement, emotional exhaustion, task proficiency, and job satisfaction. Multilevel analyses revealed that engaging in routine behaviors is positively associated with daily work engagement which in turn resulted in higher task proficiency and job satisfaction. Morning work routines were also positively associated with daily emotional exhaustion. Cross-level moderation analyses further showed that the effects of morning work routines on emotional exhaustion are contingent on gender such that for men, morning work routines significantly reduced their emotional exhaustion; whereas for women, morning work routines increased their emotional exhaustion. Our results suggest that morning work routines supports employees to reap performance benefits, however, during significant change processes, re-establishment of routines may be costly and drain resources, at least for women. Although men were able to leverage performance and energy benefits of routines, women only benefitted in terms of performance; showcasing a complex pattern of how employees try to balance their different roles.

O115
Are Dominant Behaviours Viewed as Uncivil? Exploring the Moderating Roles of Leader Gender and Organizational Uncertainty
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Role Congruity Theory posits that female (vs. male) leaders who engage in agentic behaviours may be judged more harshly as such behaviours are viewed as counter-stereotypical for women (Eagly & Karau, 2002). Moreover, this negative perception may be particularly likely for agentic-dominant behaviours, as women (vs. men) displaying dominance may face a stronger backlash (Williams & Tiedens, 2016). These patterns suggest that dominant female (vs. male) leaders may be more likely to be perceived as violating social norms. When considered in the context of workplace incivility, which is defined as low-intensity rude acts that violate workplace norms for respect (Andersson & Pearson, 1999), we hypothesized that female (vs. male) leaders displaying dominant (vs. neutral) behaviours would be perceived as more uncivil. Further, given the subtle nature of incivility, its effects are largely dependent on the context and appraisals of those who experience it (e.g. Gabriel et al., 2018). When considered in the context of Uncertainty Management Theory (van den Bos & Lind, 2002) and Threat Rigidity Theory (Staw et al., 1981), we expected that the above hypothesized gendered pattern would be exacerbated within an unstable (vs. stable) organization. Those in an unstable environment may take more notice of potentially uncivil actions due to increased information-seeking behaviour (van den Bos & Lind, 2002) and may evaluate those actions according to gender stereotypes due to heightened biased processing (Staw et al., 1981), leading to a greater penalty against female (vs. male) leaders.
Our hypotheses were tested using a 2: leader gender (male/female) x 2: leader behaviour (neutral/dominant) x 2: organizational stability (stable/unstable) between-subjects experimental design. Participants (N=815), recruited from a panel company, were randomly assigned (within participant gender) to one of eight vignette conditions, in which the main variables were manipulated. They subsequently completed relevant measures of incivility (Cortina et al., 2013; Porath et al., 2008; Porath & Pearson 2012) and manipulation checks (e.g., Probst, 2003). MANOVA results examining incivility ratings found no support for our hypotheses, as the predicted two-way and three-way interactions were not significant. However, there was a significant main effect of leader behaviour on incivility ratings; dominant (vs. neutral) leaders were perceived as more uncivil. The manipulation check MANOVA pertaining to perceived job insecurity and organizational uncertainty also yielded significant and interesting findings; there was a significant interaction between leader behaviour and organizational stability. Dominant (vs. neutral) leaders elicited greater feelings of job insecurity and organizational uncertainty, but this effect was stronger in the stable (vs. unstable) organization condition. These patterns of results suggest that dominant (vs. neutral) leaders are viewed as more uncivil (with no effect of leader gender) and that leader dominance may be an antecedent of job insecurity (even when an organization is objectively flourishing). Given that job insecurity can have many negative outcomes for employees, such as decreased job satisfaction and negative impacts on mental and physical health (Sverke, et al., 2002), it is important to explore this novel finding further. Limitations, implications and future research avenues are discussed.

O116
Examining Relationships between U.S. Unemployment Rates and Perceptions of Workplace Discrimination, 2002 to 2018
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As the workforce becomes more diverse in terms of age, gender, and race (Czaja, 2020) there is an increased risk of workplace discrimination, which is concerning to employers (Cheung et al., 2016). Employers accused or guilty of employment discrimination may incur harsh penalties and damaged reputations. Furthermore, workplace discrimination is associated with decreased productivity and increases in turnover and has negative ramifications on employees’ job satisfaction and commitment, job stress, and health. Economic indicators, such as unemployment rates, may affect perceived workplace discrimination. According to realistic group conflict theory (LeVine & Campbell, 1972), scarcity of valued resources (e.g., jobs) increases in-group favoritism and out-group opposition towards those perceived as competitors for scarce resources. In a laboratory study on workplace discrimination, participants primed to perceive an economic threat rated a female minority job candidate significantly lower than a male white candidate (King et al., 2010). Less clear is whether perceptions of workplace discrimination vary based on unemployment rates (UR; indicating scarce or plentiful resources).

Using U.S. national economic indicators and data from multiple waves of a nationally representative survey, this study examined UR (indicating scarce or plentiful resources) associated with perceived discrimination. We expected that when annual UR increased workers with marginalized identities (i.e., younger and older workers; non-white workers; female workers) would perceive higher rates of work-based discrimination than those with non-marginalized identities.

Dependent variables were perceived experiences of ageism, racism, and sexism (yes or no). Predictors were age (18 to 29, 30 to 49, and 50 and older), race (White, Black, or Other), sex (Male or Female) and survey year. National annual UR came from the Bureau of Labor Statistics (2021). Separate logistic regressions tested for main effects of age, race and sex, and their interaction with year.

There were significant interactions with year predicting perceived ageism and racism, but not sexism. In 2002 (UR increased 23.2%) there were significant differences in perceived ageism between all age groups, with younger workers having the highest percentage (20.2%) reporting experiencing ageism and middle-aged workers the lowest (2.6%; older workers 10.9%). This contrasts with 2014 (UR decreased 16.3%) when perceived ageism was generally lower, yet perceived ageism was higher for younger workers (10.5%) compared to middle-aged workers (3.6%). A similar pattern is evident for perceived racism, with large differences evident in 2002 between White (2.9%), Black (19.5%), and other (7.7%) and no differences between the groups in 2014. For sexism there were consistently higher percentage of females who perceived experiencing sexism at each time point. However, there were no significant differences between years. In summary, perceived experiences of ageism and racism were highest and lowest in the two years with the largest increase and decrease in UR, respectively. During periods of economic volatility employers should take steps not only to stem internal discrimination, but also address employment insecurity of marginalized employees.

**O117**

**Employability and Health as Relational Constructs in Low Educated Migrants’ Pursuit Towards Labour Market Integration in Sweden**

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The labour market integration of migrants entails both possibilities and obstacles for society, employers, and individual migrants. One aspect is the transferability of knowledge and work-related experiences obtained elsewhere. These difficulties are more pronounced for individuals who lack higher education or formal vocational training. The present study was conducted in a region in Sweden that has received a large number of newly arrived migrants in recent years, and has a lower educational level and higher unemployment rate compared to other regions in Sweden. The overall aim of the project was to identify obstacles for labour market introduction of migrants with low education, focusing on the perspective of women and men who have not been a part of the regular labour market in Sweden. A total of 23 interviews were conducted with mostly former refugees who took part in Swedish for Immigrants (SFI). The more specific purpose of the present study was to explore how the migrants’ perceived employability was constructed within this particular context. Here, the concept of employability was used to make sense of how these individuals reflect upon their pursuit towards labour market integration. In line with Delva et al. (2021), we have taken a relational perspective on employability, which integrates agency and structure. This perspective points at the importance of gate keepers in the formulation and reformulation of one’s employability in a new and largely unfamiliar setting. The participants were all motivated to work, but many had no experience of paid employment in their home countries. However, they had other work-related experiences that did not always yield monetary remuneration. It appeared that the evaluation of all kinds of work-related experiences and competencies was a relational process that left room for improvements. The concept of health can likewise be considered a relational aspect of employability and the pursuit towards labour market integration. Many refugees, including individuals among our participants, suffer from deterioration of their health, and bear with them traumatic experiences that can have an impact on psychological health and well-being. Nevertheless, deteriorating health did not have a straightforward link to lower employability perceptions, as its importance needs to be identified, negotiated, and made sense of by the individual migrant, various gate...
keepers, and significant others. This negotiation entailed both limitations due to preexisting conditions, as well as the prospect of future impairments, but also a strong will to accommodate for individual health weaknesses among these migrants. To conclude, the road towards labour market establishment is long and paved with difficulties for this group of migrants. One avenue for improvement would be to re-evaluate and promote the participants’ strengths and previous work-related experiences on an individual basis, and to consider individual limitations in a contextual and relational perspective, thereby strengthening employability perception and increasing the chances of labour market integration.

O118
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We employed a novel approach to examine how meaning-making processes can enhance psychological functioning at the workplace. Namely, we developed short, online meaning intervention and tested its effect on momentary work engagement and perceived work meaningfulness. In Study 1 (N = 227) we asked employees to write why their work was meaningful. This led to higher work meaningfulness experience and higher momentary work engagement (MWE) compared to a control group. The relationship between the intervention and MWE was mediated with work meaningfulness. In Study 2 (N = 254), employees were asked to either write about how one’s work serves a greater good (other-oriented meaning intervention) vs. how it advances personal career (self-oriented meaning intervention), vs. control. Relative to the control, other-oriented meaning intervention increased work meaningfulness. The latter mediated the relationship between the other-oriented meaning intervention and MWE. The studies develop new research methods that can be easily and widely applied and offer fresh insight into how sources of meaningful work are related to important occupational outcomes.

O119
Daily Work Stress and Unhealthy Snacking: The Moderating Role of Trait Mindfulness
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Unhealthy snacking is considered one of the main contributors to the current obesity pandemic with nearly a third of the world’s population being obese nowadays (World Health Organization, 2020). Shedding light onto the factors that may contribute to snacking and weight gain is therefore crucial both from a theoretical and practical perspective. Clinical studies have persistently reported stress as one of the most important factors for changes in eating behavior (Hill et al., 2018; Scott & Johnstone, 2012) and first empirical evidence suggests that work stress, in comparison to other types of stress, has particularly strong effects on food choice (O’Connor et al., 2008). Nevertheless, although some studies on the impact of work stress on snacking emerged in the past years, they mainly focused on rather coarse and distal indicators of work stress (e.g., work hours; Jones et al., 2007; Wardle et al., 2000) and rather chronic, between-person differences (Clohessy et al., 2019), providing little insights into when and why work demands affect snacking.

Yet, since snacking takes place on an intrapersonal level and naturally fluctuates from day to day, the overall goal of our study is to adopt a within-person perspective in studying the
fundamental mechanisms linking work demands to snacking behavior. Drawing on COR theory (Hobfoll, 1989), we suggest two pathways that may explain how work stress relates to unhealthy snacking: self-regulation and affect regulation. When faced with stressful situations at work, individuals may attempt to distract themselves and regulate their negative experiences by turning to unhealthy snacks because they believe that it will alleviate the stressful experience and make them feel better (Berset et al., 2011; Ulrich-Lai et al., 2015). In turn, an important personality trait that may act as a buffer between negative work experiences and unhealthy snacking is mindfulness, as individuals with high trait mindfulness are able to experience negative encounters without impulsively reacting to them (Alberts et al., 2012).

To test our hypotheses, we collected diary data across two workweeks (10 working days). The final sample included 120 employees who responded to three daily surveys measuring their experiences at work and in the evening after work. Results did not show a significant linear relationship between daily work stress and unhealthy snacking. The protective nature of trait mindfulness became apparent, with individuals high in trait mindfulness snacking less when emotionally exhausted in the evening after work. From a practical point of view, this is promising, as mindfulness can be improved with training for employees with lower natural levels (van de Veer et al., 2012). Additionally, supplementary analysis revealed that workload has a curvilinear effect on unhealthy snacking in the evening after work with lower daily workload related to higher unhealthy snacking, therefore showing that underload and boredom may be particular triggers for unhealthy behaviors. To protect employees, organizations may evaluate current job roles and consider potential job enlargement and job enrichment strategies.

O120
Skin Cancer Prevention Through the Promotion of Sun Protection Behaviors at Work: A Systematic Review of Randomized Control Trials
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During the last years, there is an alarming increase in the incidence rates of skin cancer (Sung et al., 2020). The main extrinsic risk factor for skin cancer is exposure to solar ultraviolet radiation (UVR); therefore, raising awareness and challenging certain ideas about sunbaths and tanning together with regular sunscreen use seems to be key measures to prevent this kind of cancer in people who work outdoors and are regularly exposed to the sun (Green et al., 2011).

We conducted a systematic review aimed at answering the following questions: (a) what are the most effective techniques to raise awareness about the risk of excessive exposure to UVR and promote sun protection behaviors at work? And (b) what explanatory models of behavior serve as the basis for skin cancer prevention programs in the workplace?

Articles were selected if they met the following criteria: (1) The study population was composed of working adults; (2) The study aimed at preventing skin cancer in the workplace through the promotion of protective behaviors from exposure to UVR; (3) The study used a Randomized Control Trial (RCT) design and reported quantitative analyses of the effectiveness of the intervention; and (4) The study was published, in English, Portuguese or Spanish, in a peer-reviewed journal from January 1, 2016 to June 30, 2021.

After inclusion and exclusion criteria were applied, the final sample comprised 9 articles. Our results revealed that seven articles are aimed at evaluating the effectiveness of the Sun Safe Workplace (SSW) program. Six of these articles are guided by the Diffusion of Innovations...
Theory (Buller et al., 2020; Buller et al., 2018; Buller et al., 2019; Buller et al., 2021; Walkosz et al., 2018; Walkosz et al., 2019), which is a sociological approach that considers different factors when persuading people to adopt innovations like the introduction of new preventive measures to reduce a health risk at work (see Rogers, 2002). Therefore, the SSW program implements four measures: (1) persuading senior managers to adopt solar safety policies (e.g., developing protocols that consider the risk of developing skin cancer due to exposure to solar radiation); (2) raising workers’ awareness about the risk of skin cancer and how to reduce it; (3) providing sun protection equipment (caps or shirts and long-sleeved vests) and sunscreens; and (4) facilitating personalized messages that remind workers the effective ways to protect themselves from the UVR. In addition, there is another study that implements the SSW program but following the principles of the Health Belief Model (Duffy et al., 2018).

The other two studies used text messages via mobile phone (hence its name SunSmart) to persuade workers of their ability to carry out preventive behavior and the importance of the consequences of this type of action. These studies were based on the Protection Motivation Theory (Heydari et al., 2021) and the Theory of Reasoned Action (Lansdown et al., 2020), respectively. Overall, when the intervention group is compared with the control group, findings revealed that skin prevention programs are effective.

O121
Just-in-Time Adaptive Interventions for Dealing With Work Stress and With the Challenges of Shift Work
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A just-in-time adaptive intervention (JITAI) “is an intervention design aiming to provide the right type/amount of support, at the right time, by adapting to an individual’s changing internal and contextual state” (Nahum-Shani et al., 2018, p. 1). In other words, the goal of JITAI is to address the changing needs of individuals for support. JITAIs are increasingly used to promote health behavior change (Carpenter et al., 2020; Nahum-Shani et al., 2018).

We developed two JITAI-prototypes. One prototype’s goal is supporting health care professionals in managing their daily work stress. The other prototype aimed at supporting shift workers with the challenges of working irregular hours and at night. Both prototypes operate in a smartphone application (How-Am-I-app). At the end (and/or start) of each shift, the app prompts the user to fill in a short questionnaire on stress, workload, recovery, fatigue and context-related factors. Immediately after this assessment, the developed algorithm results in personalized feedback and provides the user with suitable tips.

Both prototypes will be tested in practice in 2022. The prototypes are based on another JITAI smartphone application that has shown promising results, the so-called Stress Autism Mate (SAM). SAM was developed to support persons with autism spectrum disorder (ASD) in managing their daily stress levels. SAM provides users with direct feedback on their stress levels, personal tips to reduce their stress, and insight in their individual stress patterns by providing statistics. In the presentation we will illustrate the potential of the JITAI-prototype by showing results of SAM. Also, we will reflect on lessons learned and future challenges for other JITAIs aimed at reducing work stress and supporting shift workers.
In a constantly changing organizational environment, learning in the workplace is more important than ever for workers' health and well-being. There is now a vast literature that contributes greatly to our understanding of how workers learn and develop. Yet, there are multiple approaches when it comes to learning – from formal approaches such as training and coaching to newer approaches like informal learning. This silo approach leaves potential for untapped synergies. We therefore aim to bridge those research silos and take stock of what is known so far with the help of a combined narrative review and secondary meta-analysis. More specifically, we identify which approaches to learning in the workplace have been investigated until to date, how they are defined, and which outcomes they can achieve. This contributes to answering the question of which learning approaches are potentially more effective than others for workers' health and well-being. Importantly, we have a look at the factors that may explain their differential effectiveness, such as individualization, involvement, and technology.

To identify literature to include in our secondary meta-analysis, we searched Web of Science Core Collection. We identified and checked 621 potential articles for inclusion. We incorporated primary meta-analyses that investigated at least one learning approach, in relation to the workplace, and were written in English. For instance, we excluded primary meta-analyses that solely relied on student samples (oftentimes medical students) or when learning was not the goal of the workplace intervention. In total, we included 66 primary meta-analyses. All studies were published in peer-reviewed journals, between 1994 and 2021.

The results show that research on learning in the workplace investigates a plethora of learning approaches. Most studies analyzed training, followed by other approaches such as coaching and mentoring. Many studies did not prespecify the learning approach and investigated workplace interventions with learning components, such as burnout prevention interventions. The included meta-analyses varied greatly regarding the specificity of the learning approaches. Where some primary meta-analyses included a wide array of different studies within one learning approach (such as training for diverse purposes), other meta-analyses focused on specific target groups (predominantly the health professions), specific goals (for instance, reducing injury rates), or specific approaches (for instance, mindfulness-based stress reduction). We identified common questions across the learning approaches, especially the influence of technology (f2f, blended, or virtual), individualization, simulation, involvement, and setting (on or off-the-job). Regarding the effectiveness of the different learning approaches and the factors that may explain them, the final results of the quantitative analyses will be presented in July. Summing up, we deliver an integrated perspective on 30 years of research on learning in the workplace and workers' health and well-being. Our findings eventually help organizations, HRD professionals, and workers navigating through these different learning approaches to help them make informed decisions about what can help them best for their health and well-being.
have already taken the first steps and introduced full or partial use of WFH and virtual teams. In Denmark, both the majority of managers and employees view the increased use of hybrid work post Covid-19 positively. In the public sector in Denmark, different approaches to flexibility and WFH/A are currently (fall 2021) being tested in public counties and district councils. Some of the key drivers are reduction of office costs and improved employee wellbeing. Trust and justice – social capital – are drivers of wellbeing and performance. However, trust and justice are formed though close collaboration and (perhaps) physical proximity is a necessary precondition to contribute to social capital. Thus, WFH and WFA may change the dynamics of how trust and justice are formed and may even result in a deterioration with negative consequences for wellbeing and performance. The aim of this study is to explore how public servants experience(d) the social capital during and post the COVID-19 pandemic and what to bring forward in the hybrid workplace.

Method: This 3-year study applies a mixed methods approach to explore the experiences of the public hybrid workplace and expand our understanding of social capital in a hybrid workplace setting. To achieve this, the study initially collected national experiences from the public servants’ union representatives from the 98 Danish Councils. Applying the principles of the FishBone Workshop, all 90 (103 could have participated) participants were asked to identify the positive experiences of WFH/A during the pandemic. Their focus should be on the issues and experiences among the people they represented. When listed, the participants mapped the issues on a prepared FishBone chart. Then followed a similar step of identifying the straining experiences and map the issues on a separate FishBone chart. The research team subsequently worked with all fishbone charts to get an overall picture of the issues across the fishbone charts. This process involved developing a thematic heading to each side bone.

Results: The outcome of the FishBone Workshop shows that the participants had both positive and negative experiences during the FishBone Workshop. The first thematic analysis shows that quietness, immersion, flexibility, efficiency, trust, and mastery were good experiences. Examples of negative experiences are boundaries between work and home, loneliness, sensing colleagues’ wellbeing, ergonomics, and difficult conversations. The next phase in the analysis is to cluster all themes into overall themes, as these will guide the qualitative part of the study in the following in-depth case studies in three public councils which will be conducted from 2022. The preliminary results will be presented at the conference.

O124
Remote Work at Home During and After the Covid-19 Pandemic in Germany – A Qualitative Examination of Employees’ and Managers’ Demands, Resources, Wishes and Needs
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Background: As part of infection control in Germany, many employees were instructed to work remotely from home during the Covid-19 pandemic. For many of them, this abrupt change in their workplace represented a disruption of their work experience (Stürz et al., 2021). The unpredicted and mostly unprepared relocation of the workplace to the home environment was thus accompanied by particular challenges in the context of the pandemic. Therefore, the aim of this study was to gain an overview of employees' and managers' challenges and needs as well as their resources and desires in order to derive recommendations for action for the future design of remote work in post-Covid-19 times.

Methods: Following a qualitative study design, 34 semi-structured problem-centred interviews (Witzel, 2000) were conducted during the lockdown between May and July 2021. The sample
includes 19 employees and 15 managers who worked from home for at least half of their working hours during the Covid-19 pandemic. The participants worked in the industry, trade, services, IT, and telecommunications sectors. In the interviews, job demands, resources, coping strategies and health-related outcomes were identified in relation to the ad-hoc implementation of remote work at home and over time. In addition, wishes and suggestions for the future organisation of remote work at home were investigated. The audio recordings of the individual interviews were transcribed and analysed according to the inductive-deductive approach of the Qualitative Content Analysis (Mayring, 2015) using the MAXQDA software (VERBI Software, 2015).

Results: Employees and managers reported different types of job demands and resources they experienced while working at home. However, they equally mentioned restricted social interactions and a more difficult separation of work and private life as being stressful. This was especially the case when they worked exclusively from home or lacked possibilities of separating work and private life at home (e.g. by means of a separate room). Employees also mentioned the support of their manager as an important resource. In addition, individual coping strategies were described. Overall, the majority of interviewees desire to maintain flexible working arrangements allowing for remote work at home, regardless of the pandemic, in the future.

Conclusion: The study results describe experiences of how working from home was perceived by employees and managers during the Covid-19 pandemic. The findings offer subjective assessments of both employees and managers from various industries as to what role remote work should continue after the Covid-19 pandemic and how work can prospectively be designed to promote health. However, a nationwide survey will be necessary to confirm the representativeness of this qualitative study’s results.

O125
Virtual Leadership Influence on Mental Health, Job Satisfaction and Isolation Perceptions of Employees: A Scoping Review
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Background: The significant increase of digital collaboration, driven by the current Covid-19 pandemic, is resulting in changes in working conditions and associated changes in job demands and resources of employees. Due to the evident leadership influence on employees’ health and well-being in traditional work settings, there is a need to investigate leadership influence as social support resource in digital remote work contexts as well. The objective of this scoping review was to assess the extent and type of evidence concerning virtual leadership influence on employees' mental health, job satisfaction, and perceived isolation.

Methods: A search was undertaken in five databases, PubMed, Cochrane Library, PsycINFO, PSYNDEX and Web of Science, as well as reference lists of included articles on 9th February 2021 and an update on 28th September 2021. The search strategy was limited to English and German language, peer reviewed journal articles published from January 2000 onwards. This scoping review was conducted in accordance with the JBI methodology for scoping reviews. The methodological quality of the included studies was assessed using the JBI critical appraisal tools. A narrative synthesis was conducted.

Results: 19 studies met the eligibility criteria for this review. The majority of considered studies examined the influence of digital leadership on work-related outcomes, such as job satisfaction or social isolation. Overarching review findings suggested a positive link between virtual leadership and well-being, job satisfaction, and a negative link to psychological strain, stress and isolation perceptions of digitally collaborating employees.
Conclusion: This review mapped the available evidence on virtual leadership influence on health- and work-related employee outcomes. Due to limited data, causal relationships were not derived. Future research is needed to examine the complex cause-and-effect relationships of virtual leadership in more detail.

O126
Effectiveness of Transformational Leadership on Employees’ Health in a Remote Context
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The Covid-19 crises provoked huge changes for many employees and supervisors. In order to avoid getting infected or spreading the virus many employees in Germany were forced to transfer their working place from the office to their home. The resulting distance between supervisors and their employees brought new challenges with it regarding employees’ health and the effectiveness of leadership. The health risks for employees increase because they work and live at the same place and may experience job stressors such as high work load, constant availability, overlap of work and professional life as well as feelings of isolation. At the same time, supervisors may have less influence on employees’ health due to limited contact and communication possibilities. Past research has already found that transformational leadership (TFL) does not only positively affect employees’ performance and job satisfaction but also positively influence employees’ health in traditional office work settings. Employees with transformational leaders experience less strain and burnout. However, it remains unclear whether TFL also unfolds its effects on employees’ health in the remote working context.

Therefore, the present study investigates the relationship between TFL and employees’ health and whether the intensity of working from home influences this relationship. TFL may be especially relevant for those employees who experience high stressors while working at home such as high workload, constant availability, and isolation. For this reason, we additionally examine the buffering role of TFL on the relationship between employees’ job stressors and their health. Cross-sectional data from N = 1261 employees of different German organizations were analyzed using moderation analyses. The participants work either completely in the office, completely at home or in a hybrid work model alternating between office and remote work.

Results confirmed that TFL still unfolds its effects on employees’ health, however, the effectiveness of TFL is reduced the more employees work at home. Regarding the sample of employees who work at least one day a week at home up to five days a week, the results showed that TFL buffers against the negative health impairing effects of job stressors (i.e., workload and constant availability). However, TFL does not buffer against negative effects of isolation. This study extends previous research by explicitly examining the effectiveness of TFL on health when working remotely and sheds new light on its buffering role against job stressors in the remote working context. Although the influence of transformational leaders decreases compared to traditional office work settings, it is still an important and beneficial resource for employees especially when they experience high job stressors. Future studies should further focus on beneficial factors that increase TFL’s effectiveness on health in the remote working context.
The recent health emergency forced employees around the world to work from home. This created the condition for potential family-work conflict, but may also affect the satisfaction of employees towards their experience of pandemic-related telework. However, family-work conflict is not the necessary result of this situation. Employees can find help, for example, from their superiors but also their coping styles. For this reason, this study investigates the role of the Leader-Member Exchange (LMX) in influencing workers' Family-Work Conflict (FWC) and Satisfaction with Remote Work (SRW) during the COVID-19 pandemic. Furthermore, it assesses the moderating effect of employees' job-related Ability to Cope (AC) with the work in the interaction between LMX and FWC.

FWC results from the incompatibility between work and family commitments and arises because family issues (e.g., to think about the family members' needs) interfere with the work activities accomplishment (Weer & Greenhaus, 2014). The literature on FWC previously found negative relationships between support of colleagues and superiors and FWC, which in turn is usually negatively associated with job satisfaction (Culbertson et al., 2009; Karatepe & Kilic, 2007). Nonetheless, no study examined these relationships in a COVID-19-forced remote working context. Furthermore, although the ability to cope with work is an important job resource closely related to self-efficacy (Staples et al. 2009), and although the relationship between self-efficacy and FWC was focused by previous research (Rubio et al., 2015), no study has investigated the moderating role of the AC in the relationship between LMX and FWC.

This cross-sectional study tested a moderated mediation model by using the Model 7 of the Process Macro for SPSS. The study sample consists of 455 employees (F = 67.7%) engaged in remote work during the COVID-19 emergency. The data collection took place online, through Qualtrics, in the period of March-June 2020. LMX (Graen & Uhl-Bien, 1995), FWC (Netemeyer et al, 1996), SRW (Pond & Geyer, 1991) and AC (Staples et al., 1999) were all measured through Italian and contextual adaptations of scales already known in the literature. Responses measured participants' agreement with statements on a 5-point Likert scale.

Results showed that LMX was negatively associated with FWC and the latter negatively associated with SWR. No direct or indirect effects of LMX were observed on SRW. Nevertheless, the moderation of the AC on the relationship between LMX and FWC was significant and negative. In particular, for workers with lower values of AC, the increase in LMX corresponded also to an increase in FWC. Conversely, in employees with a higher AC, as LMX increased, FWC sharply decreased. The results show the importance of LMX in determining FWC and the weight of this variable toward SWR. Besides, this research also shows how, at least in this context, the coexistence of good LMX and CA may generate a logjam in the employees, widening their FWC and therefore potentially worsening their perceptions and work outcomes. A good relationship with the boss, in a challenging situation such as remote work during COVID-19, risks threatening employees' well-being when not accompanied by adequate coping skills.
Police officers may be exposed to acute stress situations while on duty, such as arrests, encountering violent suspects, use of firearms, or situations of human suffering (Abdollahi, 2002; Violanti et al., 2017). Ineffective or lacking coping with stressors increases the risk of developing stress-related psychological problems, such as acute stress disorder or post traumatic stress disorder (Benight & Bandura, 2004; McLean & Clauw, 2004). Moreover, accumulation of stress can lead to burnout-related complaints, reduced job performance and an outflow of police employees (Anshel, 2000; Burke, 1993). To maintain psychological wellbeing effective coping is required, which depends on an individual’s appraisal of the situation and the availability of coping resources (Hobfoll, 1989; Delahaij & Van Dam, 2017). Stressors can be appraised as both threatening and challenging and elicit specific emotions (positive or negative) (Lazarus, 1993), which can trigger psychological and physiological responses (Crawford et al., 2010; Delahaij & Van Dam, 2017).

While theory and research suggest that coping resources buffer the relationship between stressors and strain, findings also indicate that coping resources can be depleted due to repeated exposure to stressors and strain. To our knowledge, this depletion process is still poorly investigated, particularly in the police domain. The goal of this study was to investigate this resource depletion process. In particular, we examined whether coping resources (i.e., coping self-efficacy and social support) are negatively affected by acute stress appraisal and stress responses, and whether these coping resources affect stress appraisal.

We will investigate the effect of acute stressor intensity and coping resources on appraisal emotions and, in turn, acute stress responses and coping resources in a sample of Dutch police officers (n=56) with experience sampling methodology. An initial questionnaire included items on demographics, wellbeing at work (burnout-related complaints, work engagement), and baseline coping resources. Over a period of 21 to 28 consecutive days, up to 26 evening and morning measurements per participant were collected of stressors, challenge and threat emotions, and stress responses. Up to four weekly measurements per participant were collected of coping resources (excl. baseline questionnaire). The items included are mainly derived from the resilience monitor (‘Weerbaarheidsmonitor’), developed by TNO, which is chiefly based on previously validated and published scales (e.g., UBOS-C, UWES; Kamphuis et al., 2017).

With multilevel analyses, we will investigate the effects of daily measures of stress appraisal and stress responses on weekly measures of coping resources and vice versa. At the conference, we will present the findings of this study. This study demonstrates whether and how experience sampling methods and multilevel analyses can be used to extend research on acute stress appraisal, responses, and coping resources.
stress at work. PsyCap is a relatively stable characteristic; however, it can be developed during life. The main objective of this study is to explore how the quality of close social relationships in adolescence contributes to the PsyCap development. The study combines new data and data from a longitudinal study that followed a cohort of children born between March 1991 and June 1992 in one Czech region from the prenatal period until their adulthood. At the age of 15 and 17, 553 and 497 Czech adolescents respectively, completed a set of questionnaires including questionnaires focused on their attachment and self-esteem. We will contact them again at the age of 30 and ask them to assess their work-related PsyCap. The attachment to parents was measured at the age of 15 and at the age of 17 by the Inventory of Parent and Peer Attachment (IPPA-R; Armsden & Greenberg, 1987; Gullone & Robinson, 2005). The attachment to peers was measured at the same time by Peer Attachment Style Questionnaire (Sirucek & Siruckova, 2008). We will also control for the level of self-esteem that was measured at the ages of 15 and 17 by an adapted version of Rosenberg's self-esteem scale (Jezek & Lacinova, 2008; Rosenberg, 1965). PsyCap will be measured by Compound Psychological Capital Scale (CPC-12r; Dudasova et al., 2021) that will be administered online in the period between December 2021 and February 2022. The hypotheses regarding the influence of the attachment in adolescence on PsyCap in adulthood will be tested using regression analyses. The major risk limitation of the study is the potential sample mortality and a low test power if a small number of respondents complete the questionnaire at the age of 30. Nevertheless, many respondents have been in contact with the current research team and have participated in multiple studies over the past 10 years.

O130
Fortunes and Misfortunes of Health Monitoring of Retirees Who Have Been Exposed to Cancer Risks
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Post-occupational monitoring (POM) is a secondary prevention program for retirees who have been exposed to certain carcinogens during their careers. It aims to detect the appearance of a possible pathology at an early stage in order to treat it more effectively. Each substance is associated with a periodic medical examination protocol. For example, exposure to asbestos entitles the patient to a thoracic scanner every five years. Despite the obvious interest of the system, there is massive non-take-up and the proportion of potential beneficiaries who register is less than 10%.

We seek to address the issue of non-take-up through a twofold approach. First, the causes of non-take-up are identified in a comprehensive manner, that is, by seeking to identify the "good reasons" that individuals have for not taking up the program. Secondly, a complementary approach is taken by interviewing individuals registered with the POM in order to identify the factors that are conducive to an a priori improbable use of the system.

The data mobilized come from an exploratory study of the career paths of employees who have worked in the military nuclear sector in Brest carried out in 2018/2019 and, as an extension of this, from research carried out since 2020 at the University of Brest's sociology laboratory dedicated specifically to POM.

The survey was conducted among retirees who had been exposed to ionizing radiation and/or asbestos during their career at the Brest shipyards and who met the conditions for the POM. Firstly, by questionnaire (n=97), then by interviews with individuals who have opted out (n=14) or joined (n=13). Interviews with physicians are planned for the spring 2022 to understand their relationship with the POM and their relationship with patients in this context.
Most of the individuals we met live near their former workplace. They learned from former colleagues, press articles, the creation of an association to defend the rights of the "Ile Longue Irradiated" and the present study that the probability of declaring an illness is high in their situation.

This threat and the POM itself call into question their identity, their relationship to work and the professional choices they have made. Psychosocial risks therefore appear after the end of their career and induce anxiety. Confronted with this, the reactions are diverse. First, discouragement in the face of administrative complexity combined with low knowledge of the POM among patients and general practitioners. Secondly, even if they are aware of the existence of the risk, some people prefer not to know if they are affected, as worrying about a possible illness brings more difficulties than solutions. Finally, among respondents in poor health, attention is focused on caring for declared illnesses rather than on preventing future illnesses. Adherence to the POM is based on several factors. Firstly, a family, medical and friendly environment that facilitates information and breaks the isolation; secondly, a particular attention to the body for various reasons ranging from the practice of sports to the habit of undergoing medical examinations; thirdly, a professional background that includes functions related to occupational health.

O131

A Daily Diary Study on Technology-Assisted Supplemental Work, Unfinished Tasks and Sleep: The Moderating Role of Problem-Solving Pondering

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Purpose: The increasing digitization of work processes comes with the growing use of technological devices like laptops and smartphones for work purposes. As such devices make it possible to work anywhere and anytime, more and more employees use them to engage in work-related tasks after official working hours. Accordingly, the number of studies dealing with well-being outcomes of such technology-assisted supplemental work (TASW) increased over the last years. However, most studies focus on negative well-being effects of TASW. Addressing this bias in the literature, the aim of the present study was to examine how engaging in TASW can be beneficial for sleep.

Theoretical Background: Drawing on conservation of resources theory, we hypothesized that TASW is positively related to sleep quality and quantity, respectively. Specifically, we proposed that engaging in TASW is associated with less unfinished tasks, which, in turn will be related to better sleep. Furthermore, we introduced problem-solving pondering as mediator of the negative relationship between TASW and unfinished tasks such that the relationship will be stronger when problem-solving pondering is high.

Design/Methods: We applied a daily diary design to test our preregistered hypotheses. After collecting demographic data, we send paper-pencil diary booklets to the participants. The booklets contained two surveys per day throughout one workweek. These were a morning survey (assessing sleep outcomes) and an evening survey (assessing TASW, unfinished tasks, and problem-solving pondering). In total, 464 data points nested in 100 participants were eligible for analysis. Data were analyzed applying path analyses in the multilevel structural equation modeling (MSEM) framework in Mplus.

Results: Unfinished tasks were not significantly associated with sleep quality and quantity, respectively. Our results did not support the mediating role of unfinished tasks in the TASW-
sleep-relationship. However, TASW was negatively related to unfinished tasks when problem-solving pondering was high. Additionally, there was a negative direct association between TASW and sleep quantity.

Limitations: Generalizability of results is limited since the sample comprised primarily younger and highly educated employees. Furthermore, TASW, sleep quality, and sleep quantity were assessed with single-item measures to keep the daily surveys short.

Research/Practical Implications: The results of our study suggest that engaging in TASW can be associated with less unfinished tasks in case TASW is combined with high problem-solving pondering. However, performing TASW also seems to state a threat to employees’ sleep quantity. Therefore, organizations and supervisors need to support employees in finding a healthy balance for using TASW. Future research needs to further explore long-term effects of TASW and unfinished tasks. Additionally, it is important to examine alternative mediators of the TASW-sleep relationship.

Value: The study provides insights on potential positive sides of TASW (i.e., less unfinished tasks when combined with high problem-solving pondering). Additionally, it offers some considerable strengths in terms of study design and analysis (preregistration, diary design, large sample size, high response rate).

O132
Psychosocial Safety Climate Threshold Levels for Employee Well-being Action Potential
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Psychosocial safety climate (PSC) at high levels is crucial to protect employees’ psychological health and safety at all times. While scholars have suggested that reaching a high PSC benchmark is beneficial for well-being, PSC studies have not yet explored how different PSC levels could influence the future trajectory of PSC, work conditions and well-being. We used 30517 responses from 90 organisations across three-time waves to explore the role of the organisational PSC starting context on improvements in future organisational PSC and how it relates to work conditions (bullying and job resources) and in turn influences individual well-being (work-related stress and job satisfaction). We investigated whether there is a threshold for an action potential when the organisational PSC reaches at. We propose that a high PSC starting context, specifically a critical threshold level, i.e., PSC ≥ 41, fires an action potential that positively boosts future PSC with positive effects on work conditions and well-being.

Multilevel analysis showed that a high PSC starting context leads to less bullying, more resources, lower stress and higher job satisfaction among the employees. Moreover, below the PSC starting level of 41, there was no relationship between PSC Time 1 and future employee outcomes. Hence, this supports the PSC action potential hypothesis. At lower PSC levels, employers will need to make an intentional effort to improve PSC by engaging in, creating and nurturing a high PSC environment, before the system can self-perpetuate high PSC. Attention should be given to organisational PSC levels, which below a specific threshold (41) could hamper attempts for improvement without significant resourcing and efforts compared to efforts in a high PSC context.
Researchers continue to acknowledge that social relationships between employees and supervisors are critical for employee well-being because supervisors provide support (e.g., Hammer et al., 2011), and organizational resources (Dimoff & Kelloway, 2017). An alternate understudied yet important mechanism by which supervisors may promote employee well-being is via the interpersonal process of crossover of personal resources (i.e., resilience). Crossover (Westman, 2001) describes how positive or negative states and resources experienced by one person cross over to other(s) in the same social environment (Bolger et al., 1989). Resilience, a personal characteristic that promotes coping with or overcoming exposure to adversity or stress (Meredith, et al., 2011), is widely conceptualized as a personal resource that fits well within Conservation of Resources (COR) theory and conceptualizations of resource crossover (Chen et al., 2015). Resilience, like other personal resources, is linked to improvements in well-being (Cohn et al., 2011; Mealer et al., 2012) and job outcomes (i.e., Youssef & Luthans, 2007). Despite growing interest in how to foster resilience at work (Harland et al., 2007; Rogerson et al., 2016), researchers have largely neglected the role of supervisor-employee resilience crossover and subsequent employee well-being. We therefore hypothesize the following:

H1: Supervisor resilience will crossover to employee resilience
H2: Supervisor resilience will indirectly crossover to employee a) distress and b) life satisfaction via its longitudinal effect on employee resilience.

Method: Data were collected from military service member employees (N = 741) and linked supervisors (N = 393) who worked full-time for the Army or Air National Guard in the United States. Participants received $50 dollars for participation in a baseline and a 4-month follow-up survey. Analyses were conducted in MPlus version 8 (Muthén & Muthén, 1998-2015) and accounted for baseline levels of the outcome variables and the nested structure of the data (i.e., employees and supervisors nested within locations). Indirect effects were assessed utilizing 95% confidence intervals of bootstrapped standard errors with 5000 samples.

Results: In support of the hypotheses, we found that supervisor resilience predicted employee resilience at 4-months (b = .08, S.E. = .04, p = .03), and was indirectly associated with employee distress (b = -.02, S.E. = .01, [95% CI -.045, -.001]), and life-satisfaction (b = .03, S.E. = .02, [95% CI .003 - .065]) at 4 months via the effect it had on employee resilience.

Discussion: The current study demonstrated that supervisor resilience crosses over directly to employee resilience, and indirectly crosses over to reduced employee distress and improved life satisfaction. Theoretically, this suggests that the supervisor-employee relationship is important beyond current perspectives of the provision of support and other resources, as it serves as a source of resilience crossover. By testing the crossover of resilience, we demonstrated that resilience does not only contribute to the well-being of the supervisors but can also contribute to employee well-being. Further, the current study supports the idea that this employee personal resource crossover (i.e., resilience) originating in the workplace via the supervisor, can contribute to individual well-being, thereby demonstrating boundary spanning benefits of resource crossover.
There has been a growing interest in investigating leaders’ health due to their impact on employee and organisational health. Recent research has established linkages between i) managers’ health and their leadership behaviours and ii) leadership and employee health. This makes managers’ health an important determinant of organisational health and a prerequisite for health promoting leadership. More knowledge is needed on how managers’ wellbeing influences their leadership behaviours, which specific behaviours are affected and how this linkage is actualized in interaction between managers and employees in different contexts. We explore this issue in the particular context of small companies. This context is important, since small businesses together constitute a large employer as well as contribute to regional and national economies, growth and innovation.

The aim of our study was to explore managers’ and subordinates’ experiences regarding the consequences of managers’ wellbeing for leadership in small businesses. Data were collected through semi-structured qualitative interviews with 20 managers and 19 employees working at 12 Swedish small firms. Inductive content analysis was applied.

The results showed that variations in managers’ wellbeing were displayed in their mood and energy levels, and influenced their leadership behaviours, their own performance as well as the company’s working climate. In particular, managers were more available, dialogue-oriented, considering and visionary when they felt well and more passive (unavailable, avoidant, less engaged in interactions), directive and controlling when not feeling well. Further, managers’ leadership behaviours varied on the scale from more constructive to more destructive behaviours depending on the current managers’ positive or negative well-being.

Employees, however, did not experience that the short-term negative deviations in leadership behaviour induced by managers’ low wellbeing affected employees considerably. This finding can be understood in the light of following factors: 1) long-term good health of the managers and sustained constructive leadership; 2) negative deviations in leadership behaviours induced by variations of health remain short-term; 3) protective factors specific to the context of small businesses (e.g. working climate, proximity in the manager–employee relations); and 4) managers’ individual factors such as coping strategies.

This study shows that there is a risk of lesser relationship and change orientation in leadership behaviours (which previously has been shown to be important for employee wellbeing) when managers do not feel well. Sustained leadership behaviours may coexist with temporary variations of the behaviours on a constructive-destructive continuum depending on the leader’s wellbeing. In a day-to-day perspective such momentary variations are relevant for employees’ momentary wellbeing and if repeated in longer periods or combined with weakening of protective resource in small businesses may invoke loss gains in organisational health.

Objective: The present study focuses on the relationships between teachers’ subjective well-being (SWB) in the form of mental health, teaching self-efficacy (TSE) and life satisfaction, and students’ subjective mental and physical health. Moreover, we investigate the role of perceived teacher support (PTS) as an important antecedent of students’ health outcomes. We also tested whether PTS over time can be predicted by teachers’ SWB.
**Method:** We used a semester-long longitudinal design to collect subjective physical and mental health reports alongside PTS from 200 High School students and 210 Undergraduate college students at the beginning, midway, and at the end of the second semester. Additionally, 40 High School teachers and 26 University lecturers filled in questionnaires about their SWB at the beginning of the semester. We linked teachers' SWB reports to students' self-reported health indicators and PTS across the semester in a series of three-level Hierarchical Linear Models, controlling for the effects of time and previous academic achievement.

**Results:** The data showed that teachers' mental health and TSE positively predicted students' mental health, while negatively related to their physical health. Life satisfaction in turn was unrelated to students' mental health, while positively predicting their physical health. PTS associated with higher subjective physical and mental health across the semester. However, the only positive teacher-level antecedent of PTS was life satisfaction. TSES was not related to PTS and teachers' mental health predicted lower PTS.

**Conclusions:** This investigation reveals a complex and multi-layered dynamic between teacher SWB and student health in High School and University. Researchers and practitioners need to consider different aspects of teachers' SWB in explaining student level outcomes, since these have different effects across a semester.

**O136 Nurses Facing Daily Workplace Incivility: The Cross-Level Moderation Effect of Emotional Intelligence**

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**Aim:** The present study investigated the adverse effects of daily experienced incivility during the workday in nursing, and the positive role of nurses emotional intelligence in predicting daily emotional exhaustion after work and daily well-being before bed.

**Background:** Workplace incivility is an occupational risk with behavioural and biological responses from victims (Cortina et al., 2021). Recent evidences suggest that incivility occurs in nursing occupation at day-level (Carmona-Cobo & Lopez-Zafra, 2021). However, positive emotional resources such emotional intelligence may help victims to deal with it (Carter & Loh, 2017).

**Method:** After completing a general questionnaire (sociodemographic and occupational characteristics, trait of emotional intelligence), nurses (n = 157) completed a diary questionnaire twice a day (workplace incivility and emotional exhaustion after work, and well-being before bed) for five consecutive workdays (n = 785 diary observations). The diary design had two levels: 5-day repeated measures (Level 1, day-level) nested in persons (Level 2, person-level) using an experience-sampling methodology.

**Results:** Multilevel hierarchical analyses showed that daily workplace incivility experienced during the workday was positively related with daily emotional exhaustion after work (t = 7.563**), and negatively with daily well-being before bed (t = -5.750**). However, nurses’ emotional intelligence was an essential positive personal resource which showed main effects and cross-level interactions. Specifically, main effects showed that nurses’ clarity of emotions was negatively related with daily emotional exhaustion after work (t = -3.143*) while was positively related with daily well-being before bed (t = 3.012*). Moreover, cross-level interactions showed that on days on which nurses experienced high levels of daily workplace
incivility, those nurses who are high (vs. low) in clarity of emotions increased their levels of daily emotional exhaustion after work ($t = 3.675^*$), and reduced their levels of daily well-being before bed ($t = -3.882^*$). Furthermore, nurses’ mood repair of emotions had also a significant main effect by increasing daily well-being before bed ($t = 3.395^*$). A significant cross-level interaction showed that on days on which nurses experienced high levels of daily workplace incivility, those nurses who are high (vs. low) in mood repair of emotions reduced their levels of daily emotional exhaustion after work ($t = -2.232^*$).

**Conclusion:** The within-person approach of our findings suggests that nurses' emotional intelligence is a relevant personal resource to face incivility spirals in nursing occupation. Our results showed that not all components of emotional intelligence are equally efficient. Clarity of emotions may help nurses to be aware of this toxic daily dynamic; whereas mood repair may contribute to reduce its adverse consequences.

**Practical Implications in Nursing:** Training programs in emotional intelligence for nurses’ victims that focused on abilities of clarity and regulation of emotions can give them resources to face daily incivility spirals. Moreover, nursing units should promote a civility culture.

**O137 Antecedents and Consequences of Shared Leadership in Interorganizational Networks**

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**Purpose and Theoretical background:** Shared Leadership (SL) is a form of distributed team leadership that exerts positive influences on team performance (Nicolaides et al., 2014; Wang et al., 2014). However, knowledge on the mechanisms through which SL impacts on team outcomes is still underdeveloped (Zhu et al., 2018). The same can be said about SL’s antecedents (Kukenberger & D’Innocenzo, 2020). Thus, the goal of this study is to test a model about antecedents of SL and the indirect effect that SL may have on team performance. Based on the Adaptive Leadership Theory (DeRue, 2011) and the Social Identity Theory of Leadership (Haslam, 2004), we posit that SL may favor the construction of a team collective identity that, in turn, improves team performance. Moreover, we posit that team gender diversity is a SL antecedent that has a negative relationship with team members’ sharing and distributing leadership functions among them (Carson et al., 2007).

**Methodology:** Adopting a time-lagged design, and using Structural Equation Modeling (SEM), we tested a mediation model on a sample of 20 teams managing Inter-Organizational Networks (IONs, i.e., collaborations among multiple partner firms). Such teams were composed of directors and top managers representatives of the companies involved in a given ION project. In our study, the 20 teams were composed by a total of 67 directors and top managers (19% were female). After one year from each ION project launch, a questionnaire was submitted to the teams managing the ION.

**Measures:** Shared Leadership was measured with Muethel and Gehrlein (2009) 7-items scale ($\alpha = .92$). ION Identification was assessed using three items from Mael and Ashforth (1992) scale ($\alpha = .71$). Information about team gender composition was obtained through interviews with the coordinator of each ION. Gender diversity was operationalized with the Blau Index of heterogeneity. Information about team performance was obtained from archival data. Team performance was operationalized as the delay (from the expected time) in the ION project finalization.
Results: SL had an indirect positive influence on team performance through team identification. Moreover, gender diversity was negatively related to SL and team identification. On one hand, in line with previous literature, these results support the positive influence of SL on team performance and also add new evidence about the mediation role played by Team Identification. On the other hand, in contrast with previous studies, the negative influence of gender diversity on SL and team identification point out the importance of paying specific attention to the “downside” aspects associated with the demographic composition of the team.

Limitations: The study sample was small and composed of a single type of teams. Studies that investigate the relationships observed here in large samples composed of different types of teams are needed.

Research/Practical Implications: The study contributes to improving our understanding about the mechanisms through which SL impacts on team performance.

Originality/Value: This study implemented a time-lagged design, used different data collection methods (questionnaire, interview, and archival data), as well as objective and subjective measures, to uncover one of the mechanisms linking SL and team performance.

O138
“The Right to Disconnect”: An Intervention Study to Examine the Effect of Constant Connectivity Through Work-Emails on Work-Life Balance, Recovery, Burnout and Performance
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Objective: Recent legislation has introduced the “right to disconnect” for workers in certain European countries. However, an evidence base for such organisational changes, in the form of rigorous longitudinal intervention research, appears largely absent. This study aimed to evaluate the effectiveness of an organisational intervention targeting email-related techno-stress and constant connectivity to work. Additionally, the mediating role of six ICT-stressors in the relationship between employee participation in the intervention and employee strain and performance outcomes was examined.

Method: A set of new email guidelines was introduced across 15 teams and one department of a large public sector organisation during a 6-week quasi-experimental participative intervention. Data were collected at four time points in both the experimental (N= 101) and the waitlist control group (N= 75) and analysed using latent growth curve modelling (LGCM).

Result: All six e-mail stressors significantly reduced in the experimental group when compared to baseline levels, while no significant change was found in the control group. LGCM results demonstrated that being part of the intervention led to a significant decrease in e-mail monitoring frequency outside of working hours (EMF), techno-overload and techno-invasion. Furthermore, the intervention was effective in significantly improving employee psychological detachment, burnout symptoms (physical and cognitive exhaustion, but not emotional exhaustion), work-home conflict and subjective performance evaluations. Parallel process analysis revealed that the reduction in techno-stressors (overload and invasion) mediated the effects of the intervention on all employee outcomes except emotional exhaustion, while EMF mediated the relationship between the intervention and employee’s subjective performance ratings. Lastly, the reduction in burnout symptoms was found to mediate the negative relationship between techno-overload and performance.
Conclusion: The current intervention was effective in reducing email-related stress and constant connectivity to work, which subsequently improved employee strain and performance outcomes. The findings not only highlight the beneficial effect of introducing rules that determine certain ways in which workers engage with their e-mails (i.e., emailing hours/days), but also the influence of team managers and senior leaders in shaping a more positive email culture. Numerous studies have demonstrated that sustained activation and constant connectivity to work through ICT not only interferes with workers' home lives but can also have detrimental effects on employees' mental and physical health. The current results provide support for the "right to disconnect" and offer a first step towards an evidence-based approach to managing the adverse effects of work-related ICT within organisations. Future research shall explore the effectiveness of email stress interventions in more diverse workplaces for example, those operating within the private sector or via global virtual teams. Additionally, whether interventions differ in effectiveness depending on workers segmentation preferences remains to be explored.

O139 Identifying the Active Ingredients in Recovery Activities: Development and Validation of the Multidimensional Activity Characteristics Questionnaire (MACQ)
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Research goals: Although previous research suggests that off-job activities are important for recovery from work stress, existing research has been limited to category-based measures of activities or focused on a limited number of activity characteristics. Yet, recovery activities may vary on a wide variety of characteristics, which are likely to partially overlap (e.g., playing soccer may include high physical effort, social contact, as well as being outside). A comprehensive investigation of what constitutes the effective ingredients of recovery activities is still lacking. Therefore, we develop a multidimensional model and validate a measure for the underlying characteristics of recovery activities. This can allow us to examine the interactions among activity dimensions, and how those dimensions relate to antecedents and outcome.

Theoretical background: Recovering from work during off-job time is critical for long-term well-being and work engagement (Sonnentag et al., 2010). Inconsistent and weaker effects of recovery activities on well-being outcomes may be because recovery activities have so far been assessed in a rather coarse way. Studies that have investigated recovery activities, grouped activities into broad categories. However, recovery activities encompass underlying characteristics, which are continuous variables that fall on a continuum, not into distinct categories. The few studies that did use dimensional measures for activities, focused only on single dimensions (e.g., social, creative), which does not allow excluding confounds from other, often closely related dimensions, and testing for complex interactions among dimensions. Therefore, a comprehensive multi-dimensional measure for recovery characteristics is needed to advance research on recovery activities.

Methods and Preliminary Results: The scale development and validation process followed a stepwise approach based on the recommendations of Hinkin (1998). First, via a literature review in the work psychology as well as leisure studies domain, a large pool of items was gathered to assess eight recovery activity characteristics (physical, mental, social, spiritual, creative, outdoor, virtual, and work-related). Then, five different studies were conducted, including four cross-sectional studies (N = 793) and one diary study (N = 139) to validate the Multidimensional Activity Characteristics Questionnaire (MACQ).
Results of study 1-4 provided evidence for the reliability, content validity, and the nomological network validity of the measure. Reliabilities of the subscales were higher than .87. MACQ items showed strong to very strong substantive validity. The CFA result confirmed an 8-factor structure ($\chi^2 = 37.65$, $df = 406$, $p < .001$, $CFI = .97$, $TLI = .96$, $SRMR = .04$, $RMSEA = .06$). The assessment of the nomological network suggests the subscales of the MACQ were substantially related to key recovery experiences. For example, when controlling for the work-related dimension, psychological detachment positively correlated with the physical ($r = .19$, $p < .01$), social ($r = .17$, $p < .01$), creative ($r = .14$, $p < .05$), and outdoor ($r = .14$, $p < .05$) dimensions.

Implications: Engaging in off-job activities help individuals to recover from work stress, but research is still inconclusive about the activities that enhance the recovery process. Knowing which activities lead to better recovery outcomes can inform initiatives to create a healthier work-life.

O140
Having Children Under 12, Work Engagement, Mental Well-Being, and Psychological Distress Among Japanese Workers During COVID-19 Pandemic
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As Covid-19 became a global life-threatening pandemic, working from home is inevitable for workers. They have to deal with these rapidly changing unusual situations in their family and work. Workers have to adapt with the condition that all family members are also at home doing their daily activities including their school-age children. This has an impact on their family lives which in turn affect their professional lives as a form of family to work spillover. Most of the previous studies are focusing on the impact of child rearing to working mothers' personal, family, and professional lives in the relation with work-life balance. However, very little known about the pattern for both working mothers and fathers work-life balance, especially during the pandemic situation. This study examined how having children under the age of 12 who are still in the pre-school and elementary school phases were related to working mothers and fathers’ work engagement, mental well-being, and psychological distress in the midst of Covid-19 pandemic in Japan. It is hypothesized that in the course of pandemic, having children under 12 will have positive/negative relationships with working parents' work engagement (UWES), mental well-being (WHO-5), and psychological distress (K6) through family to work positive/negative spillovers according to gender. A longitudinal survey was conducted among Japanese workers. This study is using the second wave cross-sectional survey data from 697 females (mean age = 40.5, SD=10.4) and 707 males (mean age =40.8, SD=10.5) and were analyzed using structural equation modelling. Results showed that among females ($x^2 = 530.16$, $df = 125$, $p < 0.001$, $RMSEA = 0.068$, $GFI = 0.918$, $CFI = 0.955$, $IFI = 0.955$), having children under 12 was positively related to family to work positive spillover ($0.12$, SE = 0.075, $t = 2.97$, $p < 0.01$), which led to higher work engagement ($0.47$, SE = 0.208, $t = 11.45$, $p < 0.001$) and mental well-being ($0.42$, SE = 0.201, $t = 10.16$, $p < 0.001$) and lower psychological distress ($-0.12$, SE = 0.048, $t = -3.24$, $p < 0.01$). On the contrary among males ($x^2 = 496.43$, df = 125, $p < 0.001$, $RMSEA = 0.065$, $GFI = 0.926$, $CFI = 0.959$, $IFI = 0.959$), having children under the age of 12 was positively related to family to work negative spillover ($0.11$, SE = 0.058, $t = 2.83$, $p < 0.01$), which led to lower work engagement ($-0.26$, SE = 0.172, $t = -7.25$, $p < 0.001$) and mental well-being ($-0.36$, SE = 0.180, $t = -10.11$, $p < 0.001$) and higher psychological distress ($0.6$, $SE = 0.055$, $t = 14.86$, $p < 0.001$). Result suggest that having children under 12 for female workers and male workers is related to work engagement, mental well-being, and psychological distress in opposite ways, where family to work positive/negative spillover mediate the relationship. Based on these findings, theoretical and practical implications are discussed, and future research directions are presented.
Family & Work Matters: The Impact of Family and Work Factors on Employment Status and Well-Being for Parents of Children With Neurodevelopmental Disabilities
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Background and Purpose: Parenting a child with a developmental disability who also experiences challenging behaviours can require more intensive caregiving demands than expected for typically developing children (Rosenzweig, 2015). These additional demands may influence parents’ employment-related decisions in terms of changing jobs, reducing work hours, altering schedules, or leaving work altogether to care for the needs of their child. We know that there are psychological benefits to paid employment. Working parents of adult children with disabilities tend to report a higher level of well-being than those who are not working (Olsson & Hwang, 2006). Work can also be a source of respite from caregiving responsibilities (Joseph & Joseph, 2019). Despite these studies, there is little research that examines the ongoing relationships of work for parents with disabilities. Therefore, the goal of this study is to examine the extent to which work and family factors (e.g., support, control, salience) impact employment status, work-family conflict and well-being and for parents of children with neurodevelopmental disabilities and challenging behaviours.

Methods: Study participants were 188 parents/caregivers of children with neurodevelopmental disabilities and challenging behaviours who are active or former participants of a randomized controlled trial (RCT) testing the effectiveness of an online parenting program to improve child emotion regulation and parenting self-efficacy. In the current study, these parents completed an online survey assessing work demands (e.g., overload), work resources (e.g., support, job control), work-family interference, satisfaction with employment status, impact of child disability on employment, turnover intentions, and well-being.

We matched participants’ survey data with longitudinal data from the RCT to examine family factors, employment changes and well-being over time. A group of parents with lived experience provided guidance on the research question and development of study materials.

Results: Preliminary analyses indicate that employment status (working/not working) was unrelated to measures of well-being. Overall, family demands were not related to employment or satisfaction with employment status, but higher family demands (e.g., child behaviour, family to work interference and impact of caregiving on employment) were related to caregiver well-being. Work to family interference and work overload were negatively related to satisfaction with employment and well-being.

Perceived supervisor support and job control were positively related to employment status and thriving, and were negatively related to FWI, WFI, work overload, and turnover intent. Support with caregiving was positively related to measures of well-being but not employment factors. Respite was not significantly related to measures of well-being or employment factors.

Further analysis will explore the longitudinal relationships between family and work factors and well-being and whether role salience moderates the relationship between employment status and outcomes, such that alignment results in greater well-being and lower conflict.

Conclusions: Work can be both a demand and a resource to workers. By better understanding the various work and family factors that affect parents’ employment status, conflict, and well being, this study has important implications for workers and workplaces in identifying how to better support individuals and protect their well-being, both in their parental and work roles.
Unfinished Tasks, Work-Related Rumination and Recovery During the Lunch Break: Do Beliefs about Work and Leisure Matter?
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Purpose: Unfinished tasks have been recognized as a job stressor that may impair employee well-being. When tasks are not finished, employees' psychophysiological systems that have been activated during work are unlikely to return to baseline levels during off-job time. This is because employees are more likely to ruminate about the unfinished tasks, and less likely to detach from work during off-job time thus, delaying their recovery. Indeed, unfinished tasks at the end of the workweek were found to foster rumination and impair sleep during the weekend. However, the role of unfinished tasks for internal recovery (i.e., during worktime) remains unclear. To address this gap, we focused on lunch breaks during work and investigated whether unfinished tasks before the break relate to work-related rumination during the break and recovery at the end of the break. Based on the Zeigarnik effect and the recovery literature, we hypothesized that unfinished tasks relate positively with affective rumination (i.e., intrusive and pervasive thoughts about work that relate to dysfunctional emotions), and negatively with detachment (i.e., not thinking about work) during the break thus, impairing recovery. Also, we expected unfinished tasks to relate positively to problem-solving pondering (i.e., thinking about a work-related issue with the aim to find a solution) that, in turn, will promote recovery. Furthermore, we tested the moderating role of work ethic (i.e., beliefs about work and leisure) on the relationships between unfinished tasks and work-related rumination. We hypothesized that the positive relationship between unfinished tasks and affective rumination/problem-solving pondering and the negative relationship between unfinished tasks and detachment will be stronger (vs. weaker) for those holding a stronger (vs. weaker) belief in centrality of work, and for those holding a weaker (vs. stronger) belief in the importance of leisure.

Design/Methodology: 78 employees (77% women) completed a general survey and a daily diary for three to five workdays, right after their lunch break.

Results: Multilevel analyses showed that unfinished tasks related negatively and indirectly to recovery after the break via increased affective rumination and decreased psychological detachment during the break. Unfinished tasks related positively to problem-solving pondering during the break, but pondering was unrelated to recovery. The moderating role of belief in centrality of work was not supported. However, belief in leisure moderated the relationship between unfinished tasks and problem-solving. Contrary to expectations, this relationship was positive only for employees with a stronger belief in leisure, while it was non-significant for employees with a weaker belief in leisure.

Discussions/Limitations: Our findings advance previous studies on unfinished tasks by highlighting their role for internal recovery. Also, our results imply that employees, who value leisure time, are likely to engage in problem-solving pondering during their breaks as a way to handle their unfinished tasks and perhaps prevent their potential impact to their leisure time after work. The reliance on self-report data and the fact that unfinished tasks were rated after the break are important limitations.

Conclusion: The study underscores the relevance of managing unfinished tasks before taking a lunch break and highlights the role of work ethic for internal recovery.
Research into workplace bullying consistently finds that it is associated with ill-health and reduced well-being, with effect sizes in the medium to strong range (Mikkelsen et al., 2020). In recent years, there has been a substantial increase in the number of studies examining factors that moderate the relationship between workplace bullying and employee well-being. Such studies are useful because they illustrate the conditions under which employees are more at risk from, or are more protected against, developing health and well-being issues as a result of their bullying experiences. However, currently, the research field lacks a common theoretical framework with which to integrate the insights generated from these studies. Therefore, our research systematically reviewed studies that have examined moderators of the relationship between workplace bullying and employee well-being, using the Job Demands Resources Model (Bakker & Demerouti, 2007) as an organising framework.

Moderators were categorised as either home-based, personal, job-based, social, or organisational. Home-based demands/resources refer to factors from the home domain that support or constrain individuals' development and well-being. Personal demands/resources are characteristics of the individual that either contribute to, or constrain, optimal functioning. Job demands/resources are the physical, psychological, social, or organisational aspects of a job, which require sustained effort, or contribute to optimal functioning. Social demands/resources refer to the interactions and relationships that one has with one’s colleagues, which may be effortful (i.e., a demand) or supportive (i.e., a resource). Finally, organisational demands/resources refer to elements of the organisational environment that hinder/help achievement of work goals, increase/reduce job demands, and prohibit/stimulate personal growth, learning, and development (Lee et al., 2020).

Searches of the literature were carried out in the PsycINFO, Web of Science and Scopus databases during August 2021. Fifty-six studies met the inclusion criteria, which collectively reported on 180 tests of moderation, of which 81 (45%) were significant at the p<.05 level. Two moderators were categorised as home demands/resources, 105 as personal demands/resources, four as job demands/resources, 24 as social demands/resources, and 41 as organisational demands/resources. A higher proportion of significant findings were observed in relation to social (70.8%) and organisational demands/resources (48.8%), compared to personal demands/resources (32.5%). Analysis also revealed that eight specific moderators showed consistent buffering effects: resilience, job autonomy, co-worker support, general workplace social support, workplace friendship, psychosocial safety climate, perceived organisational support, and high involvement work practices.

Whilst our review found that social and organisational demands/resources more often interacted with bullying to predict employee well-being, some clear questions for future research emerged. First, we know little about the extent to which home and job demands/resources moderate the effects of bullying. Second, although leadership has been suggested to play a critical role in the bullying process (Woodrow & Guest, 2017), we found that leadership styles and leadership support were null or inconsistent moderators of the bullying to well-being relationship. Therefore future research should seek to establish how and when leaders act to prevent their followers experiencing harm as a result of bullying.
O144
Longitudinal Effects of Cyberbullying at Work on Well-Being and Strain: A Five-Wave Follow-Up Study
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The use of information and communication technologies for work purposes creates many new possibilities, but it also introduces novel challenges for organizations and employees. One of the most significant risks is the emergence of cyberbullying at work. This study investigated the impact of cyberbullying at work on victims’ well-being and strain at work. This is the first study to use longitudinal design to investigate cyberbullying at work and its consequences for the victim. A nationally representative sample of Finnish workers (n = 768) participated in the five-wave survey study, which began in March 2019 and continued through the global COVID-19 crisis, ending in spring 2021. Both within-person and between-person effects were analyzed using hybrid regression models showing that experiencing cyberbullying at work leads to psychological distress, technostress, work exhaustion, and decreased work engagement. The effects of remote working and social media use on well-being were also explored. Results confirm that cyberbullying at work can have damaging consequences for victims and that mindfully navigating the challenges that come with the use of information and communication technologies is an important task for organizations. In particular, preventing cyberbullying is a crucial goal, which, if not addressed properly, can constitute a difficult, organization-wide problem.

O145
Escalation and De-Escalation of Conflicts and Bullying at Work: A Latent Class Analysis
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Conflicts and bullying have mainly been studied independently of each other. Although prototypical interpersonal conflicts and workplace bullying could be seen as separated constructs, theories and empirical studies indicate a positive relationship based on an escalating process. In the widely used model of Glasl (1982), escalation is a stepwise process assuming that conflicts escalate from task conflict towards relationship conflict towards bullying. In bullying research, there is also the idea that ordinary conflicts escalate and become bullying. We followed this line and investigated the relationship between task conflict, relationship conflict and workplace bullying. Additionally, most empirical studies examined the escalating process, whereby escalation models also imply de-escalation processes, for example, because appropriate conflict management strategies were applied. Even if the conflict is not completely ended, there can at least be a clear de-escalation. In line, we assumed a reciprocal relationship and therefore an escalation and de-escalation process between task conflict, relationship conflict and workplace bullying over time.

Beyond that, one of the problems in this field is the use of average estimates of the frequency of conflict and bullying behaviors and the report of correlations or regression coefficients for all employees. It is often assumed that, for example, task and relationship conflicts are positively correlated implying that having a lot of task conflicts also means having a lot of relationship conflicts. But, these analyses do not allow the relationship between interpersonal conflicts and bullying to be different for different levels, although conflict and bullying theories suggest different mechanisms for high then low levels of conflicts and bullying. To our knowledge, no studies have previously taken into consideration the possibility that interpersonal conflicts and bullying may relate differently depending on the frequency level. Therefore, we proposed that
the transition probability between task conflict, relationship conflict and bullying is influenced by the frequency of the conflict incidents. For this purpose, we conducted a cross-lagged dual process latent Markov model analysis using eight-wave repeated-measurement data (with time lags of 3 weeks between subsequent measurements) from a representative sample of 300 Romanian employees.

The findings offered evidence for the reciprocal relationship. Contrary to our expectations, there were no evidence that task conflicts (t-1) are likely to transition to relationship conflicts (t) over time. However, as expected, relationship conflicts (t-1) were likely to turn into bullying (t). The other way around, less escalated bullying at t-1 was likely to transfer to relationship conflicts and task conflicts at t. Relationship conflicts (t-1) showed transitions to task conflicts (t) for each frequency, but more for higher escalated ones. Our results make an important contribution to understanding conflict escalation and de-escalation over a period of three weeks and reveal the relevance of conflict frequency for this process.

O146
The Relationship Between Conflicts and Workplace Bullying in Portuguese Higher Education
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Purpose: This study was carried out in Portuguese higher education and tries to shed light on the relationship between the occurrence and management of conflicts and workplace bullying (WB). Previous research has identified conflict as an antecedent of WB, both on a theoretical and empirical level (Leyman, 1996; Einarsen, 1999; Vartia, 2001; Hauge et al, 2007). From previous studies, we know that active strategies by targets are likely to further the WB escalatory process, being passive strategies are most successfully used by victims of bullying; also “fighting” has been proven to relate positively with WB and ‘problem-solving’ negatively with its occurrence (Bailien et al, 2009). Zapf and Gross (2001) have found that victims did not use a single strategy but often changed it during the course of the bullying process.

Methods: Our sample was made up of 1182 participants from the main universities all over Portugal. Drawing on previous research we expected a positive relationship between the occurrence of conflicts and bullying; additionally, we hypothesized a negative relationship between ‘problem-solving’, ‘yielding’ and bullying and a positive one for ‘avoiding’ and ‘fighting’. To test these hypotheses we used hierarchical regression.

Results: The positive association between the occurrence of conflicts and bullying was confirmed as well as the assumed association between WB and conflicts for ‘problem-solving’ and ‘yielding’. We found no statistically significant association between the occurrence of bullying and ‘avoiding’; the association between workplace bullying and ‘fighting’ was also proven to be not significant.

Limitations/Implications: Despite the study being limited to higher education in Portugal, the results can be used as a contribution to the design of intervention policies in the field of WB and specific support programs for individuals, to help them manage the process in case of being targets of bullying behaviors. Given that bullying has been understood as an escalating conflict, individuals can learn how to manage the process if they are given the appropriate support and training on conflict managing at work.

Originality/Value: Research about WB is scarce in Portugal; hence the study has a real contribution to the existing research, in a sector where there is no previous research in this field.
Interpersonal workplace mistreatment (IWM) negatively affects organisations, teams, targets, and observers. Scholarly interest in co-workers’ responses to mistreatment has vastly increased. Yet, this research shows some notable shortcomings. Firstly, it is fragmented in silos focusing on specific mistreatment types (e.g., bullying, aggression). Given that all these types entail negative social behaviour that may be influenced by observers, the field would benefit from an inclusive approach towards IWM and how observers respond. Secondly, little attention has been paid to the decision-making processes behind co-workers’ reactions. So far, research is predominantly based on Latané and Darley’s (1970) model on bystander interventions and thus assumes that co-workers’ reactions are based on a highly conscious sequence of steps. However, Latané and Darley’s (1970) model was designed to understand bystander intervention in emergency settings and is not necessarily suitable to help understand co-worker reactions to IWM. Thirdly, the existing research often fails to distinguish intentions and behaviours and largely assumes that, for example, intentions to help a target are reflecting actual helping behavior. This goes against the massive literature underlining the complex intention-behaviour relationship (Festinger, 1957). To conclude, research on observers’ reactions to IWM requires a framework that integrates and evaluates the applicability of current knowledge in order to really disentangle co-workers’ decision-making processes regarding their responses to IWM. Therefore, we develop a comprehensive model (1) including insights from the research silos on IWM and (2) mapping different decision-making processes in co-workers’ decisions to (not) intervene and, (3) paying specific attention to the intention-behaviour gap.

We first examine the poor suitability of Latané and Darley’s model for IWM, then evaluate alternative frameworks, and finally optimize our model by addressing the remaining voids.

We examined the literature in a systematic way. First, we gathered papers using the web of science database (example keywords: “incivility”, “workplace bullying”, “bystanders”, “perpetrator”, “victim”). Next, we scanned their reference lists for additional papers. Our review revealed that Latané and Darley’s model does not fit IWM given various differences between an emergency context and IWM. We identified the weak spots and, from this, developed a new model. First, the decision-making process is influenced by the characteristics of the observed mistreatment act itself (e.g., type, ambiguity), the observer’s personal characteristics (e.g., moral identity), and by contextual features (e.g., group norms). Second, a co-worker decides to support the alleged perpetrator, support the target, or do nothing at all. This decision is made via different processing accounts, system I and system II, representing a sequential or dynamic process. Third, intention will not necessarily become enacted behaviour and is influenced by other personal (e.g., self-efficacy) and contextual characteristics (e.g., psychosocial safety climate). We conclude by discussing how empirical support may amplify the new model’s value.

The newly constructed model advances our theoretical knowledge on when, why and how co-workers decide to (not) intervene. Moreover, it provides an improved framework to help practitioners in developing co-worker intervention programs to avoid escalation of IWM within their organisations.
Towards Empirically Derived Cutoff Values for Psychosocial Risk Assessment  
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Meta-analyses in work psychology clearly demonstrate an association of exposure to occupational stressors and impaired health outcomes. However, when it comes to the application of that knowledge in occupational safety and health, often indicators are lacking that provide information about the point from which action is required. The present study aims to derive such thresholds for eight distinct job demands and to evaluate their sensitivity and specificity in indicating psychological strain reactions.

The frequency of psychosocial demands of n = 1.842 university employees were surveyed with an online tool for psychosocial risk assessment. The tool's scale ranges from 0 to 3; lower values correspond to a higher risk potential. In addition, employee wellbeing was measured using the WHO-5 Well-Being Index, which allows for a dichotomous categorisation of employees into groups with and without depressive symptoms. In summer 2018, data were first collected from n = 605 employees, from which thresholds for psychosocial demands were derived by means of ROC analyses. These thresholds were then checked against the psychosocial demands reported by employees from a second sample of n = 1.237 employees, which were collected from fall 2018 to summer 2019. For external validation, it was checked whether employees report significantly different strain levels below or above the threshold value.

If 95% of the employees in the calibration sample (n = 605) are to be classified true positive (normative sensitivity criterion), this results in a cutoff value of 1.44 (specificity = 40.3%) for the mean index of psychosocial job demands. With AUC = 0.902 (p < 0.01, 95%-CI [0.863; 0.941]), the WHO-5 index appears to be a suitable binary classifier for psychological demands. In the validation sample (n = 1237) employees below the threshold report significantly lower job satisfaction (t = -10.950, df = 85,273, p < 0.01), more affective rumination (t = -7.662, df = 92,063, p < 0.01) and less affective commitment to the university (t = -6.597, df= 86,772, p < 0.01). The ROCs of all eight subscales of the psychosocial demands measure differ significantly from the diagonal (p > 0.01).

The study is based on self-report and results can therefore be affected by subjectivity bias. Due to the cross-sectional nature of the study, causal claims cannot be made. Since working conditions below the cutoff value represent the presence of frequent stressors, the outcome criteria is not suitable for primary prevention before well-being is affected. Future research should try to assess stressors and strain in a longitudinal approach to ensure the causality of the effect of working conditions on the strain outcome. In addition, more health outcomes should be taken into consideration when discussing cutoffs for job stressors, since depression is only one of many job stress outcomes.

A Qualitative Study of the Psychological Outcomes of Medication Errors  
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Background: To date, no study has focused on the views and experiences of medical staff towards prescribing errors that takes into consideration their personal experiences and subsequent emotional impact. Reductions in the numbers of errors have been difficult to achieve in the UK despite national guidelines and modifications to reporting mechanisms. The
perceptions and experiences of staff regarding current reporting systems are likely to be crucial to reducing and minimising prescribing errors and also develop a better understanding the potential negative psychological effects.

**Purpose:** This research focuses on the experiences and subsequent psychological impact of making a medication error. In addition to the impact on patients (Nguyen et al., 2017), healthcare professionals also report distress, fatigue and burnout as a result of patient safety events such as medication errors (Tawfik et al., 2018). Policy and practice implications are discussed.

**Methods:** This qualitative study involved one-to-one interviews with 21 participants including consultants, nurses, matrons, junior and senior doctors and pharmacists, based at a public hospital in England. All interviews were recorded and transcribed, and thematic analysis was used to interpret the data.

**Results:** Apart from being concerned about the impact of error on professional reputation (with patient, colleagues, organisation), participants highlighted a difficulty in managing their feelings and emotions following an error. The psychological effects of making a medication error included lower self-confidence, personal sense of defeat, grief and fear. Key themes emerging from the findings include feelings of embarrassment, distraught, anxiety, trauma and helplessness.

**Limitations:** The organisational context is likely to influence policy and procedures, as well as quality and safety. We therefore recommend that the study is replicated in a variety of other settings using qualitative and quantitative approaches.

**Research, practice and policy implications:** This research addresses gaps in the emotions, organisational stress and wellbeing literature. To date, there is limited research on the views and experiences of healthcare staff towards medication errors and the psychological effects it has on them. A focus on personal experiences and the subsequent emotional impact of making prescribing errors helps develop a better understanding of the causes and consequences of medical errors. The perceptions and experiences of staff regarding current reporting procedures and systems are likely to be crucial to efforts for reducing medication errors, and therefore enhance patient outcomes, as well as improving their own health and wellbeing.

**O150**

**An Environmental Risk Assessment and Management Framework for Workplaces**

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**Introduction:** The DPSEEA (Driving Force Pressure Exposure Effects Action) Framework was developed with a view towards assessing environmental health risks and identifying actions for holistic risk prevention and management. However, it may be beneficial to apply it to safeguarding the health of workers and employees (thereafter ‘employees) as the framework considers the change in paradigm from a labour or workplace management to a public health approach. This is required to address the complex relation between policy needs, social and economic determinants, exposures, and effects. This framework also allows for comparative risk assessment of exposures emanating from the same driving force, which, in turn, permits the selection of actions to address the more relevant exposures or, preferably, actions that might address several health risks at the same time. It is particularly relevant given the current changes to working arrangements and environments.
**Methods:** The DPSEEA framework was applied to various issues of workplace health, outlining their driving forces, pressures, exposure information, effects, and potential actions. A structured scheme adapted from the assessment of environmental risks was applied.

**Results:** Health at the workplace is an area to which the DPSEEA Framework could be applied allowing it to take the public health approach while putting the workplace into societal context. The advantages of this approach would be threefold: Firstly, potential actions to prevent hazards in the work environment can be better explored and communicated by outlining to which extent actions at different levels could be effective in protecting the health of workers. Secondly, the framework allows for a comparative assessment of various risks emanating from the same driving force which provides a possibility for prioritization of actions. Thirdly, since this framework has traditionally been employed to assess environmental risks, it opens up possibilities for viewing occupational and environmental risk in a holistic manner while avoiding silo thinking and actions. It may, therefore, allow for addressing and preventing adverse health outcomes in the environment and at the workplace through integrated actions. It also offers a better framework for communicating a holistic picture to decision-makers at various levels which allows them to take informed actions recognizing benefits and costs. The application of the model to the newly emerging psychosocial work environment and to the larger framework of the WHO Healthy Workplace Model are demonstrated in detail as practical examples.

**Discussion:** The DPSEEA model can act as a practical showcase for comprehensive and holistic approaches to safeguard the health of employees such as can be applied in a multidisciplinary fashion to promote good practice in areas beyond environmental health and the lessons that can be learned in the process. It will also identify the way forward in terms of research and practice, as well as how to close the gap between labour or workplace management and public health approaches to obtain greater understanding of risk assessment and management in the workplace, which cannot always be separated from the environment.

**Conclusion:** The demonstration of how the DPSEEA model could be applied to the newly emerging psychosocial work environment and eventually to the larger framework of the WHO Healthy Workplace Model provides a practical blueprint for employers to safeguard the health of their employees responsibly.

**O151 Trajectories of Job Resources and the Retirement Transition: Exploring the Role of Pension Policies**
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Ample evidence indicates that job resources facilitate longer working lives by allowing older workers to maintain their occupational health and retire later. Older workers’ access to job resources may however depend on previous levels of job resources and their development over time through a cumulative advantage mechanism. Accordingly, it is important to examine the trajectory of job resources over time and its influence on the transition into retirement in terms of timing of retirement and well-being at retirement. Most previous studies on job resources and retirement have used cross-sectional designs or measured retirement intentions. Consequently, we know little about how job resources accumulate and develop over time, and how job resource trajectories are related to actual retirement behavior. At the macro level, it is important to consider pension policies, as these policies may strengthen or weaken the link between the trajectories and the retirement transition.
The aim of this study is fourfold. First, using panel cross-national SHARE data from representative samples, we use latent growth curve modeling to estimate the trajectory of four job resources – autonomy, skill development opportunities, social support, and social recognition – in three countries with different pension policies, namely France, the Netherlands and Sweden. We observe job resources from around the age of 50 until workers retire and apply growth mixture modeling to identify different subgroups of job resource trajectories. In doing so, we tap into patterns of heterogeneity in the development and accumulation of resources over time. Second, we investigate how early/mid-career employment histories predict these older age trajectories. As the development of resources over time is dependent on a person’s initial pool of resources, we expect to find strong positive relationships between initial levels and rates of change in job resources for most subgroups. We also expect that people with frequent and long unemployment/precarious employment spells will less likely have high levels of resources in later working age. Third, using event history analysis and regression analysis, we examine how the different subgroups relate to retirement timing and well-being at retirement. As job resources support well-being and prolonged working lives, people will work longest and have higher well-being at retirement if they are in subgroups characterized by maintenance of high levels of resources or improvement. Differences in retirement timing between subgroups characterized by stability and change (e.g., high maintenance versus improvement; low maintenance versus deterioration) will be explored. Fourth, we compare our findings across three carefully selected countries to examine the extent to which the relation between resource trajectories and retirement is contingent on pension policies at the national level. We expect that subgroups of resource trajectories will be a stronger predictor of retirement timing in countries with flexible retirement policies, and a stronger predictor of well-being at retirement in countries with mandatory retirement age policies. Our findings will shed light on the importance of histories of job resources for predicting retirement timing and healthy aging at work and provide food for thought for occupational health practitioners and policymakers interested in extending working lives.

O152
Expected impact on psychosocial risks and occupational health caused by policies and laws introduced in Spain (2020-2022)
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Labour Law and other public policies can interact in the field of psychosocial hazards at work and workers’ mental health (ILO, 2017), especially regarding precarious employment. Precariousness is a multidimensional reality (Benach et al, 2014), determined by a variety of factors (circumstances and regulations of the labour market, employment and working conditions, social policies), with a negative impact on workers’ wellbeing and closely connected to some psychosocial hazards at work as job insecurity or poor pay. In Spain, in the period 2020-2022, the left-wing Government coalition has supported a decent job agenda and aimed to improve workers’ well-being, passing several related bills, including a major Labour Law reform. This paper analyses the impact these labour policies on health improvement through reducing precariousness.

This study reviews more than 40 legal texts approved between January 2020 and June 2022 potentially relevant for precariousness and mental health. Six of those have been classified as
key structural changes, including the labour market reform implemented by Decree-Law 32/2021. Seventeen were Covid-19 related measures, intended to protect employment and workers’ income during the pandemic. Three aimed to increase minimum wages. Others were more specific or sectoral regulations. A thematic analysis of this legislation was conducted to identify key changes. Then, those were matched with ten psychosocial hazards (WHO, 2010), that we used as an analytical framework, to detect the main areas addressed. Finally, key stats and databases were examined to monitor the real impacts caused by the new legislation passed.

Legislative changes were related to the following psychosocial risks: career development, job security and pay (increasing salaries in poor paid jobs, reducing job insecurity and false self-employment), non-discrimination between men and women (equal remuneration, assessing potential discrimination), home-work interface, control at work (regulating platform economy, increasing workers’ representatives competencies), environment. Other areas such as workload & workspace, role in organization, work schedules, or job content have received less interest from public authorities so far. After the implementation of these policies, we detected a significant increase in the number of workers that raised their minimum wages in the new indefinite-term contracts (that raised from 10% to 48%); in the coverage by employment safeguarding measures for situations of crisis (around 4 million workers in 2020) and recovery of contracts after covid-19 crisis.

Labour policies addressing working conditions at a macro-level can improve workers’ well-being. Although not all psychosocial hazards are equally addressed in Spanish new legislation, we have detected key legislative changes that could impact in a moderately positive way on reducing psychosocial hazards. Data available shows some significant effects: the rules on minimum wages and universal minimum income have increased income rates in the lowest percentiles, the new legal framework on employment contracts is boosting permanent contracts and reducing fixed-term employment, the special regulations adopted during the pandemic have prevented dismissals and mass unemployment. Nevertheless, results are not absolutely conclusive, as more up-to-date data, assessment of other macro-economic and social impacts, and a wider period of observation would be surely convenient.

O153
Fostering Well-Being Through Individual and Team Resilience: Differential Effects of Transformational and Servant Leadership
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Resilience is a much-needed resource to cope with daily as well as major stressors at work. Recent theoretical and empirical work shows that it is fruitful to distinguish between individual resilience and team resilience. In the current study, we address the question, how these two forms of resilience can be fostered by leadership and mediate the relationship of leadership with employee well-being.

Both transformational and servant leadership are discussed as antecedents of employee well-being. However, these two leadership concepts have different foci on how leaders interact with their employees. Transformational leadership has received a lot of attention as a form of leadership behaviour that enhances employees’ psychological well-being. Resilience as a mechanism of this relationship has been largely overlooked. Since transformational leadership is focused on the individual employee, we expect that it specifically fosters individual resilience, and to a lesser degree team resilience, which in turn enhances employee work engagement.
and reduces emotional exhaustion. On the contrary, servant leadership has a stronger focus on supporting and serving others. Therefore, we expect that employees with a servant leader learn via role modelling and tend to support others to a stronger degree. Therefore, we predict the relationship of servant leadership with work engagement and emotional exhaustion to be mediated by team resilience and to a lesser degree via individual resilience.

A longitudinal study with three time points and time lags of four weeks has been carried out. We conducted preliminary analyses with cross-sectional data from the first time point. N = 332 employees from 108 teams working at different organizations took part in the first survey. Most participants worked in finance/insurance, education, and municipal administration. The average cluster size is 3.07 members per team. Individual and team resilience were both measured with specific questionnaires. We conducted multilevel structural equation modelling to answer the research question.

The preliminary analyses show that the relationship between transformational leadership and work engagement is mediated via individual resilience, but not via team resilience. For servant leadership we do not find a significant mediation. However, only the direct relationship between servant leadership and team resilience is significant, but not for individual resilience. Moreover, the relationship between transformational leadership and emotional exhaustion is mediated via individual and team resilience. The relationship between servant leadership and emotional exhaustion is only mediated via team resilience, but not via individual resilience.

One limitation of the study is that the analyses exclusively rely on self-ratings obtained from the employees. This enhances the possibility of common method bias. A practical implication is, that leaders can choose a focus on either transformational or servant leadership behaviour, dependent on their goal to foster rather individual resilience or team resilience. Resilience is a booming research field. However, leadership research has largely ignored resilience as an outcome or mechanism of leadership behaviour. With this study, we aim to close this gap in the literature in a comprehensive manner by including two different concepts of leadership and resilience at the individual as well as the team level.

O154
Role Understanding of Key Workplace Players in Managing Psychosocial Risks. Cooperation and Conflict Patterns Comparing Different Organisational Cultures in EU Countries
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While the management of psychosocial risks is a legal obligation on employers according to the European OSH regulatory framework, it lags behind the management of “traditional” (e.g., physical) risks in the workplace (EU-OSHA 2018). Besides uncertainties about the notion of psychosocial risks, we hypothesize that problems with managing them are mainly due to (power) conflicts between management and workers. Accordingly, in order to understand the process (including the difficulties), of how psychosocial risks are managed in the workplace, we focused on the role understanding of key workplace players and the corresponding cooperation and conflict patterns in different national and organizational contexts.

Based on a qualitative case study approach, 41 semi-structured interviews with key OSH players (management, worker representatives and OSH experts) were conducted in ten organizations in four European countries (Denmark, Sweden, Spain, UK) and from different sectors between 4/2014 and 8/2015. The interviews were tape-recorded, transcribed and analyzed along thematic categories (deductively and inductively). Elaborating on earlier research (Janetzke & Ertel 2017, Janetzke & Ertel 2017a) we used reconstructive analytic tools (agency and metaphor analysis) to explore how key OSH players understood their role in the process of psychosocial risk management and how they fulfilled it.
We were able to reconstruct the interaction between key OSH players in organizations with regard to managing psychosocial risks and to gain insight into its process dynamics. The analysis revealed (partly explicitly articulated, partly metaphorically encoded) a broad spectrum of role understandings and action orientations in the process of psychosocial risk management. Its poles characterise a strategic and longterm approach towards managing these risks, which was more common in organisations in Denmark and Sweden, in contrast to a reactive and shortterm approach, which was more common in organisations in the UK and in Spain. Implementation barriers for managing psychosocial risks were present at different levels. In a production company in Spain, workers’ representatives had to prepare the process by addressing workers’ fear of individual stigmatisation-due to an initial misunderstanding of what “psychosocial risk management” was about. When management commitment to address psychosocial risks was not present, it was triggered by workers’ representatives with a strong position versus management. Conversely, in a production company in the UK, were unionization was weak, management persistently showed a low profile towards managing psychosocial risks. In another Spanish case study with a heterogeneous workforce, the company’s participation culture was developed during the risk management process by building trust among workers so that their voice would be heard.

Using a strategic sample of case studies, we demonstrated how the process of psychosocial risk management in European countries is shaped by the regulatory OSH framework, organizational cultures and by the way the players involved understand and enacted their role. National OSH cultures (following Hofstede) interact with organizational cultures, in particular the state of labour relations. Depending on the strength of worker representatives and the extent of management concern for employee psychological health, it can be concluded that there are different developmental stages in terms of addressing and managing psychosocial risks.

O155
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In the present review we aimed at providing empirical support for the theories that emphasized the importance of teacher-student interactions (e.g., the Prosocial Classroom Model – Jennings & Greenberg, 2009; the control-value theory – Pekrun, 2006; the theory of emotional contagion - Hatfield, Cacioppo & Rapson, 1994). To achieve this goal, we reviewed the literature that analyzed the relationships between teachers’ subjective well-being (SWB) and student-related variables (i.e., academic performance, academic engagement, student well-being, student reports of teacher-student interactions). We were interested in all forms of teachers’ SWB, which can be categorized into hedonic SWB (e.g., experiencing positive emotions, life satisfaction, job satisfaction) and eudaimonic SWB (e.g., experiencing high psychological functioning or high sense of self-realization). An online search yielded 1734 abstracts that were analyzed for eligibility, and 205 contributions were selected for full-text analysis. Following the full-text analysis, only 24 studies were considered eligible for inclusion. These 24 contributions i) reported an empirical research study; ii) collected data from teachers and students; iii) correlated these two types of data; and iv) reported zero-order standardized correlation.
coefficients between teacher data and student data. When it comes to correlations of students’ variables, we found that most eligible studies focused on assessing teachers’ psychological functioning (20 studies), while only 8 studies included measures of teachers’ self-realization. Finally, only 3 studies reported correlations between teachers’ hedonic SWB and any student-related variables. Overall results suggested that teachers’ eudaimonic SWB had moderate associations with the quality of student-teacher interactions ($r = .243$, 95% CI [.045; .422], $k = 9$), and with students’ well-being ($r = .280$, 95% CI [.117; .428], $k = 8$). We found weaker correlations between teachers’ eudaimonic SWB and student engagement ($r = .194$, 95% CI [.055; .326], $k = 8$) or student achievement ($r = .065$, 95% CI [.016; .112], $k = 8$). Our results suggested that teachers’ eudaimonic SWB is significantly associated with student-related variables, but the directionality of this relationship needs further investigations. In addition, future studies should enlarge the existing evidence regarding the potential importance of teachers’ hedonic SWB.

O156
Social Norms Mediate the Effects of Organizational Climate on Adherence to COVID-19 Guidelines
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Research Question: Adherence to COVID-19 guidelines is of utmost importance to prevent the spread of COVID-19, even after the introduction of vaccines. Recently, researchers have begun to examine whether organizations can influence their employees’ adherence to COVID-19 guidelines. In particular, a recent study (Hubert et al., 2022) showed that an organizational climate for preventing infectious diseases (OCID) increases employees’ adherence to COVID-19 guidelines both at work and in their private life. Here, we examined the psychological mechanisms underlying this effect. Drawing on the theory of normative conduct (Cialdini et al., 1990), we hypothesized that the effects of OCID on adherence to COVID-19 guidelines at work are mediated by COVID-19 related descriptive and injunctive norms (Hypothesis 1). Furthermore, according to social identity and self-categorization theory (Tajfel & Turner, 1979; Turner, 1985), the perceived norms of a group become relevant only when group membership is a vital component of one’s self-definition (Terry & Hogg, 1996). Hence, we predicted that the relationship between the perception of COVID-related social norms and adherence to COVID-19 guidelines is stronger the more employees identify with their organization (Hypothesis 2). We tested these hypotheses in a preregistered study.

Method: Two hundred fifty-four employees of different organizations and occupations participated in our longitudinal study with two measurement points over one year (May 2020 – July 2021). To assess OCID, we used the seven-item self-report measure introduced by Hubert et al. (2022). OCID was measured at T1, while social norms and organizational identification were measured at T2. Adherence to COVID-19 guidelines both at work and in private life was measured at T1 and T2. Data was analyzed using path-modeling while controlling for previous levels of our outcome variables.

Results: Results indicate that OCID at T1 predicted adherence to COVID-19 guidelines at work at T2. Furthermore, in line with Hubert et al. (2022), the effect of OCID on adherence to COVID-19 guidelines in private life was mediated by adherence to COVID-19 guidelines at work. In line with Hypothesis 1, the effect of OCID on adherence to COVID-19 guidelines at work was mediated by both descriptive norms and injunctive norms. However, in contrast to Hypothesis 2, neither the effect of descriptive nor injunctive norms on adherence to guidelines was moderated by organizational identification.
Limitations: Our results are limited due to the self-report nature of our data. Relying exclusively on self-report data can skew results due to common method bias, which might create artificially inflated correlations among constructs. Another limitation is the simultaneous measurement of mediator and outcome variables at measurement point two.

Contribution: Our study advances the understanding of the effects of organizational climate on employees’ behavior. Specifically, our results suggest that the perception of organizational policies and procedures translates into the perception of social norms at work which affect employees’ behavior both at work and in private life. Organizations should therefore aim to establish COVID-19-related social norms to strengthen their employee’s adherence to COVID-19 guidelines.

O157
Creating Strong Workplace Culture to Manage Conflicts
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The negative consequences of bullying on employees' mental health have been documented (Nielsen and Einarsen 2012; Hogh, Mikkelsen & Hansen 2011). Furthermore, companies' ability to prevent and manage conflicts is decisive in whether conflicts escalate to bullying. (Einarsen & Hoel; 2008, Mikkelsen, Hogh and Puggard 2011). The level of conflict is therefore an important predictor of bullying to occur, and the ability to understand and deal with bullying as a structure-based conflict is crucial to whether companies manage to deal with a bullying situation (Saam 2010). Problems with work-related stress caused by role or interpersonal conflicts is another work environment challenge where the ability to prevent and manage conflicts is essential. (Meier, Gross, Spector, & Semmer, 2013; Semmer et al. 2015).

At the same time evidence points to conflict as not only to be avoided, since disagreements can show valuable potential for improving both the job tasks and the cooperation around them. The goal is hence not to avoid conflicts, but to create a secure culture around disagreements that can be labeled a professional culture of disagreements (Tang 2016; Van De Vliert et al 1999).

The project’s goal and evaluation method: This intervention project provides qualifications to the working environment committee in designing sustainable conflict management processes. Through three full-day workshops, leaders and employee representatives together developed their organizational conflicts management system for the future. The goal of the system of conflict management is to strengthen the capacity of the workplace regarding communication, handling the aspect of power, designing, and conducting legitimate conflict managing processes, securing respect, and dignity for all, and creating a safe psychosocial working environment (Littlejohn & Domenici 2001).

The four intervention workplaces were rooted in construction-, production-, social welfare, and childcare branches. Each of the workplaces did a mapping of their conflict before the first workshop, gathered data from the rest of the organization in between the three workshops, and made 3-6 conflict management plans on specific future risks of conflicts.

All members of the intervention workplaces answered a baseline questionnaire and short interviews with employees and key persons were obtained. After the last workshop, the participants answered a short questionnaire (14 items) regarding their evaluation of the three workshops day. 5-6 months later the questionnaire and interviews are repeated.
The first result of the project: The questionnaire answered after the third workshop day (N= 54) showed high satisfaction with the content and results of the workshop days. Especially the opportunity to "talk about difficult topics in a peaceful and agreeable atmosphere" was highly appreciated by the participants. Having adopted language and models was secondly pinpointed by the participants as an important way of sharing, analyzing, and designing dialogue processes to move conflicts away from being unpleasant towards a learning developing opportunity. The Follow-up interviews supported these results as all four workplaces yielded to have gained a common capacity for handling conflict situations. Two of the workspaces also had used and documented a positive development in the prevention of health-endangering conflicts.

O158
Who Wants to Telework? A Job Demands-Resources Approach in the Context of the Covid-19 Pandemic
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With the onset of the Covid-19 Pandemic in 2020, many employees transitioned to working from home during the last two years. With successful vaccination programs in many countries around the world, some organisations have begun to wonder if and how they will continue to engage in forms of teleworking, either fully or partially (OECD, 2021). Thus, knowing employee preference for telework is relevant to determine if there would be an appropriate person-job fit and therefore sustain job performance and well-being in organizations. In this context, drawing on job-demands resources theory (Bakker & Demerouti, 2017), we addressed whether the exposure to job demands, and the availability of job resources are related to preferring working remotely from home. Specifically, we hypothesize that job demands while teleworking, expressed in workload, time pressures, and extended job schedules, would be negatively related to telework preference through the experience of increased emotional exhaustion. In contrast, job resources in the context of telework, manifested in role clarity, method control, and time control, would be positively related to telework preference through a reduced experience of emotional exhaustion. The negative relationship between the emotional exhaustion and preference for telework should be likely because working from home would be appraised as negative for well-being. Thus, when emotionally exhausted in the context of telework, employees may prefer back to work in their offices.

We tested our hypotheses in three independent survey studies. The first study was based on a cross-sectional design conducted with 2111 employees of a large Chilean financial company that imposed teleworking on their employees due to national lockdowns. Structural equation modelling analyses showed that job demands and job resources in the context of telework were positively and negatively related to emotional exhaustion, respectively. However, in contrast to our expectations, emotional exhaustion was positively associated with telework preference. These results were replicated in the second study with 997 employees of a public organization in Chile using a two-wave design which collected preferences for telework at a later time point to control possible common method variance issues. Finally, the same results were replicated again in a study based on the same design as study two, conducted with 264 employees of a service organization of the same country. We included gender, number of children at home, and Covid-related stress as control variable as given the context, these variables could have important confounding effects.

These three studies indicate that job demands could enhance telework preference, while job resources decrease the same outcome due to the experience of high emotional exhaustion.
while teleworking. These results challenge the proposals of job demands-resources theory and suggest that employees who are psychologically depleted may prefer staying at home for psychological recovery instead of attending their workplaces where additional demands can be present. To our knowledge, this is one of the first research initiatives that investigates employee attitudes towards teleworking in the context of the pandemic, showing robust results across three independent studies. Thus, in the presentation, we will discuss the theoretical and practical implications of the results observed.

O159 Moderating Effect of Social Norms for Remote Worker Proficiency, Well-Being and Satisfaction with Work
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With the start of the COVID-19 pandemic, an increasing number of office workers was asked to spend more time working from home. Effects of the extent of remote work or telework have been found to be paradoxical and often inconsistent (Sardeshmukh et al., 2012). Drawing on job demands-resources model (Bakker & Demerouti, 2007), social norm theory (Bicchieri, 2006; Cialdini & Trost, 1998) and social information processing theory (Salancik & Pfeffer, 1978), we examined the moderating effect of telework social norms (colleagues’ teleworking arrangements) on the relationship between telework intensity and task proficiency, well-being and satisfaction with work.

The flexibility, autonomy and time saved commuting which characterize telework can turn out to be both an asset and a liability (Mazmanian et al., 2013; Sewell and Taskin, 2015). These paradoxical findings call for examination of potential moderators which can serve as a resource and influence desirable outcomes. JD-R model postulates that such an increase in desirable outcomes can be achieved via positive job resources (Bakker & Demerouti, 2007). Social norm theory (Bicchieri, 2006) and social information processing theory (Salancik & Pfeffer, 1978) postulate that individuals interpret social situations according to the norms which surround them, thus, workers’ positive outcomes might be shaped by the normative context of their work situation. The social norm of our working arrangements might influence and shape the way worker’s draw resources from their own working arrangement, whether that be office-based work or remote work. The effects of telework intensity could thus depend on contextual perceptions - when telework is common, outcomes are positive and when telework is not common, teleworkers’ outcomes tend to be negative. Empirical evidence for a moderating effect of telework social norms and an understanding of social norms as a resource are rather weak up to this point (Gajendran et al., 2015).

Cross-sectional data from N=3562 employees with teleworking intensities from 0-100% were analyzed using moderation analysis. Teleworking social norms moderated the relationship between teleworking intensity and proficiency, well-being and satisfaction with work. Those working in an environment with high telework social norms reported a stronger increase in proficiency, well-being and satisfaction with work. For proficiency, those with low telework social norms reported decreased proficiency the more they teleworked. For well-being, a multiple moderating effect of social norms and gender emerged, showing that men profit more from high telework social norms as their own teleworking intensity increases. As New Work and remote working are becoming more and more of a trend, organizations and supervisors should be aware of the positive effects of high teleworking social norms on desirable worker outcomes.
Online Work and Study During the COVID-19 Pandemic and Its Effects on Subjective Well-Being
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Living in the COVID-19 pandemic and the lockdown measures imposed by governments around the world have resulted in drastic changes in the ways people perceive working and studying in an online environment. Thus, the aim of the current study was to explore the effects of people’s resilience to stress on well-being mediated by levels of perceived stress. We used the Perceived Stress Questionnaire (PSQ) by Levenstein et al. (1993), while coping with stress was measured with the Resilience Scale by Connor & Davidson (2003). Well-being was measured with the Individual Work Performance Multi-Affect Indicator (Warr, 2016), and The Satisfaction with Life Scale by Diener et al. (1985). There were 375 participants, 235 women and 140 men, between the ages of 18 and 48 years old (M = 21.43; SD = 3.93). We performed several mediation analyses using the Macro PROCESS (v. 3.5). The first mediation (R²=.34) established a direct effect of resilience to stress on people’s satisfaction with life b = .52, t(1, 373) = 8.592, p<.001, and an indirect effect life through perceived stress b = .16, BootSE=.032, 95% CI [.099 to .22]. The second mediation analysis (R²=.68) established a direct effect of resilience to stress on negative emotions at the workplace b = -.24, t(1, 373) = 5.209, p<.001, and an indirect effect perceived stress b = -.46, BootSE = .050, 95% CI [-.556 to -.362]. The third mediation analysis (R²=.44) showed a direct effect of resilience to stress on positive emotions at the workplace b = .46, t(1, 373) = 8.996, p<.001, and an indirect effect life through perceived stress b = .21, BootSE=.033, 95% CI [.146 to .274]. The findings from the present study show that high levels of resilience to stress lead to maintaining an affective balance. This research contributes to an ever-growing field exploring the effects of the COVID-19 pandemic and its influence on people’s everyday lives. It could also enrich intervention techniques connected with achieving higher adaptability, coping with uncertainty, and difficult decisions.

Triple Down Effects of Interruptions in ICT-Enabled Work: How Interruptions Endanger Psychological Detachment After Work
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Interruptions are one of the most frequent job stressors in modern work and can lead to more work related errors and stress related effects like anxiety. Building on the stressor-detachment model and action regulation theory, we hypothesized that interruptions experienced during the workday should result in higher levels of unfinished tasks at the end of the workday. Unfinished work tasks, in turn, should lead to impaired psychological detachment from work during evening hours. 119 participants completed daily questionnaires over the course of two workweeks and each day consisted of three measurement points (743 entries in total). Multilevel structural equation modeling revealed that interruptions at work predicted unfinished task after work, which in turn predicted lower psychological detachment in the evening. Unfinished tasks mediated the effect of interruptions on psychological detachment. The research on interruptions has been focusing on work-related effects like errors and time pressure and less on possible effects after work. Our findings demonstrate that interruptions at work can have a detrimental effect on psychological detachment and thus lead to poorer recovery from stressful work. Regarding the increased amount of interruptions in current ICT-enabled work, the importance of handling and avoiding interruptions correctly will be more important than ever for the modern workforce.
Restricting the use of technology: towards a conceptualization and a measurement scale for employee digital disconnection

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While work-related Information and Communication Technologies (ICTs) undeniably contributed to our working efficiency and flexibility (e.g., remote working), scholars are increasingly pointing at negative consequences from excessive ICT use, in the form of strain and decreased well-being. Therefore, recent calls for a ‘right to disconnect’ have inferred that being more (often) digitally disconnected would allow employees to restore their digital wellbeing. The literature on the topic, however, is strikingly scarce and cluttered in its focus (i.e., focussed on specific forms of digital disconnection). The present study addresses this gap, and its aims are twofold. First, we question what employees do in order to digitally disconnect from work-related ICTs, both during and outside work. Second, we try to get a sense of what drives employees to engage in digital disconnection practices.

To accomplish our goals, we are conducting around 25 semi-structured interviews with employees employed in diverse sectors. We especially target individuals who consider themselves as being conscious about their work-related ICT (non-)use (i.e., purposive sampling). Therefore, we will organise a preliminary screening using a questionnaire that captures employees’ digital disconnection behaviours; people with relatively high scores will be invited for an interview. This interview will include questions about people’s daily work-related ICT-use and intentional restrictions. The collected data will be analysed in an inductive way, as we will allow themes to emerge. Constant comparison of the data with emerging theoretical explanations will eventually allow us to answer our research questions.

Preliminary interviews already yielded results with respect to what digital disconnection is, and why employees do it. First, all the identified disconnection actions seem to be voluntarily and intentionally performed to restrict, suspend, or reject the use of ICTs to some extent. Yet, we found differences in digital disconnection strategies, in terms of the context (i.e., disconnecting during versus outside work), the tactic (i.e., manipulating devices versus making agreements with others regarding one’s preferred connectivity levels), the degree of ICT inhibition (i.e., complete versus partial disconnection) or the temporal aspects (i.e., short versus long term disconnection).

Second, our first results point towards different mechanisms behind digital disconnection actions. On the one hand, self-imposed restrictions on ICT use could help employees to preserve their focus during work, as disconnecting could help them to exert more control over the flows of communication and information reaching them while they perform specific tasks. On the other hand, digital disconnection actions could be seen as a way to adjust the permeability between work and private spheres (cfr. Boundary Theory), as these behavioural mechanisms have the ability to prevent work-related technological stimuli to invade people’s non-work lives. In summary, digital disconnection could be considered as a combination of conscious actions aimed at exerting control over one’s ICT use. Throughout our interviews, we hope to further elaborate on these ideas and to come to an overarching conceptualization of the phenomenon, which captures the lived experiences of employees.
Due to the pandemic, greater numbers of employees now combine office working with home working. But how do these hybrid workspaces affect employees? In this paper, we test how the design of workspaces at work and at home affects employee satisfaction, engagement and performance.

**Theoretical background:** Theories of activity-based workspaces assert that when workspaces support key work activities (e.g., for concentration, interaction), employees are better able to fit their work activity needs to the workspace, and that this should result in better outcomes, such as satisfaction and well-being (Engelen et al., 2019; Wohlers et al., 2017). With regard to office workspaces, this was confirmed by Wohlers et al. (2019), who showed the fit between work needs and office workspace supply led to positive job attitudes. But increasingly, employees work in hybrid work spaces that straddle home and office and such hybrid workspaces have not been considered in research on workspace design. As such, we introduce a model of Hybrid Activity-Based Work Spaces (HAWKS) and test the effects of i) office and home workspace supply ii) the fit between work needs and workspace supply in the office and in the home, iii) and the fit between office and home workspace supply, on employee outcomes.

**Method:** A cross sectional survey in a UK organisation generated 1214 responses. We measured work needs, office workspace supply, and home workspace supply, with regard to concentration, interaction and recovery. We measured the following employee outcomes: office space satisfaction, home space satisfaction, engagement and performance. Data were analysed using polynomial SEM and surface response analysis (Edwards 2007, Su et al., 2019). Controls included gender, role, job design and time spent in office.

**Results:**
1. **Descriptive:** In general, offices spaces did not meet needs for concentration and recovery (an undersupply), whereas at home, there was an oversupply of spaces for concentration and recovery. In the office and at home, there was a close match between interaction needs and the supply of spaces for interaction.
2. **Direct and Indirect effects:** Workspace supply had positive effects on employee outcomes. Office workspace supply (i.e., office settings for concentration, interaction and recovery) were positively related to office space satisfaction, which in turn was positively related to engagement and performance. Similar effects were found with regard to home workspace supply and home space satisfaction.
3. **Need-Supply Fit:** Office space satisfaction was higher when office workspace supply matched work activity needs or when there was an oversupply of workspaces. Likewise, home space satisfaction was higher when home workspace supply matched work activity needs or when there was an oversupply of workspaces.
4. **Work-Home Fit:** Office space satisfaction was highest when office workspace supply matched home office supply, whereas home satisfaction was highest when home supply was greater than work supply. Office satisfaction was lowest when home workspace supply was greater than office workspace supply, and home satisfaction was lowest when office workspace supply was greater than home workspace supply, suggesting a contrast effect.
Discussion: Our paper makes a number of theoretical and empirical contributions by i) introducing the HAWKS models which extends models of activity based workspaces to include hybrid workspaces, i.e., home and office workspaces, ii) providing further empirical support for the key but relatively untested assumption that activity-based workspaces are beneficial as they increase need-supply fit, iii) providing novel evidence with regard to need-supply fit in home workspaces, iv) providing novel evidence with regard to the fit between office and home workspaces. Practically, our findings show the importance of designing workspace in the office and at home to meet the needs of employees such that spaces should be available for work that requires concentration and social interaction. Our findings show the importance of providing spaces for recovery in the office and at home.

O164
What Keeps You Going Through the Day? the Role of Stimulating Tasks and Three Types of Resources in Momentary Work Engagement
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Purpose: Work engagement has attracted considerable attention over the recent decades. Defined as a psychological state comprised of vigour, dedication, and absorption, it is seen as a fulfilling work outcome and an indicator of occupational well-being (Schaufeli et al., 2002). Given its dynamic and transient nature, the necessity for an intensive repeated measures approach towards investigating work engagement has received recent recognition. Notably, the literature increasingly underlines the importance of understanding the so-called 'state' engagement, which is captured by sampling its successive manifestations and their variation at the within-person level (Xanthopoulou & Bakker, 2013). To this end, a substantial body of research based on the job demands and resources framework has shown daily work engagement to be linked to various types of job and personal resources (e.g., Bakker, 2014; Venz et al., 2016). However, much less is known about the even more fine-grained momentary (i.e., task- versus day-level) work engagement and its antecedents. To address this aspect, the present study aimed to investigate a) how momentary engagement occurs as a function of task stimulation, where stimulation is conceived as task complexity and variety, b) how different types of resources (overall psychosocial job resources, meaning at work, and proactive personality) may shape this relationship.

Method: We used the data from the ‘5 Days@Work’ study, which was conducted within the framework of the Swiss National Centre of Competence in Research LIVES. The study was composed of two phases (a baseline questionnaire at phase 1 and daily experience sampling over five workdays with three measurement occasions per day at phase 2) and took place from November 2020 until April 2021. A heterogeneous sample of professionally active adults (N = 488, mean age 45.86 years, SD = 11.28; 55% female) from the French- and German-speaking parts of Switzerland participated in the study. The data were analyzed using multilevel modelling with Mplus 8.4. Momentary task stimulation was modelled as the main predictor and momentary work engagement was modelled as the outcome. Furthermore, cross-level interactions were estimated by introducing overall psychosocial job resources, meaning at work, and proactive personality as moderators.

Findings and Implications: Results showed that task stimulation significantly predicted work engagement at both the within- (i.e., momentary) and between-person levels. Moreover, in addition to their positive main effect, overall psychosocial job resources and meaning at work moderated the relationship between task stimulation and work engagement. In both cases, a strengthening effect was observed, where task stimulation was more beneficial for engagement at high values of the moderator. Proactive personality did not act as a moderator; however, it had a significant main effect upon work engagement. Our findings contribute to the literature by unravelling the fine nuances of work engagement as a dynamic experience. We show that task characteristics may act as a momentary stimulus keeping employees engaged and illustrate the boundary conditions under which this is most likely to be the case.
**Introduction:** This study examines employees' characteristics and their levels of Job Demands and Resources (JDR) as antecedents of their task perceptions and daily levels of engagement. The relationship between employees' eudaimonic orientations and their Future Time Perspectives (FTP) are anticipated to influence the relationships between JDR, their perceptions of the utility value and psychological meaningfulness of their tasks, and their levels of autonomous motivation. FTP theory captures the extent to which individuals' anticipation of the future motivates their present actions (Lens et al., 2012). Utility value is the value attributed to a present task in achieving both present and future outcomes. Kahn's (1990) conceptualisation was adopted due to its focus on what influences employees' decisions when engaging or withdrawing from a task. Employees' daily perceptions of their tasks, their levels of autonomous motivation, and engagement are expected to differ across the working week. Employees' eudaimonic orientations are theorised to increase their engagement in tasks with higher levels of autonomous motivation and perceived psychological meaningfulness when they anticipate the distant future, in the present. Therefore, their eudaimonic motives are hypothesised to relate to having a future-focused FTP. Employees' job control and workload levels are hypothesised to explain their daily task perceptions further when influenced by their FTP. Employees' FTP is also hypothesised to influence the relationships between job control, workload, and engagement. This assessment enables a greater understanding of employees' management of their perceptions of both external (utility value) and internal influences (psychological meaningfulness).

**Method:** A daily diary method was employed with employees from UK organisations (N = 91) completing the diaries over five working days. The measures included the HEMA scale (Huta & Ryan, 2010) and the ZTPI-S (Orkibi, 2015). The hypothesised relationships were analysed using multilevel path analysis in R. Results and supported the theorised relationship between eudaimonic motives and their associated FTP. Employees' FTP strengthened the relationship between their levels of job control, workload, task perceptions, and autonomous motivation levels. Eudaimonic orientations was a strong predictor of employees' levels of autonomous motivation. Job control was the strongest predictor of the perceived psychological meaningfulness and utility value of tasks.

**Discussion:** Research has not recognised the motivational power of eudaimonia fully as an individual characteristic that explains employees' actions. The way employees anticipate the future in the present influences their pursuit of growth and the ability to understand workload as a motivational antecedent. Accounting for the role of employees' FTPs, this study contributes to our theoretical understanding of how employees make decisions in the present. Taking an FTP approach is essential for examining employees' daily behaviour and will help organisations understand how different tasks promote or inhibit motivation to engage. The application of FTP theory in understanding employee motivation and their levels of JDR provides novel insight currently missing from the motivation literature (Seijts, 1998). There are practical implications for managers when setting targets within their teams. If realistic and in alignment with their employees' FTP, they will have a motivated team that exhibits sustained levels of engagement.
Since Maier (1955) introduced the notion that performance is an interactive function of ability and motivation ($P = f(A \times M)$), scholars have operationalized motivation in terms of either personality or psychological climate. We argue that contextual drivers of motivation should include the physical environment in addition to psychological climate. The impact of the physical environment (e.g., physical attributes of the building, floor plans, workstation design, and indoor environmental quality) on occupants has been well established (Augustin, 2009) but not well integrated into organisational science. Our approach to understanding performance is based on healthy workplaces, which involve the intersection of the behavioural and physical environments. We are participating in the renovation of a university building, enabling us to apply best practices from the healthy workplaces literature and collect data from occupants to test the contribution of the physical environment to the performance equation.

The healthy workplaces literature focuses on need satisfaction. Maslach and Banks (2017) identified seven work-related needs related to health, well-being, and organisational outcomes: autonomy, belongingness, competence, positive emotions, psychological safety, fairness, and meaning. Together, these needs contribute to well-being, as defined by the World Health Organisation (1948)—the alignment of mental, social, and physical well-being. Combining knowledge regarding need satisfaction from psychosocial and physical environment literatures broadens our understanding of the pathways to employee health, well-being, and performance.

We are consulting in the design of the renovation and plan to assess user reactions, performance, and well-being over three years. We observed the physical space and occupant behaviours and then interviewed a sample of occupants. We administered a 57-item survey measuring occupant satisfaction with and importance of workplace physical attributes (e.g., indoor environmental quality, building materials, biophilia, etc.) and psychosocial factors (e.g., organisational culture) to a subset of occupants in the building (59% return rate). The comparison of satisfaction ratings with importance ratings for each item followed a methodology developed by Hill, Brierley, and MacDougall (2003), which enabled a gap analysis between the two sets of ratings. The wider the gap, the greater the need to address the factor measured. Data collected from all three methodologies were evaluated.

Results: We found significant gaps between the degree of satisfaction with workplace physical and psychosocial attributes and their corresponding importance, with high importance elements showing significantly lower ratings. 88% of the physical environment items showed significant gaps. Work experience items revealed engagement, satisfaction, and well-being issues. We will work with occupants, facilities managers, and architects to translate findings into remodel designs and organisational changes. We anticipate replicating and merging multiple studies residing in different bodies of work into a more comprehensive, multidisciplinary study. The influence of organisational scientists on architects, facilities managers, and HR managers in the design of workspaces remains limited. Our aim is to encourage more of our EAHP colleagues to join us in discussions on the topic and broadening study variables. Researchers who add physical environment factors to employee the health, well-being, and performance, and practitioners who increase the inventory of well-being and productivity interventions.
Breaks at work are essential to foster positive well-being outcomes at work, such as increased energy (Hunter & Wu, 2016), increased positive affect (Bosch et al., 2017), and reduced mental fatigue (Zhu et al., 2018). Despite the importance of breaks, we know little about why workers decide to proactively engage in breaks during their workday (Bosch & Sonnentag, 2019). Understanding why workers decide to take breaks is critical because breaks have important benefits for occupational well-being and performance (Bosch et al., 2017; Kim et al., 2018), but only if taken in a timely way (Feyer & Williamson, 1995). Following a recovery perspective, it has been suggested that workers take a break because of what they have completed. Namely, workers work, get fatigued, and take breaks accordingly (Bosch & Sonnentag, 2019). Nevertheless, this assumption has not been fully supported by empirical data, with studies finding that needing rest, mental fatigue, and energy levels, which are linked to the work that has been done (Meijman & Mulder, 1998), are not related to employees deciding to take breaks during their workday (Bosch & Sonnentag, 2019; Zacher et al., 2014). To understand why workers take breaks, I proposed a dual model. On one hand, I argue that the recovery perspective on breaks considers them as reactive, namely, that workers take breaks because of what they have done. On the other, I propose that workers usually anticipate future job demands (Kvavilashvili & Rummel, 2020) and sometimes take proactive breaks to cope with future work events (DiStaso & Shoss, 2020). Thus, breaks can sometimes be proactive.

To test this assumption, I implemented an online experiment in which participants performed two real work samples, which could either be monotonous or complex, and lasted 10 minutes each, thus creating four groups: Monotonous-Complex (Group 1), Complex-Monotonous (Group 2), Monotonous-Monotonous (Group 3), and Complex-Complex (Group 4). There were 152 participants (38 per group), who were randomly assigned to one of the four groups. After completing the first task, participants had to report how likely is that they would take a break before continuing with the second task if this was their real job. Based on emotion regulation and coping processes respectively, I hypothesised that performing a monotonous task first (reactive hypothesis) and anticipating a complex task second (proactive hypothesis) would be associated with greater likelihood of taking a break before continuing with the second task. Results show that those who performed a monotonous task first reported higher likelihood of taking breaks, supporting the reactive hypothesis, while participants who anticipated a complex task second did not report taking breaks more than other groups, rejecting the proactive hypothesis. Nevertheless, the group that reported the highest likelihood of taking breaks were those who performed a monotonous task first and anticipated a complex task second. Therefore, results suggest the importance of looking into work events before and after the break to understand why workers take breaks. Results here have important practical value to help practitioners develop healthier work environments. Specifically, when deciding to implement a work break-related intervention, it is important to look into the work tasks that occur throughout the work day to find the optimal break time (Feyer & Williamson, 1995), as opposed to looking only into how much working time has elapsed.
An Emotion-Centered Model of Emotional Labor: Cross-National Examination
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Emotional labor, or the process by which employees manage their emotions to meet organizationally mandated emotional display rules (Hochschild, 1983), is a prominent psychosocial work stressor. Emotional labor strategies include surface acting, or an employee’s modification of their observable expressions, and deep acting, the effortful modification of felt and underlying emotions, to correspond with organizational display rules. Cross-national examinations have revealed unique cultural differences, such that national and individual-level collectivism interact to attenuate surface acting and employee strain relationships (Nixon et al., 2020). Differences in emotional cultures, or the extent to which employees have control over their emotional expression, impacted employees such that in lower emotional cultures reports fewer strains associated with surface acting than their high emotional culture US counterparts (Grandey et al., 2005). This study extends this literature by examining a model in which emotional culture predicts perceived emotional rule incongruity, the subsequent engagement in emotional labor strategies, the extent to which each emotional labor strategy elicits felt negative emotional dissonance (FNED) followed by employee strain, including emotional strain, turnover intentions, job satisfaction, and commitment with customer service employees in US, an individualistic culture, and Turkey, a collectivistic culture. Participants included 718 customer service employees, US (N=390) and Turkey (N=328), who completed a cross-sectional survey that included demographic information and published/adapted scales. Translation/back translated was used. Mplus Version 7.4 software was used to evaluate hypothesized path models using a full maximum likelihood estimator with missing data estimated. Initial models demonstrated adequate fit based on common criteria; US sample: $\chi^2(13)=5295.29, p=.00$; CFI=.93; RMSEA=.08; SRMR=.07; Turkish sample: $\chi^2(13)=4120.64, p=.00$; CFI=.92; RMSEA=.06; SRMR=.08.

National culture moderated relationships such that when US employees experienced emotion rule incongruity, they engaged in surface acting, while their Turkish counterparts engaged in both deep acting and surface acting. Emotion culture positively predicted emotion rule incongruity in US and Turkish samples ($\beta=.37, .35, p<.05$, respectively), which was positively associated with surface acting ($\beta=.77, .42, p<.05$, respectively), as well as positively associated with deep acting for the Turkish employees ($\beta=.19, p<.05$), but not for US employees ($\beta=.09, n.s.$). Deep acting was negatively associated with FNED for the Turkish sample ($\beta=-.29, p<.05$) and unrelated in the US sample ($\beta=-.03, n.s.$). Surface acting was positively associated with FNED for the US and Turkish samples ($\beta=.43, .30, p<.05$, respectively). This pattern of relationships could explain why prior research has identified difference in emotional labor-strain relationships seen across nations, where US employees reported worse strain outcomes than their Turkish counterparts. FNED was positively associated with emotional strain ($\beta=.66, .69, p<.05$) and turnover intentions ($\beta=.51, .45, p<.05$), and negatively associated with job satisfaction ($\beta=-.54, -.51, p<.05$) and affective commitment ($\beta=-.49, -.28, p<.05$) in the US and Turkish samples respectively. These results extend prior research, indicating that national culture impacts emotional labor usage and the emotion-centered model of job stress applies to the complex set of relationships that underlie the emotional labor-strain process. Practical and future research implications are discussed.

Integral Well-Being Improvement Project From an Age Perspective in a Multinational Industrial Company: A Mix Method Evaluation.
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Theoretical background: Companies are currently focusing on generational diversity, and it has been shown that considering this type of diversity increases productivity by 10%, approximately 3.5% per year (Backes-Gellner & Veen, 2013). In addition, age diversity can have an important
impact in psychosocial well-being at work (Bashir et al., 2021). Therefore, from the perspective of Positive Organizational Psychology and based on the HERO (Healthy and Resilient Organizations) model (Salanova et al., 2019), it is important to identify psychosocial factors that can improve psychosocial well-being considering age.

Aim: Although increasing age diversity is a corporate reality in most organizations today, its effects on various organizational outcomes, such as organizational well-being, are still not fully understood (Boehm & Kunze, 2014). Therefore, the aim of this study is to analyze different variables that promote well-being considering age ranges and to propose future lines of research in positive psychological interventions. This study is part of the PROMETEO project (2020/023) that contemplates generational diversity through different study phases.

Methods and materials: Data collection was carried out using the HERO model questionnaire (Salanova et al., 2012; 2019), which evaluates psychosocial factors. The sample was composed of 311 workers, that were divided by age groups in ranges of 21-30 (N=35), 31-40 (N=115), 41-50 (N=97), 51->60 (N=49). Quantitative analyses were carried making comparisons, with analysis of variance (ANOVA), between age ranges for the following variables from the HERO model: (1) healthy organisational resources (i.e., autonomy), (2) work demands (i.e., quantitative overload), (3) psychosocial well-being (i.e., engagement) and (4) positive organisational outcomes (i.e., job performance). Moreover, qualitative analyses were carried out with individual interviews and focus groups, considering the same variables of the HERO model, with an average participation of 30% of the normative sample.

Results: In this section the results are not homogeneous, there are different perceptions in the different variables measured by the model, such as: the 21-30 age group perceived themselves as having more work and personal resources (i.e. feedback, social climate), less demands (i.e. emotional overload, routine), higher horizontal and vertical confidence and resilience, and lower levels of burnout. The 41-50 age group perceived that they had fewer job resources (i.e., feedback). However, they perceived higher levels of workplace bullying and less vertical trust. For the 31-40 and 41-50 age ranges, no significant differences were found. Finally, the 51->60 group perceived more than the rest, horizontal trust and on the contrary perceived higher levels of emotional dissonance and lower levels of job fit as a function of age.

Conclusions: The differences in the perceptions of psychosocial factors within the organization were significant, specifically between three age ranges (21-30, 41-50 and 51->60), where it is reported that younger people (21-30) perceive less work demands, reporting higher levels of well-being. Considering these results, it is recommended to practitioners to design and apply interventions related to the management of age diversity for the promotion of well-being.

O170
The Psychosocial Risks of University Teachers in the South of Spain
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The working requirements, demands and conditions of university teachers in Spain have changed significantly over the last few years to adapt to the teaching quality demands, research competitiveness and management efficiency that arise from the society. As a result, this prestigious and socially-and-economically-recognized profession, which offered great and reasonable possibilities of career development and was healthy from a psychosocial point of view, has become, in a short period of time, a highly-competitive profession that has lost certain social status, its working conditions have clearly worsened (precariousness, instability, insecurity, etc.) and the academic, teaching, scientific and management demands have increased quantitatively and qualitatively, which causes high level of work stress and a large number of psychosocial risks.
Thus, taking as theoretical framework The Stress General Theory integrated by the conceptual models: “demand-control-social support” (Karasek, Theorell and Johnson, 1990), “effort-rewards” (Siegrist, 2002); and the transactional, mediational and interactional model of stress (Lazarus and Folkman, 1984, 1986); the psychosocial risks of university teachers in a University at the south of Spain (University of Granada) have been analyzed.

For this purpose, The Psychosocial Risks Evaluation Methodology COPSQ-ISTAS 21 was administrated to a sample of 756 teachers from University of Granada (Spain) and a series of semi-structured interviews have been also conducted with a sample of 30 teachers from the former Spanish public university.

The main psychosocial risks suffered by university teachers in Spain are to work in a very fast way; emotional job demands; role strain and conflicts, bureaucratic fatigue; being constantly subject to external evaluation as a method of control; suffering career stabilization or development processes that are increasingly demanding and competitive; the tensions rising between teaching, management and research demands; increased psycho-pedagogical and teaching demands as a consequence of the adaptation to the European Higher Education Area (EHEA); challenges that they have to face during the internationalization processes of the Spanish public university system; the effort-reward imbalance in research; the taking on of management tasks without training or authority; the presence of some medieval hierarchical culture in the Spanish university noticeable in the criteria of “status and seniority” when taking decisions that together with the paternalistic and mentoring culture between mentors and students foster “invisible bonds” between the different groups of teachers and some sectarianism stemming from the relations of in-group favoritism and out-group discrimination and; finally, the demagogic promotion of the student discourse “customer-king”.

The final result is a feeling of ambivalence where an expecting, exciting and motivating idealization of the academic-scientific world contrasts with a pragmatic, frustrating and demanding social and labor reality that encourages disillusionment and lack of interest among a group increasingly oppressed and in worse working conditions that also has serious consequences for the mental health of university teachers.

O171
Mental Health During and After the Covid-19 Pandemic Among Healthcare Workers. Psychological Preliminary Findings by an Italian Occupational Health Service
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Since the beginning of COVID-19 pandemic, healthcare workers (HCWs) have undoubtedly experienced overwhelming levels of strain associated with social and occupational stressors. Psychological impact of pandemics has been widely observed in the past, particularly for frontline HCWs who particularly feel the extreme pressure of being victim of the virus or the main source of SARS-CoV-2 transmission for their families as well as for users. This study aimed to investigate the potential psychological effects experienced by hospital workers and
their associated demographical and occupational characteristics during the COVID-19 pandemic. A cross-sectional study was carried out in a public hospital in Rome, Italy, from June 2020 to July 2021. 635 hospital workers (HCWs, administrative and technicians) were enrolled in the study. The “Psychological Injury Risk Indicator” (PIRI) questionnaire was used. Beyond demographic variables (age and gender), occupational variables were considered, including seniority, professional categories (nurses, physicians, technicians, and administrative personnel), commuting, night shifts, and agile working. The latter concerns the opportunity to work at home for more susceptible workers who are at high risk of serious sequelae and mortality in the event of SARS-CoV-2 infection because of a chronic disabling disease (the so-called ‘frail health status’). This further measure belongs to the COVID-19 specific disability management program carried in the hospital during the pandemic. Statistical analyses have been made using Student’s T test for categorical binomial variables and analysis of variance for multi-categorical variables. Logistic regression analysis was then performed, assessing the extent of the impact of the considered variables on PIRI scores. 30.6% of the sample was at risk for general psychological impairment, reduced energy recovery was found in 48.0%, and sleep problems in 44.7%. Female workers reported a two-fold risk for potential psychological impairment compared to male colleagues. Nurses presented a three-fold risk while physicians a two-fold risk for the overall score. Additionally, physicians had a four-fold risk to develop a lack of energy recovery and a three-fold risk for chronic fatigue. Technicians showed a significant double risk for sleep problems and chronic fatigue as well as a three-fold risk for reduced energy recovery. Administrative personnel reported a tendency for sleep problems. Interestingly, agile working was a two-fold protecting factor. No-night shifters have a half risk for reporting problems in energy recovery. The measure of agile working is effective to mitigate the impacts of COVID-19 on mental health by protecting and promoting the psychological wellbeing of HCWs during and after the outbreak. In conclusion, in the context of COVID-19 pandemic, emerging problems can lead to further risks of damage to both physical and mental health. Actions are needed as part of the pandemic response to ease the psychological impact, improve coping skills and resilience of HCWs, in order to ensure a safe and quality assistance. Finally, in the future, agile working approaches could be inserted more widely in the healthcare system with the involvement of assistance figures, likely providing specific training and a proper turnover of personnel.

O172

A Phenomenological Study of Mental Health Professionals’ Occupational Experiences during the COVID-19 Pandemic

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Unexpected changes in the delivery of mental healthcare services brought by the COVID-19 pandemic had the potential to affect the professional practice and occupational wellbeing of mental health professionals. The imposition of nation-wide lockdowns and sporadic transition to remote work produced unforeseen psychological challenges which were likely to impact the medium of care and workload of mental health professionals. Therefore, the present study explored the lived occupational experiences of clinical psychologists, counsellors, and psychotherapists working in the National Health Service (NHS) and private practice in the UK during the pandemic. 19 mental health professionals (11 employed in the NHS and 8 working in independent settings) were interviewed about their professional experiences during the first and second waves of the pandemic. The data were analysed using interpretative phenomenological analysis. Three main themes emerged from the analysis: (i) transition from face to face to online therapy; (ii) novel changes and wellbeing, and; (iii) uncertain professional support in uncertain times. The findings of this study suggest that lack of experience in providing online or telephonic psychotherapeutic services from home negatively impacted
professionals’ psychological health and wellbeing. To cope with it, they availed psychological and structural aid from professional networks such as, colleagues, co-workers, clinical supervisors, and managers. The study adds to existing body of research on the impact of the pandemic on mental health professionals and from an applied perspective, it highlights the need for training programmes in online or telephonic therapy and macro-organizational changes in mental healthcare services.

O173  
Covid-19 Information Exposure as a Mortality Cue: Implications for Employee Well-Being and Behaviors  
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The onset of the Covid-19 pandemic has imposed major risks to our physical health and psychological well-being. Information related to the Covid-19 pandemic has dominated the media outlets. Because of the significant death toll, the contagious nature of the virus, and the rapid mutation and spread of the new variants, information related to Covid-19 can be considered as a salient mortality cue, able to raise individuals’ death awareness and making the idea of death more proximal and relevant. The purpose of the current research is to understand the impacts of employees’ exposure to Covid-19 information on their well-being and workplace behaviors. Moreover, we examine how organizational actions serve as an important context in which employees interpret their Covid-19 information exposure.

We integrated Terror Management Theory (TMT; Becker, 1973; Greenberg et al., 1986) with Generativity Theory (Erikson, 1963; 1982) to comprehensively test the effects of Covid-19 information exposure. Following of the TMT, we hypothesized that mortality cue such as Covid-19 information is related to employees’ death anxiety, which may distract employees and redirect their effort. As a result, death anxiety is expected to increase employees’ withdrawal behaviors. On the other hand, Covid-19 information is also hypothesized to relate to increased generativity-based death reflection, thereby motivating employees to connect with others and make contributions to others’ lives. The death reflection is expected to increase employees’ helping behaviors. Finally, we argued that organizational CSR activities may inform individual workers’ sense-making process of Covid-19 information, thereby moderating the effects of the Covid-19 information exposure. Internal CSR activities that support employees may attenuate the positive relationship between Covid-19 information exposure with death anxiety, as these activities may help employees cope with the salient morality cue. External CSR activities that benefit the broader community may enhance the positive relationship between Covid-19 information exposure with death reflection, because such activities serve to model behaviors that contribute to the greater good.

To test our research hypotheses, we conducted two studies involving time-separated surveys with full-time employees (N₁ = 278; N₂ = 382). In Study 1, participants completed three online surveys, each separated by one month, to report their Covid-19 information exposure (time 1), internal and external CSR (time 1), death anxiety and reflection (time 2), and work behaviors (time 3). In Study 2, participants reported Covid-19 information exposure at time 1, and the other variables at time 2, which was separated by one week. We used path analysis to evaluate our research model. Results from both studies showed that employees’ exposure to Covid-19 information was positively related to their death anxiety and generativity-based death reflection, which in turn predicted their work withdrawal and helping behaviors, respectively. Further, employees’ perceived internal organizational CSR mitigated the positive association
between Covid-19 information exposure and their death anxiety, weakening the positive indirect effect of Covid-19 information exposure on their work withdrawal. Our study offers new insights to highlight how employees' death-related experiences shape their well-being and behaviors at work during the Covid-19 pandemic.

O174
Moral Distress and Compassion Satisfaction During COVID-19 With Critical Care Staff
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Introduction: The purpose of this study was to investigate the relationship between moral distress and compassion in critical care nurses during COVID-19, and to determine the potential mediating effects of team psychological safety and emotional regulation on this relationship. The 2019 novel coronavirus pandemic (COVID-19) has put tremendous pressure on healthcare staff, with nurses working on critical care units being disproportionately affected. Critical care nurse well-being was a major cause for concern to the profession and healthcare leaders before COVID-19, and we are only beginning to understand the additional psychological effects of the pandemic on nursing staff.

The study investigated the relationships and links between work strain utilising the revised version of the Job Demands-Resources Model (JD-R) that has been expanded to include emotionally taxing efforts and engagement (i.e. positive and fulfilling aspects of work) in addition to work-related strain. The concepts of professional quality of care (compassion satisfaction / fatigue), emotional regulation, team psychological safety and moral distress in healthcare professionals are all congruent with the framework of the JD-R model.

Methods: This was a cross-sectional, mixed-methods, anonymous online survey that was distributed to critical care nurses primarily in the UK. Measures included the Professional Quality of Life Scale-21 (ProQoL-21), Moral Distress for Healthcare Professionals, Team Psychological Safety Questionnaire, and the Emotional Regulation Questionnaire (EQR). Participants were recruited via social media.

Results: The study recruited 276 critical/intensive care unit nurses recruited in the UK, including redeployed nurses. In our sample, 49% (n = 133) of nurses were experiencing satisfaction in their jobs and 63% (n = 171) were experiencing compassion fatigue. Being required to care for ‘unsafe’ numbers of patients and delivering compromised care due to a lack of resources/beds were among the most morally distressing root causes. Additional COVID-19-specific root causes of moral distress included: Restrictions on either caregiving or dignity due to either infection control measures or workload, knowingly placing other staff into distressing and/or unfairly demanding situations, and taking responsibility for redeployed staff members’ mistakes. Mediation analysis of the negative relationship between moral distress and compassion satisfaction revealed three main paths: 1) Compassion fatigue mediated this relationship, and the direct path became insignificant; 2) team psychological safety and compassion fatigue serially mediated this relationship; and 3) team psychological safety and expressive suppression serially mediated this relationship. Cognitive reappraisal was a significant covariate.

Discussion: The ERQ does not specify context for use of expressive suppression (nor cognitive reappraisal), it simply reports frequency of strategy use. More directed research into the relationship between team psychological safety and ability to express emotion in teams and its impact on dimensions of compassion are necessary. The theoretical implications drawn from the model may also be limited by the sample, because participants may not be representative of all critical care nurses. There are the limitations inherent to applying causal analyses to a cross-sectional methodology.
Reduction of overwhelming demand remains the most effective strategy for reducing work-related strain and increasing work-related engagement (Moloney et al., 2018) and should be an organisation-level priority in addressing poor well-being at work. Team psychological safety has important implications for both compassion fatigue and compassion satisfaction, and represents a team- and unit-level priority for improving workplace well-being. Teams need to be safe enough to express emotion, rather than opinion or belief alone. Individually-oriented, emotional regulation-focused interventions around increasing ability to cognitively reappraise may have some benefit in increasing compassion satisfaction. This study was the first to investigate the related concepts of compassion in healthcare settings, moral distress and emotional regulation within critical care nursing during a global pandemic. The findings are relevant to both practitioners and researchers in organisational psychology.

O175
Resilience and Well-Being During COVID-19: Do Those Who Get Challenged on the Job Better Adapt to Adversity?
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Background: Individual resilience, the process of positive adaptation to adversity, is pivotal to prevent stress-related downturns of mental and physical health. In this study, we assess work-related antecedents of individual resilience against the background of the COVID-19 pandemic. Specifically, we combine principles of stress inoculation with the concept of challenge-related job demands (i.e., complexity and time pressure). We propose that coping with a moderate level of challenge enhances stress inoculation processes and thus, resilience to adversity. Yet, given the relevance of resources under stressful circumstances, we argue that resilience enhancing effects of job challenges only persist when employees receive adequate resources (i.e., organizational, and social support) in times of crisis.

Methodology: Employees (N = 182) participated in two different surveys. The first survey took place in 2019 (T0). The second survey took place during the first Lockdown period in Germany and incorporated six weekly diaries (T1-T6). Complexity and time pressure were assessed at T0, resources were assessed at T1. Resilience was operationalized as a process whereby a resilience mechanism (i.e., affective stability) predicts resilience outcomes (i.e., psychological, and somatic strain). To model affective stability, we used the individual slope of the relationship between COVID-19 related adversity and positive affect (T1-T5), extracted from random slope multilevel modelling. A strong negative slope suggests that an individual's positive affect is strongly and negatively affected by COVID-19 adversity which in turn likely relates to higher psychological and somatic strain (assessed at T1 and T6). To test our assumptions, we conducted moderated mediation analyses, hypothesizing a curvilinear relationship between job demands (IV) and affective stability (mediator) when resources (moderator) were high, which should further impact psychological and somatic strain (outcomes).

Results: There was an inverted U-shaped relationship between job complexity and affective stability only when organizational support was high. Moreover, affective stability contributed to lower psychological and somatic strain. Accordingly, there was a conditional indirect effect of job complexity on psychological and somatic strain through affective stability only when organizational support was high. There was neither a linear nor curvilinear relationship between time pressure and affective stability. Social support did not moderate the challenge demands-resilience relationship.
Limitations: We must refrain from drawing causal conclusions. Possibly, resilient individuals are more likely to occupy positions where they need to cope with challenge demands.

Implications: Our study implies that challenge demands may trigger stress inoculation processes which in turn enhance resilience to more taxing events. However, there are three important constraints: First, not all challenge demands seem to enhance resilience (i.e., job complexity vs. time pressure), second, there likely is a challenge-related threshold (i.e., a curvilinear relationship between job complexity and resilience) and third, the resilience enhancing effect of challenge demands only persists in case of adequate boundary conditions (i.e., high organizational support).

O176
Reducing Mental Health Stigma in the Workplace: A Systematic Review of Recent Interventions and Qualitative Synthesis
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Stigma towards mental health conditions in workplace settings not only exacerbates existing injuries and illnesses but also contributes to reduced wellbeing and poorer business outcomes. Previous reviews of mental health stigma have neglected the general workplace setting and concentrated on specific occupations (e.g., emergency services) or broader societal-level interventions. Consequently, there is a knowledge gap regarding the types and effectiveness of workplace-specific mental health stigma reduction interventions. For this review, a systematic search of the literature was undertaken and supplemented with a snowballing technique. A total of 31 articles were included in the review, quality assessed, and critically analyzed. Our review concludes that workplace interventions targeting mental health stigma are primarily delivered in the format of general psychoeducation across multiple conditions, and include stigma reduction only as an indirect outcome. Interventions focus mainly on short-term and self-reported outcomes. There is also a lack of interventions examining self-stigma in the workplace. Overall, the quality and level of evidence for workplace-related stigma intervention research is still emerging, and we offer recommendations to guide future activity in this space.

O177
Effects of a Web-Based Recovery Intervention With Interpersonal Capitalization on Recovery-Related Self-Efficacy and Psychological Well-Being
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Purpose: The aim of our study was to compare the effects of two different web-based variants of a recovery intervention on recovery-related self-efficacy and psychological well-being. We hypothesized that an intervention with an additional module of interpersonal capitalization designed to additionally foster interpersonal sharing of positive experiences should be more effective compared to the other intervention group and the control group.

Design/Methodology/Approach/Intervention: We conducted a RCT with a pre-post measurement design over one week, two interventions groups, and one control group. All participants filled in the pre-survey on a Monday and participants in both intervention groups
participated in the web-based recovery training immediately afterwards. Participants in the intervention group with the Interpersonal capitalization (IC) module received additional instructions on Thursday. One week later all groups responded to the post-survey and participants in the waitlist control group participated in the training afterwards. In total 90 employees (31 in the intervention group with IC-module, 29 without IC-module and 30 in the control group) completed both surveys.

**Results:** Results of analyses of covariances (controlling for the outcome at t1) showed that participants in both intervention groups showed an increase in recovery-related self-efficacy and psychological well-being. The effect of the intervention group with interpersonal-capitalization on recovery-related self-efficacy and the positive affect was higher than in the intervention group without interpersonal capitalization.

**Limitations:** Long-term effects of the training (retention) could not be examined and the small sample limits generalizability. Mediating processes were not examined and the mechanism of interpersonal capitalization was drawn from former research.

**Research/Practical Implications:** The results of our study show that through a short-term web-based training, employees' recovery-related self-efficacy and psychological well-being increases. In further studies, memory of the positive experience could be examined as a mechanism of interpersonal capitalization.

**Originality/Value:** Our study shows the effect of a micro-dosed online training. This health-promoting, time- and cost-effective intervention can be used both by individuals and organizations for their employees to increase recovery-related self-efficacy.

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**O178**

**Design of a Participatory Organizational Level Work Stress Prevention Approach in Primary Education**

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**Background:** Work stress is a serious problem in primary education. Decades of research underline the importance of participatory, organizational level work stress prevention approaches. In this approach measures are planned to tackle causes of work stress in a participatory manner and implemented by a working group consisting of members of the organization. This approach can only be effective if the measures contain effective ingredients to decrease work stress risks, and are successfully implemented. The aim of this paper is to present an outline of a work stress prevention approach that is evaluated in primary education. To ensure the appropriateness of measures, a logic model of change is built as part of the risk assessment to facilitate the selection of appropriate measures. Progression on target behaviors as well as implementation factors are real-time monitored during implementation and fed back to the working groups, to provide the opportunity to adjust action plans when needed to optimize implementation.

**Methods:** The approach consists of five steps: 1) preparation: installing an advisory board and working groups, 2) risk assessment: inventory of work stress risks (questionnaires and focus groups). In addition, a behavioral analysis is performed to build a logic model of change to facilitate the selection of measures, 3) action planning: conducting an action plan with appropriate measures (focus groups), 4) implementation: implementing the action plan. During implementation progression on target behaviors and implementation factors are monthly
discussed and fed back to the working groups. And 5) evaluation: effects of the approach are studied in a controlled trial with measurements at baseline (T0), one-year (T1) and two-year (T2) follow-up. In addition, a process evaluation is carried out using quantitative (questionnaires and real-time monitoring data) and qualitative (interviews and data logs) data to study the implementation process of all steps of the work stress approach.

Discussion: We believe that building a logic model of change and real-time monitoring of implementation could be of added value to improve the success of the work stress prevention approach. With this study we aim to provide more insights into work stress intervention research, especially in primary education.

O179
PsyHealth worXs!: Evaluation of a European Wide MOOC for Implementing a Psychosocial Risk Assessment in Organisations
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Although required by law, less than 30% of companies in the EU have implemented a psychosocial risk assessment in their occupational safety and health (OSH) management (Eurofound and EU-OSHA, 2014). The main reason for this gap is a lack of expertise on the process and content of such a risk assessment (Beck, 2019). Therefore, the aim of the EIT Health funded project "PsyHealth worXs!" was to co-develop and evaluate a new European wide Massive Open Online Course for managers and OSH practitioners in organisations that teaches them the process on how to conduct a psychosocial risk assessment.

Training evaluation is based on the evaluation models of Kirkpatrick (1996), and Moore (2009). Success criteria for the evaluation models is participants' reaction and knowledge gain. Data on intentions for action, attitudes, motivation and expectations were collected according to Francis (2004) who constructed scales for health research according to the Theory of Planned behaviour (Ajzen, 1988). According to Moore, we evaluate participants' numbers (level 1), user satisfaction (level 2), and learning success (level 3).

The participants of the MOOC courses in 2020 and 2021 (N= 985) were invited to participate in an evaluation survey on edX. In total, N=225 participants answered the questionnaire before the start of the course and N=87 answered the questionnaire after voluntary completion of the course. In addition to demographic information, the survey asked about the participants' reactions (Kirkpatrick's level 1 & Moore's level 2) and level of knowledge (Kirkpatrick's level 2 & Moore's level 3), their motivation and intention to participate, and general attitudes towards psychosocial risk assessment (Francis, 2004).

Overall, the participants' reaction to the course was highly satisfactory. 82% of respondents in the post questionnaire felt more competent in conducting PRA than before the course. After the training, participants' knowledge of the risk assessment process was significantly greater (t(258.965) = -11.701, p = .000, d = 1.112), and the proportion of those who felt competent to derive occupational health and safety measures increased from 33% to 88% (t(240.298) = -10.891, p = .000, d = 1.043). With regard to the intention to conduct a risk assessment after the course, no significant training effects can be detected which can be attributed to the participants' already high prior intentions to act. The participants' expectations regarding behavioural control to conduct PRA are perceived as significantly easier after completion of the course (t(290) = 6.365, p = .000, d = .843).

The online training on how to conduct a psychosocial risk assessment is suitable for sharpening the relevance of the topic from the point of view of the persons responsible for OSH
within the companies and for strengthening their knowledge of the process and content of such a risk assessment. In this way, the training addresses the greatest obstacles that currently stand in the way of a survey of psychological stress in companies and in the long term, it can help OSH stakeholders to close the gap between legal requirements and practical application.

O180
Introduction of the Concept Job Crafting Preparation and Temporal Relations to Health and Well-Being

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In recent years, stress-related causes of absenteeism have increased. As work boundaries become increasingly blurred, personal responsibility for the design of work tasks is increasing. One form of self-initiated work design is job crafting. Current meta-analyses show the health- and motivation-promoting effects of job crafting in the workplace. In order to better understand the cognitive process preceding job crafting, and to support employees in their job crafting behavior, we introduce the concept of job crafting preparation (JCP). JCP is defined as cognitive processes that precede actual job crafting. JCP consists of four stages: External analysis, internal analysis, evaluation, and design solution. External analysis refers to cognitive reflection to recognize current job demands and resources. Internal analysis refers to one’s own behavior. In the evaluation phase the overall “fit” between personal and job resources and job demands is considered. Finally, the design solution phase refers to employees’ knowledge, skills, and abilities to address identified “misfits” and effectively optimize individual work characteristics and personal resources through behavioral job crafting efforts. We argue that JCP can be best understood as a processual concept re-executed before and after job crafting. In this study we will present findings of a two-wave longitudinal study. We examine emotional exhaustion and work engagement as work-related outcomes. We use a cross-lagged panel design to investigate causal directions between job crafting preparation and well-being, and work engagement. We aim to add to building a theoretical framework for the concept of job crafting preparation. Using an online questionnaire, 459 German employees were asked twice about their work at an interval of 4 weeks in spring 2020. Cross-lagged panel analyses using manifest path analyses in Mplus were used to examine associations of job crafting preparation with emotional exhaustion and work engagement.

The results show a mixed and partly surprising pattern. While the first facet, external analysis, shows no time-lagged relationship to emotional exhaustion and work engagement, internal analysis (t1) is negatively related to work engagement (t2) and positively related to emotional exhaustion (t2). Furthermore, work engagement showed a time-lagged positive effect on evaluation at the second time point. Similar results were found for the design solution: Work engagement is positively linked to the design solution, and emotional exhaustion at the first time point is negatively associated with design solution. Strong negative correlations were found, especially between work design solution and emotional exhaustion.

The findings show that job crafting preparation is an opportunity to deal with one’s work and that there are both health-promoting as well as straining potentials. The findings vary depending on the job crafting preparation facet. The different effects should be investigated in more detail to give workers evidence-based advice on designing their work bottom-up. Yet, it remains an open question how the facets of job crafting preparation show interactive effects. Furthermore, we will discuss potential moderators in the relationship between job crafting preparation, job crafting with well-being and motivational outcomes, which we deem interesting to investigate in future studies.
The Impact of Psychological Demands' Variability Over Time: Do Personal and Social Resources Protect Workers from Burnout?
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Objective: The main objective of this study was to determine if personal (i.e. self-esteem, internal locus of control) and social (i.e. social support from colleagues and supervisor) resources play a moderating role between psychological demands' variability over time and workers' burnout (i.e. emotional exhaustion, cynicism, professional inefficacy). Identifying variables playing a role in employees' burnout is essential to promote a healthy workplace.

Theoretical background: According to the Job Demands/Resources model, demanding jobs deplete an individual of their physical and mental resources. This in turn, could lead to a state of exhaustion (i.e., burnout; hypothesis of impaired health). The majority of previous studies in occupational health assume that employees are passive and reactive to work conditions (e.g., psychological demands) they are exposed to (Bakker, 2018). Some stress theories (Lazarus & Folkman, 1984; Pearlin, 1999) argue that the effect of stressors on the individual varies based on their perception of those stressors. In line with COR theory, social resources (e.g., social support) can contribute to workers' perceptions of their ability to meet job demands.

Methodology: Multilevel regression analyses using Stata 13 software were conducted in a sample of 289 Canadian workers nested in 34 firms. Those analyses allowed us to a) evaluate the contribution of psychological demands over time, and control variables on workers' burnout, and b) the moderating role personal and social resources play in workers' burnout. In a first step, we entered psychological demands' variability over time, personal resources, social resources, and control variables into a variance component model to estimate their main effects on burnout level. In a second step, we introduced the interaction variables one by one and applied a Bonferroni correction.

Results: Results indicated that psychological demands variability over time was associated with emotional exhaustion and cynicism but not to professional inefficacy. Internal locus of control played a moderating role between psychological demands' variability over time and emotional exhaustion and between psychological demands variability over time and cynicism. After a Bonferroni correction was applied, internal locus of control did not interact with psychological demands' variability over time to explain professional inefficacy. When psychological demands' variability was high, having an internal locus of control was associated with a lower level of emotional exhaustion. Inversely, having an external locus of control was associated with a higher level of emotional exhaustion. Those findings also hold for cynicism. Internal locus of control is an individual resource that seems to attenuate the effect of psychological demands' variability over time on emotional exhaustion and cynicism (core dimensions of burnout).

Practical Implications: Even though this study found no significant interaction effects between work organization conditions and social resources (i.e. social support) on burnout, it provides meaningful insights into decreasing burnout levels. Fostering internal locus of control could attenuate the deleterious effect of psychological demands over time. Employers need to proactively reduce psychological demands placed on their workers to ensure burnout reduction. Stabilization of replacements and training programs shifting locus of control from external to internal are also worth considering.
**O182**
**Job Demands, Organisational Justice, and Emotional Exhaustion in Prison Officers**
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Prison officers are at greater risk of work-related stress and poor mental health compared to most other professions (Johnson et al., 2005; Kinman et al., 2016; Kunst, 2011). Stressors include exposure to violence, challenging workloads, unsociable shift patterns, insufficient resources, a lack of autonomy, poor relations with management, and conflicting requirements (Atkin-Plunk & Armstrong, 2013; Finney et al., 2013; Lee et al., 2019). The present study draws upon the job demands-resources (JDR) model (Demerouti et al., 2001). The JDR model proposes that job characteristics can be categorised as job demands, requiring a response from individuals, and job resources that enable individuals to meet those demands. The model predicts that job demands result in psychological strain, e.g. burnout, and that resources buffer the relationship between demands and strain (Bakker & Demerouti, 2017). However, there is some evidence that both demands and resources may directly predict strain (Hu et al., 2013; Huang et al., 2016; Korunka et al., 2009).

In this study we examined the potential mediating role of organisational justice, reflecting perceptions of fairness in the allocation of rewards and responsibilities, i.e. distributive justice, fairness in the application of systems, i.e. procedural justice, and in relations between the organisation and employees, i.e. interactional justice (Colquitt et al., 2001; Holtz & Harold, 2009). We predicted that job demands and experienced violence would predict distributive justice perceptions, reflecting evaluation of the fairness of work conditions. In turn we predicted that distributive justice and interactional justice would be associated with emotional exhaustion, partially mediated by officers’ willingness to discuss stress-related problems with their line manager.

We conducted an online survey in 2020 with UK prison officers (N=1792), with access facilitated by the trade union, who provided members with a link to the survey. The sample was predominantly white and male, with a mean age of 48.18 years (SD=9.48). Data were analysed using Structural Equation Modeling. Results showed that job demands predicted distributive justice, but that violence was directly related with burnout. While interactional justice was associated with emotional exhaustion via willingness to discuss stress (albeit weakly), distributive justice was directly associated with emotional exhaustion. Addressing working conditions may have more impact on emotional exhaustion than positive relationships with management. However, there may be a need to explore potential missing variables in the pathway between stress discussions and emotional exhaustion, for example whether line managers take action to address challenges identifies. This data adds to the literature on psychological wellbeing in the prison service by indicating a potential boundary effect for the impact of manager support. This identifies the need to explore the impact of line manager behaviours when subordinates discuss stress-related challenges with them.

**O183**
**Troubles on Troubled Minds: An Intensive Longitudinal Diary Study on the Role of Burnout in Resilience in face of Acute Stressors**
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Burnout negatively affects employees’ health, well-being, and performance. However, little is known about how burnout shapes employees’ resilience in daily life to produce these adverse effects.
effects. Therefore, we present a 30-day diary study among an international sample of 410 employees studying burnout-related differences in responses to an acute stressor (i.e., learning about the COVID-19 diagnosis of a close friend or family member). Specifically, we investigate how this event affects COVID-19 related worrying, positive and negative affect, and work engagement, both on the day itself and across several post-event days. Multilevel analyses with cross-level interactions between individual-level burnout and day-level stressor occurrence reveal that employees high in burnout score significantly higher on negative affect and lower on positive affect and work engagement on the day the stressor occurred. Additionally, discontinuous random coefficient growth modeling with burnout-time parameter interactions shows that employees high in burnout sustain higher levels of COVID-19 worrying, but their negative and positive affect return to pre-event levels in the post-event days. These findings shed important new light on how burnout affects employees’ resilience in response to acute stressors, thereby potentially identifying a key proximal mechanism by which burnout’s negative distal effects on health, well-being and performance emerge.

O184
When Psychological Job Demands Hurt: Exhaustion Moderates the Effect of Physical Job Demands on Musculoskeletal Pain
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Chronic pain is the leading cause of long-term disability worldwide and has an annual cost of (conservatively) $700 billion in the U.S. alone. Despite decades of research and policy reducing work-related biomechanical stress, the burden of musculoskeletal pain (MSP) persists. Consequently, other work-related risk factors for MSP have and continue to be explored. MSP is often cited as one of the “physiological” consequences of sustained stress caused by repeated exposure to job stressors (e.g., psychological demands). In essence, this model posits that stress mediates the relationship between psychological demands and MSP. In contrast, the biopsychosocial model of pain posits that MSP is modulated (i.e., moderated), not mediated, by cognitive and emotional processes impacted by job stress. The purpose of this project is to empirically test a conceptual model which integrates the biopsychosocial model of pain with the job demands–resources model. Employees from two distinct occupational sectors, (a) manufacturing, and (b) public safety, were surveyed about their work conditions and health as part of larger ongoing projects. Sample 1 included 837 employees (72% male, mean age 48 years) at six light manufacturing companies in the Northeast United States that participated in a longitudinal study of work, aging, and musculoskeletal disorders. Sample 2 included 275 employees (75% male, mean age 41 years) at a state corrections department in the USA who participated in the baseline phase of a study aimed at improving Total Worker Health for corrections workers. Participants completed measures of psychological and physical job demands (Job Content Questionnaire; JCQ), felt job stress (Stress in General; SIG), occupational exhaustion (Oldenburg exhaustion Inventory; OLBI) and musculoskeletal pain (modified version of the Nordic pain scale) as part of the ongoing research projects in which they are embedded. Preliminary analysis of the manufacturing sample has been completed. Analyses for the correctional employee sample will be completed and reported prior to the conference.

The model will be tested in two parts: 1) the indirect effect (i.e., mediation) of psychological demands on exhaustion via job stress, and 2) the moderation of the physical demands – MSP relationship by exhaustion. Both models will be tested using the PROCESS macro of SPSS, which tests for indirect and conditional effects using multiple linear regression analysis with bootstrapping. Preliminary analysis of data from the manufacturing sample has been completed.
and supports the proposed model. A significant indirect effect of psychological demands on exhaustion via job stress was detected ($\beta = 0.208; \text{Effect} = 0.192; \text{LLCI} = 0.155, \text{UCLI} = 0.230$). Further, exhaustion moderated the relationship between physical demands and musculoskeletal pain ($B = 0.824, SE = 0.173, p < 0.001$). Simple slopes analysis of the moderation effect revealed a significant positive effect ($B = 0.777, SE = 0.189, p < 0.001$) for individuals with high exhaustion, but no effect was detected for those with moderate exhaustion ($B = 0.153, SE = 0.158, p = 0.330$). Unexpectedly, greater physical demands were associated with less pain ($B = -0.4698, SE = 0.220, p < 0.05$) when exhaustion was low.

O185
A Co-Created Intervention to Improve the Psychosocial Work Environment and Decrease Stress Within the Construction Industry: An Effectiveness Evaluation
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Working conditions are important determinants of health (Harvey et al., 2017). Many studies have identified physical hazards within the construction trade and their effects on musculoskeletal health (Schneider, 2001). However, psychosocial hazards are less considered. Over the past decades, the rise of work intensification across the labor market has increased workplace psychosocial risk factors (Brun & Milczarek, 2007). Specifically, in the construction industry, work has become more stressful (Campbell, 2006). Therefore, it is essential to address both the physical and psychosocial work environment of construction workers (Alavinia et al., 2009).

Primary organizational interventions that aim to improve the psychosocial work environment and mental health have shown limited effects (Richardson & Rothstein, 2008; Ruotsalainen et al., 2014). Potential explanations behind their limited effects include poor contextual fit, e.g., inadequate tailoring of the intervention into the context (Moore & Evans, 2017), low implementation fidelity (Gupta et al., 2017; Schelvis et al., 2017), and low support from line and senior managers (Nielsen K & Randall R, 2013). The latter has been acknowledged as crucial for an implementation to succeed (Nielsen K & Randall R, 2013). Subsequently, involving end-users and other stakeholders in the co-creation of public health interventions is increasingly encouraged to develop more efficient interventions (Zamenopoulos & Alexiou, 2018). The co-creation process should encompass shared decisions on who to include, problem formulation, and goal setting. In this study, we use co-creation to ensure the relevance of the content of the intervention and enhance the implementation process.

Against this background, this study aims to evaluate a co-created intervention designed to improve psychosocial working conditions, enhance team effectiveness, and decrease stress. The study is a controlled trial with before and after measurements involving two regions in Sweden, one intervention ($n=350$) and one control region ($n=450$). Randomization was not possible as the intervention region wanted all groups (construction projects) to receive the intervention. Instead, we matched a control group (region). An online survey was distributed at baseline (November/December 2019) and after 12 months. The last follow-up will be in November/December 2021. The survey was used to evaluate the effectiveness of the intervention on primary (stress) and secondary (quantitative demands, role clarity, team-effectiveness, psychosocial safety climate) outcomes. Differences between the intervention and the control group will be examined over time. The analyses will consider the clustering of observations of workers within the working team (project), as well as the repeated measurements within each worker. One limitation of this study is the possible risk of selection bias because randomization was not possible. It is likely that the included intervention group represents a motivated group with a high interest in improving the psychosocial work
environment as they volunteered for the study. Further, despite its many benefits, co-creation has some constraints. As a research group, we somewhat lose control over the outcomes and intervention components selected, as the co-creation process encourages the end-user to prioritize this. This study adds to the literature since few primary organizational-level intervention studies to improve the psychosocial work environment and decrease stress have been conducted within the construction industry.

O186
Effectiveness of Strengths Use Interventions in Organizations: A Pre-Registered Meta-Analysis of Randomized Controlled Trials
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This meta-analysis aims to provide a clearer glance into where we stand and where we are headed regarding the effectiveness of strengths use interventions in the workplace. We conducted a systematic search of online databases and alternative sources, which yielded 1423 unique results. After selecting only experimental and quasi-experimental studies on employees, which tested intervention programs for identifying, developing and/or using strengths in the workplace, we ended up with 19 independent trials. Using random-effects models, we found mixed results for personal strategies, with a weak but statistically significant effect size at post-intervention (d = .38, 95%CI [.02, .75]), and a non-significant one at follow-up (d = .16, 95%CI [-.15, .48]); personal resources demonstrated a moderate post-intervention effect (d = .58, 95%CI [.27, .90]), and a small one at follow-up (d = .33, 95%CI [.18, .49]); to a smaller extent, similar improvements were also observed for workplace well-being (post-intervention: d = .34, 95%CI [.24, .45]; follow-up: d = .30, 95%CI [.13, .48]), general well-being (post-intervention: d = .20, 95%CI [.06, .34]; follow-up: d = .18, 95%CI [.07, .30]), and performance (post-intervention only: d = .32, 95%CI [.15, .50]). Lengthier interventions were associated with stronger long-term gains in personal resources and workplace well-being; younger participants benefited more in terms of immediate boosts to personal resources. This meta-analysis provides the first quantitative overview of the effectiveness of strengths identification, development, and use interventions on workplace-related outcomes. Based on the revealed results, we can conclude that employees who benefit from such interventions show a slight increase in proactive personal strategies, moderate development of personal resources, small increases in well-being, and also a small boost in performance. Except for individual strategies and performance (where there is not sufficient evidence), the benefits are also sustained beyond the end of the interventions, remaining at similar levels also weeks after their end. While the body of evidence is still scarce, strengths use interventions are a promising new approach in organizational and occupational health psychology, highlighting the benefits of building on human potential, for employees and organizations alike.

O187
Improving Employees’ Stress Mindset With a Short Online Intervention: An Initial Evaluation
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Interventions to reduce employee strain and improve well-being are a core topic in Occupational Health Psychology (Richardson, 2017). While cognitive-behavioral stress management interventions are most effective, they remain underused compared to interventions that are easier to implement (e.g., relaxation interventions; Richardson &
Rothstein, 2008). Research suggests that targeting people’s stress mindset, that is, beliefs about whether stress is harmful or helpful for well-being and productivity, may be an easy-to-implement cognitive intervention that improves well-being and performance (Crum et al., 2013, 2017). The first goal of our study was to test whether the stress mindset can be manipulated in the work context with a short online intervention (Hypothesis 1). The second goal was to examine whether the intervention is more/less effective depending on baseline exhaustion (Hypothesis 2a) and stress mindset levels (Hypothesis 2b). The final goal was to examine whether a booster session would reduce a potential fade-out effect of the intervention (Hypothesis 3).

Method: After ethics committee approval, we advertised the study on social media. Participants received a 15-Euro-voucher for an online retailer. Our sample consisted of 120 participants (49.2% female, 69.2% with university degree). We randomly assigned participants to one of four groups. Group 1 (intervention group) saw a video that presented research results on the positive consequences that experiencing stress at work may have. Additionally, we asked them to reflect and write about a stressful situation at work in which they experienced positive consequences of stress. Group 2 (intervention booster group) additionally received the writing task again after one week. Groups 3 and 4 acted as control groups.

All participants filled out surveys at T0 and T2 (after two weeks). The T0 survey included the video and writing tasks. The intervention booster group received another survey at T1 (after one week). We measured participants’ stress mindset at the beginning of the T0 survey, at the end of the T0 survey, and at T2. Exhaustion was assessed at T0 and T2.

Results & discussion: Supporting Hypothesis 1, the intervention improved the stress mindset in the treatment groups from before \( (M = 2.52) \) to after treatment \( (M = 2.90) \); \( t(79) = -6.36, p < .001, d = -0.071 \) while there were no significant differences in the control groups \( (t(39) = -1.33) \). Supporting Hypotheses 2a-b, the treatment was more effective for employees with higher \( (t(39) = -5.67, p < .001, d = -0.091) \) than lower exhaustion \( (t(41) = 3.60, p < .001, d = -0.56) \) and for employees with a more negative \( (t(37) = -6.23, p < .001, d = -1.03) \) than a more positive mindset \( (t(42) = -3.07, p < .01, d = -0.47) \). Finally, the booster intervention group had a higher effect size than the intervention group \( (d = -0.69 \text{ versus } d = -0.55) \). However, confidence intervals of the effect sizes overlapped, lending no support to Hypothesis 3. Our results suggest that the stress mindset can be changed with a short online intervention and that the treatment is more effective based on employee boundary conditions.

O188 Effectiveness of Workplace Interventions Aimed at Improving Sustainable Employability of Aged Care Staff: A Systematic Review

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Aim: The sustainable employability of healthcare professionals in aged care is under pressure, but research into the effectiveness of interventions aimed at improving employees’ sustainable employability is scarce. This review therefore aimed to investigate the effectiveness of workplace interventions on sustainable employability of healthcare professionals in aged care to help guide employers in their search towards an approach to attain a much needed sustainable aged care workforce.

Method: January 2020 a systematic search was performed in five databases (Embase, CINAHL, Medline, PsycINFO and Web of Science). Studies were included if they reported...
about the effect of an intervention at work in an aged care setting on outcomes related to one of the three components of sustainable employability (i.e. workability, vitality, employability). In this review we operationalized workability in terms of the physical health and functional capacity of employees, vitality in terms of mental health, energy and motivation, and employability in terms of employees’ competences. The methodological quality of each included study was assessed and a rating system was used to determine the level of evidence. In addition, a sensitivity analysis was performed, which took into account the match between the intervention’s focus and the targeted component of sustainable employability.

**Results:** A total of 32 interventions evaluated in (randomized) controlled trials between 1996 and 2019 were included in the synthesis. For employability 15 out of 17 (88%) studies showed a significant positive impact on outcomes of employability and many of those studies were of high quality. For workability five out of seven (71%) studies were effective and for vitality four out of 19 (21%). As a result, the level of evidence for the effect of interventions on outcomes related to sustainable employability was rated strong for employability and insufficient for workability and vitality. The sensitivity analysis showed that for workability all five (100%) studies showed a significant positive impact in multiple strong/moderate quality studies, whereas for vitality two out of four (50%) interventions were effective. All interventions for employability had a direct link to employability and therefore confirm the strong level of evidence resulting from the initial analysis. Based on the sensitivity analysis we found strong evidence for the effectiveness of interventions with a direct link to workability and insufficient evidence for interventions aiming to improve outcomes related to vitality.

**Conclusions:** Evidence for workplace interventions on sustainable employability in healthcare professionals in aged care differed. We found strong evidence for effects of workplace interventions on employability and for those directly targeting workability. Evidence for effects of interventions on vitality was insufficient. The alignment of the focus of workplace interventions to the targeted component of sustainable employability, is important for its effectiveness.

**Recommendations:** As a result of this review, we would advise aged care facilities to prioritize one component of sustainable employability and implement an intervention that matches the component that is intended to improve.

**Registration Number:** We registered the review protocol in the International Prospective Register of Systematic Reviews (PROSPERO ID:161999).
The family firm is unique in terms of human capital, given the psychological attributes rooted in the duality of the organization, namely, family and business (Piper, 2010). Due to size and market share, critical issues threatening family business sustainability include reduced access to financial, social, and human capital. As a result, to strengthen their value proposition, the family firm is compelled to capitalize on those available resources that the family cannot provide (Sirmon & Hitt, 2003; Bettinelli et al., 2021). The challenges facing the family firm create amplification and diminishing of individual psychological resources, affecting well-being. This duality of building and depletion is fundamental in the context of Psychological Capital (PsyCap) which is one such resource that the family firm can draw on. Psychological Capital (hereafter PsyCap) is rooted in positive organizational psychology and is comprised of the positive constructs of hope (goals and pathways), efficacy (self-confidence), resilience (bouncing back from adversity), and optimism (positive future expectations). PsyCap is an individual-level construct with organizational level outcomes and is acknowledged as a critical component in leveraging long-term strategies (Luthans and Youssef, 2017).

Understanding the development of PsyCap is salient in contributing to well-being in the family firm. This research explores how the family business develops individual PsyCap and capitalizes on the positive impact (engagement, job satisfaction, and commitment) whilst simultaneously limiting the adverse effects (burnout, cynicism, turnover, and job stress). In doing so, we explore the sequence of influences that occur over time, considering how positive individual resources that are forward-looking rather than historically reflective are deposited in the psychological ‘bank’ and then ‘withdrawn when needed’. Understanding how PsyCap is developed at the micro-level will deepen our understanding of organizational-level outcomes to individual attributes. Developing PsyCap and maintaining well-being within the family firm is especially noteworthy. Pursuing goals and sustainability is positively related to performance, and poor performance puts pressure on financial gains and less importance on non-economic gains (Debicki et al., 2017). Therefore, employees are motivated to acquire, protect, and foster their valued (psychological) resources to achieve dynamic, positive performance outcomes (Alessandri et al., 2018). How these positive resources are engendered throughout the family firm can contribute to understanding the ebb and flow of such resources.

Research to date has been conceptual or quantitative in the context of the family firm. This empirical study uses an exploratory qualitative research design. Qualitative interviews in third-generation family firm tetrads encompassing family and non-family employees explore how PsyCap is developed from the CEO level and percolates throughout the family firm, independent of leadership style. By adopting an evolutionary perspective, this research will explore how PsyCap can be a form of adaptive advantage in the context of survival of the family firm. Such a perspective is likely to have an essential empirical benefit as it represents a number of the key challenges which the family firm faces in terms of sustainability. The presentation will present initial findings from the qualitative interviews.

**EC2**
Mapping, Understanding and Improving a Telephone Triage System
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*Research Goals:* This PhD aims to: map the sociotechnical system involved in telephone triage; understand risks for patients accessing telephone triage and mitigate these system risks by designing appropriate interventions.
**Background:** Telehealth involves consultations between a health worker and a patient in different geographical locations via telephone or video call. In these services, there is a greater onus on the patient to report symptoms accurately since normal physical assessment is unavailable. Telehealth use has been rising steadily in recent years and was accelerated further due to the Covid-19 pandemic. This growth is set to continue in coming years, as social distancing measures remain in place. One example of a telehealth activity is telephone triage, which involves assessing the nature and severity of symptoms over the phone and directing a patient to appropriate and timely care. To redirect strained human resources away from telephone triage, some services use specially trained non-clinical call centre staff to carry out triage using computer-decision support software. These services have been described as complex socio-technical systems (STS), but have not yet been investigated as such. More generally, and despite its growth and breadth of use, telephone triage is under-researched, particularly with respect to safety, and non-clinicians.

**Methodology:** Given a dearth of literature in the field, the PhD is data-driven. The first in a series of studies will be an exploratory study following an adapted Macroergonomics Analysis and Design (MEAD) framework (Murphy et al., 2018) which aims to identify 'variances', or risks in systems. Documentation from the organisation will be gathered, to map the system and understand external and organisational pressures. Moreover, to generate rich qualitative data, interviews will be held with frontline staff and analysed using concept mapping techniques, to understand work tasks, associated interactional workability issues and consequently, risks for patients. Follow-up studies will focus on specific system risks identified and the efficacy of associated interventions.

**Results:** By the time of the conference, a map of the system will have been drawn and validated. It is hoped variances will have been uncovered through interviews, and themes generated. From a familiarisation exercise already completed, it is hypothesised that themes arising may include human-computer interaction and its role in communication and decision-making (especially for non-clinical staff) as well as external pressures from Government organisations and their effects on communication. Hopefully, latent risks will be revealed.

**Limitations:** This study will take place in one telephone triage call centre and will only capture opinions of workers there; however, to overcome this, it is hoped staff in a second call centre will be able to validate the findings. The research will take place in a government commissioned social enterprise, so may not be transferable to commercial call centres.

**Implications:** The results will be useful to telehealth practitioners in similar contexts, as well as broader health care settings using telephone triage. It will contribute to a near-empty evidence base and hopefully inform best practice for telephone triage system design.

**EC3 Work**

**Workplace Stress in Real-Time: Towards the Psychophysiological Assessment of Stressors and Strain Under Ecological Conditions**

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Workplace stress is recognized as a widespread phenomenon with negative consequences at the individual, organizational, and societal level. Several methodological and regulatory frameworks have been proposed to guide organizations in designing stress management
interventions based on the assessment of psychosocial hazards, i.e., those elements of job content and context (job stressors) that are likely to cause physical or psychological damage (job strain). Stress is also a complex multifaceted phenomenon involving a plurality of neurophysiological, cognitive, social, and behavioral processes, whose interaction determines long-term disease. Nevertheless, mono-method designs, often using retrospective self-reports, have been the standard in both research and applied contexts, threatening the reliability of risk indicators, and contributing to the lack of theory on the psychophysiological mediators of workplace stress. More recently, ambulatory multi-method approaches such as ecological momentary assessment (EMA) have been increasingly adopted to investigate stress-related processes in real-time, under ecological conditions, providing information on the temporal trends in the stressor-strain relationship, as well as on the contextual variables implicated in workplace stress.

My Ph.D. research project contributed to the advancement of workplace stress assessment, both for the evaluation of psychosocial hazards routinely carried out by practitioners and for better investigating the mediators of the relationship between stress and disease. To overcome the limitations of standard approaches, I proposed a realistic and feasible three-day EMA protocol measuring task-focused stressors and strain directly in the workplace, during working time. Based on a critical review of the theoretical, methodological, and regulatory frameworks on stress and workplace stress, I adapted a set of self-report scales for the EMA of task-related stressors (Task Demand Scale, Task Control Scale, Situational Constraints Scale) and strain (Negative Valence, Tense Arousal and Fatigue), and I selected two psychophysiological indicators (heart rate variability, HRV; skin conductance, SC) as candidate components of the proposed protocol.

Over three empirical studies, I evaluated the measurement qualities of the protocol’s components. In Study 1, I tested a wearable multi-sensor device against gold standard electrocardiography and finger SC in a sample of healthy adults, reporting satisfactory HRV measurement accuracy under motionless rest conditions, but no visual resemblance between finger and wrist SC. In Study 2, I evaluated the psychometric properties of the selected ESM scales on a sample of knowledge workers that participated in a three-day protocol, reporting satisfactory construct and convergent validity, reliability, and sensitivity to contextual factors. In Study 3, I explored the peculiarities of, and relationships between, the selected psychophysiological and self-report indicators of strain, reporting small but substantial relationships between resting-state HRV and mood ratings, although only the latter was associated with retrospective indicators of psychological wellbeing.

Overall, the results suggest that the protocol’s components and design provide a promising framework for investigating and assessing workplace stress in real-time, although further studies are needed for better evaluating the psychophysiological indicators. My work substantially contributed to the field by proposing innovative, concrete, and methodologically rigorous tools to be integrated with the Organizational Health Psychologist’s toolbox for both research and applied purposes.

**EC4**

**Exploring Smartphone Use in Social Situations at Work and Its Links to the Psychosocial Work Environment**

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Background: While the smartphone has become an indispensable tool for communication, smartphone use may also disrupt social connection. Recent research on “phubbing” (from “phone” and “snubbing”) indicates that feeling de-prioritized due to others’ smartphone use is associated with a range of negative experiences. However, little is known about how
smartphone use affects collegial relationships, even though co-worker interaction constitutes a major part of many people’s working lives. Informal interaction at work, for example during breaks, has been linked to psychosocial work environment factors such as perceived collegial support and trust. In all, it is thus possible that phubbing behaviors are associated with decreased interaction and, by extension, a worsened work environment.

This doctoral plan is part of the research project Phubbing at work – a study on mobile phone behavior in social contexts at the workplace and associations with the psychosocial work environment. The dissertation is planned for completion in 2025.

Overall aim: The overall aim of the doctoral project is to explore the perceived prevalence of collegial phubbing, along with its antecedents and consequences. Further, the project seeks to explore potential relationships between phubbing and psychosocial work factors such as social support and organizational commitment.

Planned studies: The doctoral project includes four planned studies employing both quantitative and qualitative methods. The core of the survey in study 2, 3 and 4 consists of a collegial phubbing scale and well-validated questions about psychosocial work environment.

Study 1: Qualitative interview study. Individual interviews with Swedish employees in electrical contracting, health care and dentistry (n=30), about smartphone habits, attitudes and policies in their respective workplaces. Data will be analyzed semantically using thematic analysis. Ongoing study.

Study 2: Cross-sectional survey study. The survey has been sent to members of the Swedish Electrical work union, N = 13000. Data will be analyzed using confirmatory factor analysis (CFA) for scale validation of phubbing constructs, and structural equation modelling (SEM) for testing a theoretical model of relationships between phubbing, psychosocial work environment factors and demographic variables. Ongoing study.

Study 3 and 4: Cross-sectional and longitudinal survey studies. The survey will be sent to a random sample of the Swedish working population, n = 6000, at baseline and after 6 months. Methodological choices will be partly guided by results from study 2, but in essence the same methods will be employed (e.g. CFA and SEM).

EC5
Emotional Intelligence and Its Relationship with Work Engagement in UK Practising Veterinary Surgeons
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To what extent is emotional intelligence (‘EI’) associated with higher work engagement (‘WE’) in demanding healthcare occupations? The answer has implications for the role of EI in resolving well-being at work. For example, in high work-demand environments, EI might help employees cope more effectively, leading to improved outcomes, such as lower employee turnover. Yet there remain gaps in the understanding of the relationships between EI and WE.

The approach to EI in research examining relationships with WE is extremely varied. In this study, EI is considered a lower-order personality construct, ‘trait-EI’. Petrides and Furnham (2001) describe the ‘trait-model’ of EI as encompassing both personality and behavioural tendency, suggesting this concept be more correctly considered “emotional self-efficacy”.

Whilst there is research which explores the antecedents of WE from an organisation or role characteristic perspective (i.e., ‘job resources’; e.g., Saks, 2006), studies which investigate predictors of WE, particularly personal characteristics as drivers for WE, are scarce (Barriero and Treglown, 2020). Many studies which examine the relationships between EI and WE assume all EI is the same, failing to account for the granularity within EI (e.g., Por et al., 2011), and others measure trait-EI in fine detail (i.e., facet level; e.g., Barriero & Treglown, 2020). In contrast, this study measures trait-EI factors, i.e., collections of facets. There is limited evidence in the literature about the specific EI-factors associated with WE.

A limitation of the research evidence concerning associations of WE and EI are the samples studied in healthcare settings. For example, with the exception of studies in nursing (e.g., Zhu et al., 2015), evidence tends to be based on in-training student samples, rather than employed professionals in demanding healthcare roles. The generalisability of findings to occupational settings is therefore limited.

These limitations are addressed in this study. We draw the job-demands – job resources model (‘JD-R’; Bakker and Demerouti, 2017) to frame tests of the associations between EI and WE. Elements of EI are conceptualized as personal resources (‘PR’s) (e.g., Hobfoll et al., 2003; developable positive self-beliefs, such as self-esteem, self-efficacy), we focus on trait-EI as reflecting ‘emotional self-efficacy’ and propose hypotheses based on mechanisms that explain its associations with WE.

We test hypotheses in a sample of UK-practising veterinary surgeons (‘vets’). This profession is highlighted as an especially high-demand context, with vets experiencing high incidence of poor mental health, burn-out and depression (Bartram et al., 2009). The profession also struggles with retention and workforce shortages (BVA, 2019). Our data therefore enrich the literature by adding evidence from an understudied population, and one that is notable for the high level of job-demands present on the demands side of the JD-R model.

Our study makes contributions to the literature on antecedents of WE. We advance understanding of trait-EI as a PR in the theoretical context of the JD-R model. We look to support Petrides’ (2011) notion that different roles require distinct combinations of trait-EI-factors, that is, a role-specific trait EI profile which facilitates success at work. Finally, by focusing on UK vets, our study has implications for this understudied profession, but also broadens the basis of empirical findings upon which the literature on EI and WE is based.

EC6
Exploring Challenges at Work – the Importance of Tailored Solutions to Enhance Well-Being at Work
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The aim of the study is to extend knowledge of the well-being and coping strategies of employees in distinct career stages and indicate further applications and how they identify challenging situations at work.

This study focuses on multidimensional models of well-being, which highlight the importance of career and work-related success (Seligman, 2011; Rath & Harter, 2010; Marsh et al., 2020). Besides the positive effects of increased well-being, advanced coping strategies result from positive emotions (Fredrickson & Joiner, 2002) and prevent setbacks (Fava & Ruini, 2003). Researchers claim that employees and their preferences may change as they face different development stages during their career, which suggests developing personalized interventions and programs instead of general ones (Veiga, 1983; Darcy et al., 2012).
Cross-sectional research was conducted to analyze a) the relationship between well-being, experienced career crisis, actual and desired career stage, and coping strategies, b) how well-being explains the variance of an experienced crisis, c) how coping strategies explain the variance of well-being, d) whether there are any distinguishing well-being factors and coping strategies in different career stages. The study sample included 457 actively working Hungarian employees.

Results show weak or moderate relations in the case of correlations. However, regression models mean sufficient evidence to highlight the importance of tailored development of coping strategies and well-being factors in various career stages to enhance the level of well-being and lower experienced career crises. Regression models suggest that Autonomy, Optimism, Positive emotions, and Emotional stability well-being factors have a positive impact on Experienced crisis and offer evidence for how several coping strategies can predict the level of well-being. In conclusion, our findings have further strengthened our conviction that career and work-related experiences play a vital role in employees’ well-being which are consistent with the well-being theories of Seligman (2011) and Rath and Harter (2010).

These findings may help practitioners to identify challenging situations at work, elaborate customized programs, and apply targeted interventions instead of using general solutions. On the other hand, our observations have several implications for research into the analysis of career-lifespan, challenges at the workplace, and enhancement of workplace well-being.

The research has some limitations. The sample size in distinct career stages could be larger to ensure the validity of results in the case of regression models. However, we decided to examine possible causality, which indicates a base for further research on a bigger sample. Explanatory powers are in some cases slightly lower than expected, but we considered this rather like the effect of chosen measurement tools, and now we are planning to use questionnaires that were developed specifically for work purposes. Furthermore, the reliability of Brief COPE was not as good as we hoped. This also suggests the use of other coping surveys when conducting further research.

Besides these limitations, this study is the first step towards enhancing our understanding of characteristics of well-being and signature coping strategies among employees. Although there is room for further research, these suggestions might be helpful for practitioners and organizations when planning career development, well-being programs, or interventions.

EC7
The Clash of Climates: A Plan to Explore the Relationship Between Customer Service Climate & Health Climate in the Craft Beer Industry
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Climates for customer service are rampant in the hospitality/service industry, and have been shown to affect employees’ customer service behaviors, customer perceptions of service quality, and organizational performance. Over the course of the pandemic, it has become increasingly apparent to organizations in this industry that customers are not the only ones who need to be cared for, and that it is time to turn their attention to the health and wellbeing of their employees. As a climate for employee health and wellbeing starts to be prioritized by organizations that have continually pushed employees to put customers first, one has to wonder how this conflicting messaging might affect employee behaviors and organizational outcomes.
The multi-level model I am developing draws upon the fundamental propositions of the job demands-resources theory (JDR; Demerouti et al., 2001), and conceptualizes customer service climate as a demand and employee health/wellbeing climate as a resource. At the most basic level, I hypothesize that when there is an imbalance between an organization’s customer service climate (i.e., perceptions of the demands placed on employees with regard to customer service/quality) and their employee health/wellbeing climate (i.e., perceptions of the resources employees have to be able to cope with those demands), stress and strain will occur and employees may reconsider their relationship with their organization. I plan to test this model in a sample of craft breweries (small businesses in the hospitality/service industry) in the northeast United States.

By accounting for the fact that organizational climate does not happen in a vacuum and simultaneously examining multiple (potentially conflicting) organizational climates in small business settings, this work will overcome some of the most notorious limitations of organizational climate/culture research and help to better understand the relative impact and importance of customer service climate and employee health/wellbeing climate. Finally, this work will extend the propositions of the JDR to organizational climate research and yield practical implications for organizations in the hospitality/service industry—an industry that has been hit particularly hard by the pandemic.
POSTERS
P1
Promoting a Culture of Prevention and Safety in the Construction Industry - The Role of the CEO
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It is the responsibility of the Chief Executive Officer to set the tone for the safety culture of the organization. This is done by creating policies, establishing a safety policy statement and leading the change. From a global perspective, the construction industry that is termed high risk and employs a significant number of migrant workers from developing countries, must operate in an established safety culture. At the national level, a safety culture is relevant and important for players operating in the global supply chain.

Material: Many of the International Labour Organization's instruments are either directly or indirectly related to occupational health and safety. Additionally, more than 40 standards and their accompanied codes of practice specifically deal with occupational safety and health.

Method: The International Labour Organization (ILO) convention on health and safety and the continual campaign for inclusion has compelled a conversion of polices into business decisions using a tripartite approach. It is therefore important for the tripartite approach to be perceived as effective as this will influence collaborations at the organizational level.

Results: Global construction companies that want to remain relevant and competitive have developed a culture of prevention and safety. This is done to ensure that their products and services are globally accepted.

Conclusion: Promoting a culture of prevention and safety in the workplace must be done using a collaborative approach. The employer, unions and workers must work together in a transparent, effective and timely manner to establish policies and programs.

P2
A Tale of Six Climates: Reflections and Learnings After the Development of Six Industry-Specific Safety Climate Scales
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Researchers are finding merits in utilizing industry-specific safety climate scales that capture the nuances of context, and tend to show stronger associations with safety behavior and outcomes like incidents. Yet, to date, guidance around the practicalities of developing and validating such industry-specific scales is lacking in the safety science literature. In this presentation, we outline our experiences developing six industry-specific safety climate scales and highlight strengths and limitations of our approach. We also briefly review the industry-specific safety climate literature and offer highlights for consideration when developing such scales. Our research highlighted the diversity of safety climate dimensions when it is considered at an industry level. Finally, we conclude with reflections on the nature of safety climate within and across industries, and offer practical suggestions for researchers who seek to develop and use industry-specific safety climate scales.
Promoting Flow at Work through Personal Resources: Engagement and Job Crafting as Mediators
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Introduction: In a workplace characterized by frequent changes, Positive Psychology applied to organizations is obtaining more and more success, which aims to promote the enhancement of personal resources and optimal functioning methods. As evidenced by the HEalthy & Resilient Organizations (HERO) model, a healthy and resilient organization combines three key elements that interact with each other: organizational resources and practices, employee well-being, and organizational results. In particular, this study focused on how personal resources can be used positively to promote such well-being at both an individual and organizational level. Among personal resources, the literature highlighted that Proactivity may play an important role in predicting positive behaviors at work. Indeed, employees with a proactive personality tend to be proactive in order to feel pleasantly immersed in their work. Therefore, proactivity can increase Flow at work, i.e. a state of consciousness where people become totally immersed in an activity and enjoy it intensely. The Conservation of Resources (CoR) theory highlighted the importance of personal resources: individuals strive not only to protect their own resources, but also to accumulate others. In other words, resources tend to generate other resources. Therefore, proactivity acts as an activator for other resources, such as Work Engagement and Job Crafting. Work engagement is a positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption. While, Job Crafting can be viewed as changes that employees initiate in the level of job demands and job resources in order to make their own job more meaningful, engaging, and satisfying.

Aims: The present study aimed to investigate Work Engagement and Job Crafting as mediators in the relationship between Proactivity and Flow at work. Indeed, in line with the model HERO and the CoR theory, the proactive people could craft their work (Job Crafting) and feel fully engaged in their work (Work Engagement) in order to increase the state of harmony and control of their work (Flow at work).

Methods: The participants were 235 employees, working in private (62.6%), public (37.0%), or not-for-profit (0.4%) organizations. Furthermore, the sample was mostly composed of women (55.7%) and permanent (85.5%) employees. The participants filled a self-report questionnaire composed of the following scale: Italian Scale of Proactive Personality, Utrecth Work Engagement Scale-9, Job Crafting Scale, WOrk-reLated Flow inventory. The mediation hypotheses were tested through Structural Equation Modeling (SEM) and each effect was evaluated via bootstrap.

Results: As hypothesized, the results showed that Proactivity was positively related to Flow at work, as well as Work Engagement and Job Crafting. Furthermore, the results of SEM suggested that Work Engagement and Job Crafting mediated significantly the relationship between the Proactivity and Flow at work.

Limits: This study has some limitations such as sample performance and cross-sectional study. This downside limits the generalization of the results.

Innovative aspects: The present study provides a theoretical contribution to the recent literature. The study can explain the psychological mechanism, through Work Engagement and Job Crafting, that personal resources can improve Flow at work.
Comprehensive Model of Occupational Well-Being

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Introduction: Health is defined by the WHO as the complete state of physical, mental, and social well-being. In this framework, well-being is important to be achieved in the workplace, specifically it is a challenge to achieve both the well-being in organizations and of workers.

Objective: The aim of the present work is to propose a model of occupational well-being to be implemented in organizations and to be a framework for the construction of instruments and the development of interventions.

Method: A literature review was carried out to identify and analyze: definition of occupational well-being, models of occupational well-being, and dimensions of occupational well-being.

Results: After reviewing the literature, occupational well-being was defined as the optimal degree of satisfaction of needs, expectations and achievement of objectives expressed in terms of: a) achievement of pleasure and avoidance of pain, and b) full functioning focused on the realization of the potential of the worker that a person experiences at work, the labor and social context, through a series of personal evaluations, reactions and emotional states that they present in the performance of their work (Peiró et al., 2014; Ryan and Deci, 2001).

Therefore, the proposed model of occupational well-being has two groups of components, six dimensions and 17 factors: Affective or hedonic well-being focused on achieving pleasure and avoiding pain. This dimension includes three dimensions and 7 factors: D1) affective well-being focused on the experience of positive affect and infrequent experience of negative affect (F1 lack of exhaustion, F2 satisfaction with work, and F3 satisfaction with life); D2) psychosomatic well-being is the absence of symptoms and psychosomatic disorders as a result of unfavorable consequences at work (F4 psychosomatic well-being); and D3) emotional well-being focused on the control of positive and negative emotions at work (F5 expression of positive emotions, F6 control of negative emotions, and F7 emotional self-efficacy).

Eudaimonic well-being is the level of full functioning of a worker focused on the realization of his potential as a person. This dimension includes three dimensions and 10 factors: D4) social well-being focused on the optimal degree of satisfaction of social needs that decrease depersonalization and increase positive social relationships with others (F8 lack of depersonalization, F9 domain of the environment work, and F10 positive social relationships with others); D5) cognitive well-being focused on the optimal degree in which the worker can obtain new information to process and concentrate (F11 lack of cognitive fatigue); and D6) Professional well-being focused on the optimal degree of satisfaction, expectations and achievement of objectives in job performance (F12 job growth, F13 work autonomy, F14 aspirations at work, F15 purpose in working life, F16 job achievements, and F17 work-family balance).

Conclusions: The proposed occupational well-being model includes two components: the affective or hedonic, and the eudaimonic. This model is the basis for developing measurement instruments, organizational practices to achieve the occupational well-being of workers, and the development of psychological interventions that allow the development of occupational well-being from an integral point of view for the benefit of workers and organizations.
On Different Pages? More Dangerous Than a Papercut: Implications of Incongruence Between Leader and Member Safety Climate Perceptions

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Background: Many occupational hazards are inherent in the chemical industry and safe work behaviors are essential to control these hazards. To this end, promotion of safety climate (Zohar, 1980) in the chemical industry is critical. According to the social exchange theory, when an organization has a positive safety climate, members are likely to reciprocate by complying with established safety procedures, participating in safety behaviors (Neal & Griffin, 2006), and performing additional behaviors that are beneficial to the organization (Hon et al., 2014). Such safety-related behaviors have been found to mediate the relationship between safety climate and occupation injury (Lui et al., 2015). The psychological contract theory offers a useful framework for the in-depth analysis of safety climate, consisting of perceptions related to both stated and unstated obligations on the part of both employers and employees (DeJoy et al., 2010). When members believe their leaders have failed to deliver on what they perceive was promised, or vice versa, this may result in negative outcomes for the members and leaders, such as mistrust and reduced commitment (Zhao et al., 2007). This incongruence in safety climate between leaders and members represents a mismatch in perceived values, norms, and expectations regarding occupational safety and health. Accordingly, we posit that this incongruence can be associated with compromised safety behaviors as well as negative organizational attitudes in terms of cynicism and turnover intention.

Method: Data was collected from six South Korean chemical organizations and their partner companies. Workgroups were determined in consideration of the managerial structure and common work procedures, and they were retained only when both leaders and members (n ≥ 5) participated in the survey. The analyses were based on the responses from 5,157 chemical industry workers nested within 134 workgroups.

Analysis and Results: Response surface analysis was conducted to examine how safety climate incongruence across leaders and members is associated with workgroup-level safety behaviors and organizational attitudes in terms of cynicism and turnover intention. When safety climate perceptions of leaders and members are incongruent, trends of compromised safety behaviors, increased cynicism, and turnover intention were detected. On the contrary, when safety climate perceptions of leaders and members are congruently higher, trends of increased safety behaviors, decreased cynicism, and turnover intention were found.

Discussion/Conclusion: The present study emphasizes the importance of congruence in safety climate perceptions amongst leaders and members. Our results were consistent with previous literature, in that when safety climate perceptions are greater, members demonstrate greater safety behaviors and there are fewer negative organizational outcomes. The psychological contract theory offers a reasonable framework to explain why incongruence between leaders and members leads to negative outcomes. Our findings suggest that practitioners should monitor whether a gap in safety climate perceptions exists and determine which organizational efforts can reduce it (e.g., leadership training, better communication about safety priorities and initiatives; Lee, in press). Future research should investigate the attitudes and behaviors of leaders and members that contribute to incongruence, as well as the effectiveness of organizational strategies designed to mitigate any negative outcomes.
Promoting safety in organizations is arguably the primary goal for both academics and practitioners. Safety voice (i.e., employees’ willingness and ability to speak up about safety matters) has long been investigated as a unidimensional construct, but recently Bazzoli and colleagues (Bazzoli & Curcuruto, 2020; Bazzoli et al., 2020) suggested that a multidimensional model might be more appropriate and advanced several types: promotive voice (i.e., making suggestions to improve safety management), preventive voice (i.e., identifying potential hazards not due to human factors), prescriptive voice (i.e., reporting colleagues that willingly act unsafely). In this poster, we examine the role of personal and contextual variables in predicting safety voices, as well as their interaction. Following Brondino et al.’s (2012) safety climate model, we hypothesized that supervisor’s safety climate (which has more to do with the shift supervisor’s ability to promote safety) would be positively related to safety voices (main effect). Indeed, previous literature (see e.g., Zohar, 2002) showed that supervisor-level safety climate predicted safety behaviors. However, we maintain that these relationships might be contingent upon the levels of role breadth self-efficacy. This construct is defined as an employee’s confidence in their ability to take on broader and more proactive work roles beyond what is prescribed by their work contract. Therefore, the effect of safety climate on extra-role safety behaviors might be a function of employees’ confidence in their ability to carry out such behaviors, such that environmental cues could be more relevant for employees if they believe they are able to follow through with that target behavior (Den Hartog & Belschak, 2012). We then hypothesize that the relationship between safety climate and safety voices would be stronger for employees higher in role-breadth self-efficacy. We tested these hypotheses on a dataset of 118 Italian workers employed by a company operating in the heavy steel industry. Interestingly, only male workers (mean age = 42, SD = 11) participated. Most of them were employed on a permanent contract. We measured supervisor’s safety climate using Brondino et al. (2012) 12-item scale, role-breadth self-efficacy using Parker et al. (2006) six-item measure, and safety voices using Bazzoli et al. (2020) scales. Our results showed that the main effects of safety climate on safety voices were statistically significant. Likewise, role-breadth self-efficacy had a significant main effect on safety voices. All three interaction terms were significant and in the hypothesized direction. Our findings have implications for both practitioners and scholars: organizations should take into account both contextual (i.e., related to the supervisor) and personal (i.e., employee’s characteristics) factors when looking for ways to increase employees’ safety voices behaviors. Most importantly, these seem to interact, further underscoring the value of including both in organizational training initiatives. Our findings should be evaluated in light of a few limitations: data were cross-sectional, limiting our ability of inferring causal relationships, and our sample might not be generalizable to the larger working population.

P7
Autonomy-Supportive Agents: Whose Support Matters Most and How Does It Unfold?
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Individuals who feel that they have choices and that they can act in line with their wishes feel better and perform better. From a self-determination theory (SDT) perspective, such individuals’ basic psychological need for autonomy is satisfied, and both inter- and intrapersonal sources play a role in satisfying this need. Interpersonally, managers and
colleagues satisfy the need for autonomy, but the individual can also satisfy their own need by engaging in pro-active, autonomy crafting practices. Although all three sources of autonomy support can benefit employee outcomes, they may not be equally beneficial. Furthermore, their benefits may not be straightforward but rather a psychological process that unfolds.

To test these assumptions, the present study’s aim was two-fold. Firstly, to determine if the different sources of support explain significantly different amounts of variance in autonomy satisfaction when compared. Secondly, to understand the psychological process through which autonomy-supportive behaviours from three sources (i.e., manager, colleagues, and self) influence (task, adaptive, and proactive) performance. More specifically, whether need supportive behaviours indirectly affect performance through perceived autonomy satisfaction and work engagement in serial.

In a sample of 278 employees (from small businesses in South Africa), relative weight analysis revealed that autonomy support from managers mattered the most for autonomy satisfaction, followed by autonomy support from the self (i.e., autonomy crafting). Autonomy support from colleagues also mattered, albeit the least. Using serial indirect effect models with bootstrapping, the results also indicated that autonomy-supportive behaviours are associated with performance through their serial associations with autonomy satisfaction and work engagement. The results emphasise the importance of autonomy-supportive behaviours for performance, enabling organisations to proactively design interventions to improve workplace performance.

This study enhances our understanding of autonomy support in the work context in several ways. One, the study illustrated that autonomy support from others and autonomy crafting plays a role in autonomy satisfaction. To date, SDT research focused more on the role of the interpersonal context in need-based experiences and neglected the role of the self. Two, the study’s results supported the benefits of autonomy crafting in the work context, similar to the benefits reported among adolescents. Therefore, early indications are that need crafting transcends context. Three, the benefits reported exceeded those derived from collegial support but still could not trump managerial support.

Altogether, these findings may hint at an early conclusion that supportive behaviours, especially those autonomy-supportive behaviours from managers, may be more important (at least for motivation) than such behaviours from colleagues or the self. Lastly, evidence was provided for why need-supportive (specifically autonomy-supportive) behaviours may not directly affect performance. Except for collegial support, neither autonomy support nor crafting is associated with performance, independent of the serial indirect effect. Instead, need-supportive behaviours initiated a psychological process that enhanced need-based experiences. Consequently, needs-based experiences (or satisfaction) as a psychological resource improved work-related well-being (i.e., work engagement), facilitating the internationalisation and persistence of behaviour.

P8
Psychological Capital, Motivation and Work Engagement Under Job Insecurity: A Study Aimed at Employees in Social Networks.
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Positive psychological capital (PsyCap) developed by Luthans, Youssef and Avolio (2007) is a higher-order positive construct that activates resources and motivation for goal achievement. This research focuses on the role of PsyCap in employee work engagement in times of job uncertainty, thus contributing significantly to organizational success. The main objective of this study is to examine the relationship between PsyCap and work engagement through the
mediation of autonomous motivation and the moderating role of individual perceptions of qualitative job insecurity. The sample consists of 246 employees from various public and private organizations, recruited through different social networks. The majority of the participants were women (69.5%), and the average age was 43 years. Of the total sample, 65.9% of the employees belonged to large companies (more than 250 workers) and 72% belonged to the service sector.

The results confirmed our hypotheses. First, the relationship between PsyCap and work engagement was partially mediated by autonomous motivation. Second, the results show the moderating role of quantitative job insecurity on the relationship between PsyCap and autonomous motivation, with the relationship being weaker the higher the employees' perception of qualitative job insecurity. Consequently, when employees perceive greater quantitative job insecurity, they will reduce the effect of PsyCap, leading to lower levels of autonomous motivation.

Our results contribute to the scientific understanding of the contribution of PsyCap in the work engagement literature and demonstrate the role of motivational processes. Organisations should reduce job insecurity and increase employees' PsyCap levels through targeted interventions and meet employees' basic needs for autonomy, competence and affinity to achieve higher levels of self-determination. Moreover, the present research contributes to the study of the mechanisms that promote work engagement, constituting lines of research that will allow us to clarify the processes involved in work well-being. This study has some limitations such as: the self-report data collection, the cross-sectional design, the small sample and the variety of professions and participants do not allow us to generalise the results.

P9
The Impact of Authoritarian Leadership on Employees' Accountability and Job Performance: The Moderating Role of Social Power
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Previous studies have found that various leadership styles, such as transformational leadership and authentic leadership, can positively influence employees' accountability and other behaviour such as job performance. However, the impact of authoritarian leadership, which is prevalent in Chinese societies, is under-studied in the field of accountability. With high accountability, employees can have higher satisfaction with their work environment and higher success, resulting in a better workplace.

The current study argues that authoritarian supervisors, including Juan-Chiuan leadership and Shang-Yan leadership, influence employee accountability which have a further impact on job performance. Specifically, Juan-Chiuan (focused on absolute obedience) leadership has a negative impact on employee accountability while Shang-Yan leadership (focused on strict discipline) has a positive impact on employee accountability. Employee accountability is positively related to job performance. Moreover, authoritarian supervisors may have different social power to manage their subordinates which would influence the relationship between authoritarian leadership and employee accountability. This study thus examines the moderating role of supervisors' social power between authoritarian leadership and employee accountability.

Using a two-wave survey of 262 participants (59.2% male, 40.8% female), this study reveals that authoritarian leadership affected employee accountability, particularly Shang-Yan leadership. Shang-Yan leadership increased employee accountability ($\beta = 0.20$, $p < 0.05$) resulting in higher job performance ($\beta = 0.39$, $p < 0.01$). Regarding the moderating role of supervisors' social power, reward power moderates the relationship between authoritarian
leadership and employee accountability. When supervisors’ reward power is high, there was no difference between high and low levels of authoritarian leadership. However, while reward power is low, the supervisor with a high level of Shang-Yan leadership had a significantly high level of employee accountability. The results of the present study highlight the substitution effect between Shang-Yan leadership and supervisors’ reward power. Interestingly, supervisors with high Shang-Yan leadership can directly increase employee accountability whereas supervisors with low Shang-Yan leadership can use their reward power to facilitate employee accountability. These findings can provide organisations with better evidence to introduce suitable measures for management.

P10
Meaning Over Money? Effects of Task Meaningfulness on Momentary Work Performance
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We tested how task meaningfulness affects performance, using a novel online procedure that built upon previous studies (Ariely, Kamenica, & Prelec, 2008; Chandler & Kapelner, 2013). Participants were asked to either count white dots on a black background or, in the meaningful condition, to count stars on sky maps as part of an alleged program that monitors illumination pollution. Participants could decide on how many tasks they wanted to complete. We conducted three pre-registered studies (N = 471) where we showed that counting stars was perceived as a more meaningful task. In the first two studies, we paid participants a fixed amount of money regardless of the time spent on the task. We found no main effect of experimental manipulation on the number of tasks. We found an exploratory indirect effect in that task meaningfulness played the role of the mediator. In the third study, we offered additional remuneration for every completed sky map/photo. The payoff dropped after each task. We found that individuals performed more tasks in the meaningful condition. There was no significant indirect effect through subjective task meaningfulness. These results suggest that when performance is not rewarded with external benefits, the subjective meaning ascribed to a task can drive the performance. Interestingly, even a slight financial reward per task boosts performance in the meaningful condition. Taken together, the findings suggest that the interplay between meaning and money may be not only compensatory but also complementary.

P11
Why Do People Sit? Sedentary Behavior in the Context of Daily Activities and Goals
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Background: People spend large parts of their waking time sitting, especially while doing office work, which can cause serious physical and mental health problems. To improve office worker’s health, wellbeing, and productivity, we need interventions to help them change their sitting behavior. Our research focuses on two crucial steps in the process of effective intervention design, that have been overlooked by previous work: (a) specifying a target behavior, and (b) understanding the function of this target behavior in the context of everyday (work) life.

Methods and results: First, we propose that the core behaviors of interest are stand-to-sit and sit-to-strand transitions. We illustrate a technique to analyze the timing of stand-to-sit and sit-to-
stand transitions using activity monitor data from 165 office workers. We found that office workers especially engage in prolonged sitting in mornings, and transition more often between sitting and standing later on the workday.

Second, we explored the psychological, social, and environmental circumstances in which people typically engage in prolonged sitting episodes, high levels of light physical activity (LPA), and high volumes of moderate-to-vigorous physical activity (MVPA). We used an innovative stimulated-recall method combining objective activity-monitor data with structured interviews. On day 1, 36 university students wore an activity monitor to continuously measure sedentary behavior and physical activity. On day 2, participants were presented with a schematic visualization of their personal activity monitor data, and answered a set of structured interview questions about specific sitting, standing, and exercise episodes highlighted by the researcher.

Long sitting episodes were typically identified by participants as ‘Watching TV/Netflix’ (22%), ‘Working on a computer’ (18%), ‘Following a lecture’ (17%) or a ‘Social activity’ (15%). LPA was typically identified as ‘Doing preparations’ (47%) or ‘Cooking’ (24%). MVPA was typically identified as ‘Walking’ (38%), ‘Cycling’ (36%) or doing ‘Sports’ (22%). Participants often judged it to be ‘Not likely’ (53%) to perform their activities in a different way when sitting, and ‘Not an option’ when engaging in LPA (47%) or MVPA (53%). Long sitting episodes mostly happened ‘At home’ (68%) or ‘University’ (14%), LPA mostly happened ‘At home’ (75%), and MVPA mostly happened ‘Outside’ (92%). When other people were present, they often engaged in the same movement-related behavior (76% - 100%). Participants reported higher mental fatigue for sitting episodes compared to LPA (p = .002) and to MVPA (p < .001). No significant differences were found for stress, physical fatigue, and concentration.

Conclusions and implications: Our findings provide a detailed characterization of the contextual characteristics of prolonged sitting versus light physical activity and moderate-to-vigorous physical activity. Taking a goal-hierarchy perspective, our findings broadly suggest that people rarely sit or stand for the purpose of sitting or standing, but as a means to more meaningful, higher-order goals (e.g., sitting to work, standing to cook dinner). To explain, predict, or change sitting behavior, researchers and practitioners should focus on stand-to-sit and sit-to-stand transitions and acknowledge the role of these transitions in the context of people’s daily lives.

P12
Role Stressors as Antecedents of Exposure to Workplace Bullying Behaviors: The Moderating Role of Emotional Demands in a Two-Wave Study
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Exposure to workplace bullying (WPB) is a significant social stressor, with particularly damaging effects compared to other work-related stressors (Samnani & Singh, 2012). WPB is notably linked to burnout, job dissatisfaction, absenteeism, and turnover (Hershcovis et al., 2015; Høgh et al., 2021). Considering these consequences, it is essential to understand the organizational antecedents that explain the presence of bullying behaviors. According to the work environment hypothesis (Salin & Hoel, 2020), the presence of bullying is attributable to stressful work environments (Notelaers et al., 2010). Indeed, it is proposed that work stressors promote frustration and negative emotions, which can contribute to the emergence of conflict and hostile behavior within work teams (Salin & Hoel, 2011). Among the job stressors that have been linked to WPB, role conflict (simultaneous occurrence of two or more incompatible demands; Bowling et al., 2017) and role ambiguity (inadequacy of role-related information,
resulting in a lack of clarity regarding duties, goals, and responsibilities; Bowling et al., 2017) have been identified as particularly important risk factors (Balducci et al., 2012; Bowling & Beehr, 2006). However, few studies have assessed the relationship between both job demands and WPB in a longitudinal manner (Reknes et al., 2014; Salin, 2015). The first objective of the study is thus to investigate the temporal relationship between role conflict, as well as role ambiguity, and exposure to bullying behaviors. Also, a limited number of studies have focused on emotional demands (ED), which refer to the effort needed to deal with job inherent emotions (e.g., being angry with difficult clients) and/or organizationally desired emotions (e.g., staying calm), as an organizational antecedent of WPB (Van den Brande et al., 2016). In relation to WPB, ED could as act as a catalyst to the stressful effect of role stressors (ambiguity and conflict) by reducing the psychological resources available to cope with such demands. As such, the second objective of the study is to examine the moderating role of ED in the temporal relationship between role stressors (role conflict and role ambiguity) and exposure to bullying behavior. This two-wave (3-month time lag) longitudinal study was conducted among a diverse sample of Canadian workers (T1 n = 600; T2 n = 422). Results show that, controlling for baseline effects, T1 role conflict (B = 0.07, S.E. = .02, p = 0.003) and T1 role ambiguity (B = 0.09, S.E. = .03, p = 0.001) positively predict T2 exposure to bullying behaviors. Results also show that ED accentuate these relationships: T1 role conflict and T1 role ambiguity positively predicted T2 exposure to bullying behaviors over time, but only when T2 ED were high (role ambiguity: B = .15, S.E. = .04, p = 0.001; role conflict: B = .13, S.E. = .03, p = 0.001 versus low-role ambiguity: B = .02, S.E. = .03, p = .45; role conflict: B = .02, S.E. = .03, p = .57). The theoretical and practical implications of these results will be discussed.

P13
The Development of Obsessive Passion in Community Workers in Québec, Canada
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The community sector plays a central role in Canadian society by responding to the needs of vulnerable clients that cannot be met by public or private services. Employees working in these settings are known to be dedicated to their work, but they also face precarious working conditions, particularly due to a chronic lack of funding. In this regard, a recent study indicates that community workers experience both high psychological well-being and distress (Meunier et al., 2020). Given the importance of this sector of activity, levers of action must be identified in order to improve the mental health of these workers. It would therefore be interesting to consider the type of passion that motivates these workers. There are two types of passion for work, harmonious passion (HP), which promotes psychological health, and obsessive passion (OP), which has a negative impact on it. Some of the characteristics that determine OP in the workplace have been identified as either individual (e.g., strength use; Vallerand et al., 2014) or organizational (e.g., organizational culture; Hardgrove, 2019). However, to our knowledge, no studies to date have explored the determinants of OP at work. Using the demands and resources model (Bakker & Demerouti, 2007) three studies investigated the characteristics of the community workplace in Québec, Canada before (Study 1) and during (Study 2-3) the COVID-19 pandemic to identify the determinants of workplace OP.

Study 1 surveyed 851 workers (84% F; age M = 38), Study 2 surveyed 579 workers (80% F; age M = 39.5) and Study 3 surveyed 463 workers (84.8% F; age = 40). Passion, demands, and workplace resources were measured with the same validated instruments in all three studies. Using hierarchical regressions, Study 1 found that over-investment (B= .475, p= .000), and job insecurity (B= .066, p= .042) explained the development of OP before the pandemic. Study 2 found that over-investment (B= .493, p = .000), job insecurity (B=.096, p = .015), work culpability (B= .092, p = .047), and emotional workload (B = .116, p = .009) were determinants of OP. Study 3 found that emotional workload (B= .097, p=.040), work overload (B= .110, p= .046), over-investment (B= .370, p= .000), and work culpability (B = .106, p = .026) were determinants of OP.
Although this research project comprises three studies, analyses were conducted with a cross-sectional design and thus we cannot conclude any causal effect between the results obtained for each study. Taken together, these studies suggest that organizational context partly explains the development of OP in community workers. This research project allowed us to identify certain characteristics of work on which community organizations can act in order to reduce the development of obsessive passion and thus alleviate the psychological distress of their employees. Most studies in the scientific literature have focused on the determinants of harmonious passion at work. To our knowledge, this is the first study to examine the determinants of obsessive passion at work.

**P14**

**Mental Disorders Among First Responders in Korea Using Nationwide Insurance Database**

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*Purpose:* Police officers and firefighters are first responders in case of emergencies. They are constantly exposed to physical injury and excessive mental stress. Interest in the mental health of these first responders is especially mounting in the context of coronavirus disease 2019 (Covid-19) pandemic. Thus, this study aims to overview the trend of treatment for mental disorders among first responders in Korea using the National Health Insurance Service (NHIS) database.

*Method:* Nationally representative NHIS data were used to create a police officer and firefighter cohort for this study. The participants were selected based on health insurance eligibility and workplace; a total of 108601–121705 police officers and 38189–48815 firefighters were enrolled annually from 2015 to 2019. Treatment rates for depression (F32-F33), post-traumatic stress disorder (PTSD; F431), and adjustment disorder (AD; F432) were measured. Furthermore, the age-standardized treatment rates and trends for depression, PTSD, and AD were analyzed for police officers and firefighters and compared between the two groups. The standard population was set as the registered mid-year population (5-year age units) for each year, and the age-standardized treatment rate per 100000 population was measured using direct method.

*Results:* For police officers, the age-standardized treatment rate (per 100,000 police officers) for depression continuously increased from 1918.4 in 2015 to 2632.2 in 2018 and then dropped to 2304.7 in 2019. For firefighters, the age-standardized treatment rate (per 100000 firefighters) for depression continuously increased from 1829.1 in 2015 to 2732.0 in 2019. By sex, the age-standardized treatment rate (per 100000 female police officers) for depression increased from 2304.1 in 2015 to 2832.6 in 2018 and then decreased to 2373.4 in 2019. For female firefighters, the age-standardized treatment rate (per 100000 female firefighters) for depression peaked in 2015 at 4545.2 and dropped to 3467.7 in 2019. The age-standardized treatment rate for PTSD (F431) was higher among firefighters than police officers (in 2019: 69.7 per 100000 firefighters, 28.4 per 100000 police officers). Furthermore, the age-standardized treatment rate for AD (F432) was 195.3 per 100000 police officers and 152.3 per 100000 firefighters in 2019. Although the treatment rate for depression was lower among female police officers compared to their firefighter counterparts, the age-standardized treatment rates for AD from 2016–2018 were high in this group, at 126–377 per 100000 female police officers.
Discussion: Except for PTSD, the treatment rate for mental disorder was higher among police officers than firefighters, and the treatment rates are steadily increased. Among 2015–2019, the treatment rate for depression in 2019 was about 1.4–1.6 times higher in police officers (2304.7) and firefighters (2732.0) than that of the general population. A mental disorder monitoring system for first responders in the post-COVID-19 era should be developed based on these trends as observed in this study.

P15
Perceptions and Obstacles Surrounding Post-Secondary Students Mental Health Literacy: A Rapid Evidence Assessment
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Background: In recent years, mental health disorders have become especially prominent in post-secondary students; however, seeking help for these problems is unlikely. Students often have a lack of literacy, knowledge and/or self-awareness of mental health issues, face a fear of stigma or bias, and/or have limited resources on campus or in the community. The aim of this study is to conduct a rapid evidence assessment (Barends et al., 2017) using a narrative approach on existing multidisciplinary literature to more thoroughly understand post-secondary students’ perceptions of mental health literacy and to identify obstacles that they experience in accessing mental health services.

Methods: Using the PRISMA-P protocol for systematic reviews, six electronic databases were reviewed (i.e., PubMed, Sage Journals, Academic Search Premier, ScienceDirect, APA PsychINFO, and JSTOR). Published experimental research was included to comply with review standards outlined by Shadish and colleagues (2002); however, cross-sectional studies were also included due to the nature of the present study. Articles were taken from 2010-present and focused on students in the age group of 16-25 years.

Results: A total of 242 titles/abstracts were obtained (n = 80 removed due to duplicate record), of which 162 were included in the initial screening review. Upon completion of critical appraisal (i.e., methodological quality/trustworthiness) of the research team, 18 full manuscripts were included in the rapid evidence assessment. Broad level results indicate that lack of knowledge regarding mental health and higher levels of stigma are associated with decreased help-seeking intention. Stressors that come with post-secondary study are shown to be contributors to depression, and those in areas of study not relevant to health display less confidence in providing help to peers. Age and gender also correlate with help-seeking and problem recognition. Some existing interventions have demonstrated to be helpful, though much is needed in order to promote education, normalize help seeking and provision, and cultivate more resources targeted specifically towards the post-secondary demographic.

Conclusion: Mental health literacy including knowledge, stigma, and help-seeking intentions must be further studied to gain understanding of post-secondary students’ specific needs, to normalize accessing mental health resources, and to best create tools that are accessible and effective. Additionally, it is important to be content- and context-specific in creation of these tools by considering specific groups that may be marginalized or subject to biases. Finally, given the increase in remote work and being ‘online’ due to the COVID-19 pandemic, future research should consider how post-secondary institutions can use technology to their advantage to implement the mental health services students need.
Workplace Violence: Does Violence Prevention Climate Mitigate Risk?

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Previous research has shown that workplace violence is a growing problem that has serious consequences for individuals and organizations (e.g., LeBlanc & Kelloway, 2002). Potential outcomes for an individual who has faced workplace violence include reduced emotional well-being, psychosomatic well-being, affective commitment, increased turnover intent, and minor and serious physical harm (LeBlanc & Kelloway, 2002). Fear of future violence is a critical outcome in determining how experiencing violence affects individuals (LeBlanc & Kelloway, 2002). Moreover, the risk of experiencing workplace violence is not uniform, some occupations are more likely to experience violence based on a variety of factors such as working alone or working with inebriated individuals. LeBlanc and Kelloway (2002) developed a measure of risk of workplace violence based on occupational characteristics.

More recently, researchers have shifted their focus onto means of reducing or mitigating the effects of workplace violence via measures and interventions with a focus on violence prevention climate. The Violence Prevention Climate Scale (VPCS; Kessler et al., 2008) has three factors: practice and response, policy and procedure, and pressure for unsafe practices. The policy and procedure dimension has been found to be more associated with verbal aggression and is mainly composed of items related to employer intervention, employee training, and safety information dissemination. The practice and response dimension has been found to be more associated with physical aggression and is mainly composed of items related to management intervention, and management violence. The pressure for unsafe practices dimension has been found to be more associated with verbal aggression and is mainly composed of items related to organizational standards, how they are received, and regarded by employees.

The purpose of the current study is to test whether violence prevention climate can mitigate the fear associated with occupational risk factors. More specifically, to identify which factors of the VPCS can moderate the relationship between risk of workplace violence and fear of workplace violence. Data from 315 participants were drawn from a survey panel. The mean age of the participants was 38.26 (11.75), the mean job tenure of the sample was 8.40 (8.05), and the sample was found to be 58.4% female. The measures used for the present study are: risk of violence scale (Leblanc & Kelloway, 2002), violence prevention climate scale (Kessler et al., 2008), and fear of future violence scale (Rogers & Kelloway, 1996). A series of moderated regressions for each dimension of VPCS were conducted using the PROCESS macro (Hayes, 2017). Two (‘practice and response’, and ‘policy and procedure’) of the three dimensions of the VPCS moderated the relationship between risk and fear; in both cases the relationship was weaker when VPC was high than when VPC was low. These results support the need for organizations to develop effective strategies and policies to prevent and deal with workplace violence. Even in risky occupations, a strong VPCS may lessen the chances that individuals will experience heightened levels of fear of violence, and by extension, the negative consequences that go along with it.

Comparison of Psychosocial Risks at Work of Korean Workers Who Died by Suicide

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Objectives: Suicide is a leading cause of death among Korea’s working population, and their suicide rate is increasing rapidly from 15.5 per 100000 population in 2000 to 24.3 in 2017. Since the experiences and conditions affecting workers’ suicide, especially the psychosocial risks at work, vary, it is necessary to classify workers’ suicide deaths into subgroups, and their psychosocial risks at work were compared.
Methods: From 2010 to 2018, 413 suicide deaths were claimed in the Industrial Accident Compensation Insurance; data related to these deaths were coded by our team of qualified experts using a standardized format and well-designed methodology, based on demographics, details of the suicide, clinical variables, personal stress, and psychosocial risks at work. Classification of clusters based on demographics and employment conditions was made by comparing chi-square test and one-way ANOVA.

Results: We determined four clusters (average silhouette measure of 0.3) and named them according to the characteristics of psychosocial risks at work. Cluster 1 (responsibility-burdened type) was the largest (n = 137), in which all workers were married men who did not live alone. Most workers in this cluster were in their 40s and worked as managers. They had the longest years of continuous employment, and experienced excessive responsibilities: “difficult work to achieve”; “fail to achieve allocation workload”; “change of job contents or workload”; “high levels of time pressure”; “in charge of new business or company reconstruction”; and “own promotion.” Cluster 2 (workplace violence type, n = 99) included the youngest workers. Workers in this cluster were women, single, lived alone, and worked as professionals and related workers or clerks. Psychosocial risks was mostly attributed to workplace violence: “conflict with colleagues”; “workplace harassment, mobbing, and violence”; and “sexual harassment”. Cluster 3 (job-insecurity-type) was the smallest (n = 52), and included the highest proportion of workers over the age of 60, divorced/widowed, and exhibited problem drinking behaviors, compared with other clusters. Cluster 3 included irregular and non-permanent workers who were unemployed at the time of death. They worked as elementary or service workers, and had the shortest years of continuous employment. Psychosocial risks was associated with unstable employment: “expiration of contract”, “changing jobs”; “discrimination due to irregular work”. Cluster 4 (risk-exposed type, n = 125) included the oldest workers, which included those who worked outdoors, including in transportation, and those who performed shift work as equipment, machine operating, and assembling workers, or craft and related trades workers. Their psychosocial risks was attributable to physical risk factors: “working alone” and “poor physical work environment.” Notably, there were no significant differences between the clusters regarding mental disorders, past suicide attempts, personal problems.

Conclusions: Korean workers who died by suicide were classified into four subgroups; particularly, by different patterns in psychosocial risks at work. Our findings suggest that psychosocial risks at work is an essential risk factor and should be considered in preventing suicide among workers. The results of this study could be used to improve the psychosocial work environment and to establish intervention strategies to prevent workers’ suicide.
Objectives: Our preliminary study aims to evaluate the efficacy of PREVEY®, an online psychosocial risk assessment web-based tool for measuring and mitigating psychosocial risk levels in the context of work, on the promotion of proactivity and self-efficacy perception on how to actively promote their well-being at work (at the individual, and at the team level). Further, we aim to understand employees’ and team leaders’ reactions to specific PREVEY® features such as individual customized feedback, and team leader aggregated feedback.

Design/Methodology: Participants belonging to a technology company (14 team leaders, and 31 employees) were involved in this preliminary pilot of PREVEY®. Initially, a kick-off meeting was held with the management team in order to develop the communication process to engage everyone in the process and tool implementation. PREVEY® pulse surveys were sent between 6 May 2021 and 20 July 2021, using a desktop and an app version of PREVEY®, that included five small questionnaires sent biweekly. The initial pulse survey was composed by demographic questions. Subsequently, the scales used in the next pulse surveys were: the Copenhagen Psychosocial Questionnaire (COPSOQ III) (International COPSOQ Network, 2019), General Self-Efficacy Scale (Schwarzer & Jerusalem, 1995), Proactive Attitude Scale (PAS) (Schmitz & Schwarzer, 1999), and Utrecht Work Engagement Scale (Schaufeli et al., 2006). The proactivity and self-efficacy perceptions were measured in two instances, in the beginning and at the end of application of PREVEY®. After completion of PREVEY®, participants were also asked to evaluate their satisfaction with the tool and to set a goal and specific actions to improve their well-being at work. One month after the last pulse survey, a follow-up pulse survey was sent to validate the level of completion of the tasks and goal fulfillment. The aggregated results of the psychosocial risk assessment were shared in a meeting with the teams leaders and action plans were developed to address specific risks identified in this organization.

Results: The results show significant differences between the first and the second wave of proactivity and self-efficacy perceptions of participants that may indicate a significant positive impact of PREVEY® in these dimensions. Concerning goal setting, participants stated on average that they invested between 41-60% in actions to fulfil their goals related to the promotion of their well-being at work. In terms of satisfaction with the tool, participants shared they found the tool very useful, increasing reflection and learning, since it provided useful action tips to address specific challenges concerning high level risk dimensions found in the psychosocial risk assessment of the work context.

Conclusions: PREVEY® shows promising results by helping employees increase self-efficacy and proactivity, while providing concrete psycho-educational content on how to improve well-being at work and how to mitigate specific psychosocial risks, by creating awareness and proper feedback channels at the individual and team lead level.

Limitations: The sample size was very small (47 participants) in this first pilot of PREVEY® so the generalization of results is not possible. Additionally, the sample was composed of employees of the tech company and some participants did not reply to some of the questionnaires in some of the tool’s pulse surveys.

Implications: Further testing of PREVEY® is needed in order to draw more general conclusions concerning the potential impact of PREVEY® on Proactivity and Self-Efficacy when addressing and mitigating critical psychosocial risks in the workplace.

Originality/Value: PREVEY® stands out due to the feedback and micro-learning channels it provides to the employees in real time when answering pulse surveys that assess psychosocial risks in a web-based tool format. Also, by opening communication and reflection on different dimensions and potential issues at work and nudging critical health promotion actions and solutions for individuals and managers.
Understanding the Relationship Between the Use of Smartphone Technology in Off-Job Hours and Employee Work-Life Conflict: A Systematic Review and Meta-Analysis

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Background: Over the past three decades, developments in information and communication technology (ICT) have had a huge impact on working life, with email being touted as the most prevalent form of computer-mediated communication within organizations (Derks & Bakker, 2010). The increasing use of mobile devices in business has affected the way in which employees organise their work in terms of location and time; and, in turn, how they perform their work-related tasks and activities (e.g. Boswell & Olson-Buchanan, 2007; Fenner & Renn, 2010). There is increased public interest and, in turn, empirical studies examining the postulated relationship between the use of smartphones for work purposes during employees’ off-job hours and their home-work conflict.

Aim: The aim of this study is to collate, summarise, critique, synthesise and meta-analyse existing research quantifying the relationship between the use of smartphone technology for work purposes in off-job hours and employees’ perceived work-life conflict.

Method: A systematic review protocol, adhering to PRISMA guidelines, was developed a priori and peer reviewed. Included studies were from 2012 onwards, quantitative in nature, and published in English. Searches were carried out in PsycINFO, International Bibliography of the Social Sciences (IBSS), Academic Search Complete, ProQuest Central, Web of Science, ProQuest Theses, Emerald, Business Source Complete, ScienceDirect, Scopus, Google and Google Scholar. RStudio (Version 1.3.959) was used to calculate pooled and weighted estimates for the relationship between smartphone use and work-life conflict.

Results: 19 studies met the specified inclusion criteria and included in the systematic review. They were published between 2012 to 2020, originating from the United Kingdom, the Netherlands, Germany, Sweden, the United States of America, and Taiwan. In general, these studies were of high empirical quality. 17 studies were included in the meta-analysis. The pooled and weighted results of the meta-analysis demonstrated a significant positive association between increased use of smartphone technology to complete work-related activities in off-job hours and employees’ increased feelings of work-life conflict was observed: $r = .28$ (95% CI .21, .34), $p < .0001$. Findings from the systematic review (n=19) highlight the complexity of this association and the potential role of intervening variables there within. In particular, several variables appear to mediate and/or moderate the relationship between smartphone use during off-job hours and work-life conflict, including (but not limited) to segmentation preference, telepressure, work engagement, and organisational expectations.

Discussion: We will apply contemporary theories of work-related stress to understand our findings, with the aim to advance our theoretical understanding of the impact of mobile forms of ICT (such as, smartphone technology) on employee work-home conflict. Reflections for practice and future research will also be presented.
The aim of the present study is to develop a new ad hoc scale to measure the benefits and criticalities of smart/remote working, exploring and validating, through a double study (exploratory and confirmatory), the factorial structure and the main psychometric properties. The changing work environment has led organisations and companies to move in the direction of digital transition. This process has been accelerated by the pandemic, which has created a 'forced' pressure to do so, resulting in massive recourse to the practice of remote working. In order to avoid the spread of the virus and protect the health of citizens, governments have instructed employers to use work from home. In many cases, workers did not have time to prepare themselves for this change in organisational style and methods. The existing literature highlights, in this different way of working, benefits (e.g. better work-family balance, more autonomy) and criticalities (e.g. higher workload due to technologies, lack of sociality). A 14-item ad-hoc scale was developed starting from the literature and a pilot qualitative study.

Exploratory Factor Analysis (EFA) was conducted on a sample of 300 workers (57.5% male, 42.5% female, mean age 39.7, SD = 12.7) and a Confirmatory Factor Analysis on 677 workers (45.8% male, 54.2% female, mean age 39.5, SD = 12.3), all experienced during COVID-19 a period of smart/remote working. Parametrical Structural Equation Modeling (SEM) were used.

The psychometric robustness of the model was assessed through bootstrap validation (5000 resamples), fit indices testing and measurement of factorial invariance (by gender and type of organisation). In line with the findings in the literature, the EFA reveals the bifactorial nature of the scale. In confirmatory terms, the model shows good fit indices, with $\chi^2 = 313.61 (.000)$, CFI = 0.93, TLI = 0.92, SRMR = 0.06, RMSEA = 0.07 (CI = 0.06; 0.08), the bootstrap validation reports statistically significant saturations, excellent reliability indices, as well as convergent and discriminant validity. Measurement invariance is verified for gender and type of organisation. The generalisability of the results is undermined by convenience sampling, self-report measures and the use of parametrical methods of analysis. The scale, anchored in recent literature studies, has made it possible to identify, in operational terms, the benefits and disadvantages associated with smart/remote working. For this reason, it can be a streamlined and psychometrically valid tool to identify at an early-stage possible difficulties arising from smart/remote working, acting promptly, and at the same time positive aspects to be implemented to improve organisational well-being. Based on existing literature, the ad hoc scale allows to investigate the positive and negative consequences of smart/remote working.

The tool, therefore, assumes a crucial role especially in a period still characterised by changes resulting from the recent pandemic. Moreover, with a view to a gradual return to normality, considering that several organisations have already considered the idea of resorting to remote working by virtue of the economic savings and psychological advantages for workers, the questionnaire may be a valid way for researchers and practitioners to investigate the influences of this way of working on the contexts of the subjects, whether positive or negative, and, if necessary, to monitor the effects and act promptly.
P21
NIOSH Healthy Work Design and Well-Being Program
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\textbf{Purpose}: This poster describes the U.S. National Institute for Occupational Safety and Health (NIOSH) Healthy Work Design and Well-Being (HWD) National Occupational Research Agenda (NORA) Program, recent program research output and invites participation.

\textbf{Background}: Recent events (e.g., the COVID-19 Pandemic) have focused attention on the critical role of work design in determining not just the physical health, but the mental health of workers, their families, and by extension – the productivity and sustainability of the economy and society at large. Through the NORA framework, NIOSH’s HWD Program works with partners to improve the design of work, work environments, management practices, and organizational policies to advance worker safety, health, and well-being (quality of life, hedonic, and evaluative well-being). Current HWD priorities include improving the organization of work; advancing the safety and health of workers in non-standard work arrangements (i.e., temporary agency, contract, gig arrangements); and protecting workers from the negative health and safety consequences of shift work, long and irregular work schedules, and other factors that contribute to work-related fatigue and stress.

\textbf{Approach}: NIOSH HWD projects strive to: (a) explore the safety and health effects of work organization and the external factors (including societal, technological, regulatory, and policy) that influence work organization; (b) identify the economic factors that affect worker safety, health, and well-being; (c) design surveys to track changes in organization of work and effects on workers over time; (d) investigate the association between work arrangements and worker stress, health, and health-related quality of life; (e) identify cost-effective interventions that organizations can use to reduce the negative impacts of stressors related to work arrangements; and (f) promote evidence-based, comprehensive approaches to advance worker well-being, including Total Worker Health® (TWH).

\textbf{Outputs}: Recently the HWD program (a) released the NIOSH WellBQ, a publicly available, no-cost survey assessment tool to measure the well-being status of workers; (b) presented a symposium on a framework for HWD research at the 14th European Academy of Occupational Health Psychology Conference; (c) published a series of timely blogs on sleep, TWH, economic security, organizational support, and stress, and how addressing these risks through healthy work design can help workers during the COVID-19 pandemic; (d) published the Workplace Supported Recovery website, offering evidence-based policies and programs to reduce substance misuse among workers and support their recovery and return to work; and (e) led the design of supplemental questions in the 2020 and 2021 National Health Interview Surveys focusing on key aspects of work arrangements and potential exposure to COVID-19 in the workplace. Links to these efforts and highlights from intramural research will be presented on the poster.

\textbf{Discussion}: The HWD NORA Council is currently developing an implementation plan to address gaps identified in the HWD NORA. Opportunities to engage partners in these efforts exist, and the poster will invite those interested to reach out to program personnel for more information.
Towards a Better Understanding of Compassionate Workplaces: Supporting Employees Confronted with Serious Illness, Death, or Loss.
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Research goals: Previous research made it very clear that employees’ work and family life mutually influence each other, both in a negative (i.e., conflict experiences) and/or positive (i.e., enrichment experiences) way. Events and experiences in the family domain often spill over and influence an employee’s functioning and well-being at work. Unfortunately, throughout their career, many employees are confronted with serious and challenging situations in their family domain such as the serious (mental or physical) illness, death of a loved one, which impacts how they feel, behave and perform in general and at work. Today, we notice an upcoming international trend of organizations gradually taking initiatives to become a compassionate workplace. Yet, research on the concept of compassionate workplaces is still in its infancy. With our research project, we want to gain a better insight into the characteristics of a compassionate workplace and the needs and responsibilities of the different parties involved (i.e., employees, supervisor, HR, colleagues). In this particular study, we start from the experiences of employees who were confronted with serious illness or death to identify different acts of workplace compassion on the individual and organizational level.

Theoretical background: Research on compassionate communities describes ‘compassion’ as being a response to someone’s suffering that can occur both at the individual, group or societal level. Applied to the work environment, a compassionate workplace notices and responds to employees’ suffering and pain and cares for them. Acts of compassion can be performed on the individual (i.e., supervisor and/or colleagues) as well as on the organizational level. Although research on compassionate workplaces is still limited, some of the theoretical frameworks used within the research domain of work- and organizational psychology already seem relevant in approaching the concept, such as the Conservation of Resources Theory and Person-Environment Fit Theory.

Methodology/Approach: This study is part of a large, interdisciplinary research project in which 8 research groups of the Vrije Universiteit Brussel study the development of, and the processes within compassionate communities in order to increase the quality of life and social support of individuals confronted with serious (mental or physical) illness, death, dying and loss. A multimethod approach is used to study the concept of compassionate workplaces. For the current study on acts of compassion at work, we conducted 17 semi-structured interviews (September 2022 - February 2023) with employees confronted with serious illness or death. Results: Preliminary results show that many employees confronted with serious illness or death indeed experienced compassion in their workplace. Compassion seems to manifest itself in different forms (e.g., showing recognition, providing instrumental or emotional support) and is very often the result of personal initiatives taken by individual members of the organization (i.e., colleagues and/or supervisor). So far, our findings provide less examples of collective compassion mechanisms within organizations.

P23
Staying Fit on the Job: Work-Related Issues in an Individual Coaching Intervention
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Research goal: Work is an important area of life. It can be a positive source of self-fulfillment, but also brings challenges (Sohail & Rehman, 2015). Under the modern cognitive and social work demands, people with mental health problems have more and more problems on the job (Rajgopal, 2010), or even sick leave and work disability (Muschalla & Linden, 2014). Also,
bureaucracy and increasingly complicated rules lead to increased work quantity which is perceived as stressful even for many mental healthy people. As part of the H-Work project, interventions for improving mental health and healthy coping in the workplace are presently evaluated in five EU countries. We report outcomes from individual work coaching for employees in public and private organizations in Germany.

**Design:** Individual coaching consistent of 3 sessions (behavior- and situation analysis, practical exercise, reflection) was offered to employees of all departments of the researching university and employees from any other organization in the region. All coaching sessions were conducted by the same trained psychologist (in person, or virtually via video). By means of individual situation- and behavior analysis, the coaching content was individually aligned to the issues of the participants. Alternative behaviors for problematic work situations were practiced and reflected upon. Coaching participants completed self-rating questionnaires on their perceived work-relevant capacities, work ability and work-related coping behaviors before the first and after the third coaching sessions.

**Results:** We completed coaching sessions (3 sessions each) with 55 participants. There was only one dropout. 37 participants are from Education & Research, 18 participants are from other industries (Table 1). An overview of the participants’ issues shows 20 issues regarding social interactions and 35 participants with an individual (work organizing or workload) issue. Participants improved in work ability and work coping from before to after the 3 coaching sessions.

**Practical implications:** The advantages of individual coaching intervention are the combination of individual focus and the economic format of three sessions. It has already been demonstrated that individual counseling is often more effective than preventive group interventions (e.g., Reynolds, 1997). According to our first findings, individual coaching may have the potential to increase the self-assessment of work-relevant capacities, work ability and active coping strategies of employees in very different workplaces.

**P24**

**Workplace Health Promotion for Healthcare Workers: Investing in Psychological Support Raises Resilience and Earnings. A Cost-Effective Experience by an Italian Occupational Health Service**

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Work-related stress is a significant risk for healthcare workers (HCWs) due to their assistance and care role. This study aims at evaluating the effectiveness of the “Help Point” (HP) programme for HCWs. The HP path was implemented in the Bambino Gesù Children’s Hospital to prevent work discomfort and negative mental health outcomes among HCWs, and is currently working. Participation in the programme is voluntary. The HP initiative is led by a multidisciplinary team, which comprises four occupational physicians, one psychologist, and one physician of the Health Directorate. The worker’s demand is collected by the occupational physician and then discussed with the psychologist to ascertain the motivational drive (exclusion criteria are unfitness of psychosocial risk and non-existence of the psychological
disorder). After being enrolled, the worker passes through a pre-evaluation phase needed to discover the underlying processes of the reported problems and complaints. Then, the psychological support phase is set up in the form of individual meetings. At the end of the HP path, a feedback phase is performed to evaluate the achieved outcomes and a pre-post comparison of the mental health status is set. Finally, the subject enters the follow-up period for several months.

The analysis was performed from September 2016 to June 2019. 35 workers participated (n). A control group of 245 workers (7n) was set. Sociodemographic and work-related variables (age, gender, job category, seniority) and clinical management variables (duration of HP path, number of meetings) were measured, as well as the occupational distress and the quality of life, using the General Health Questionnaire (GHQ-12) and the Short Form-36 health survey (SF-36), respectively. Sickness absence days (SADs) were also recorded. Costs and benefits of the service were evaluated; the return on investment (ROI) was computed as the ratio of net profit and investment cost for the HP program. Pre-treatment variables were compared to post-treatment variables using Student’s paired T test or Wilcoxon U test for normally and non-normally distributed variables, respectively. Chi-square test was performed between qualitative variables. Two multiple linear regression models were set using the pre-post difference in GHQ-12/SF-36 scores as a dependent variable and age, gender, job category, seniority, and number of meetings as predictors.

The level of distress was significantly reduced in the treated group at the end of the follow-up (p <.001). Quality of life had significantly improved (p <.003). A 60% reduction of SADs following the intervention was recorded. After the treatment, absenteeism in cases was significantly lower than in controls (p <.02). The individual improvement of mental health and quality of life was significantly correlated with the number of meetings with the psychologist (p <.01 and p <.03, respectively). The recovery of direct costs due to reduced sick leave absence was significantly higher than the costs of the programme; ROI was 2.73. Results must be examined with caution, given the small sample. However, this study sharpens the specific role of two professional figures, the occupational physician and the psychologist, called for raising workers’ awareness in this individual empowerment strategy.

P25
Psychosocial Risk Factors in Undergraduate and Resident Physicians in Ten Hospitals in Mexico City
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Introduction: The exposure to psychosocial risk factors to which workers in various productive sectors may be exposed, including the health sector, can trigger negative effects or manifestations for the worker themselves and their environment, in both senses, affective or in work. In Mexico, the NOM-035-STPS-2018 (STPS, 2018) encourages organizations to identify, analyze, and prevent psychosocial risk factors. However, undergraduate and resident physicians are also exposed to psychosocial risk factors at work: a) low scholarships, b) long shift hours, c) rotation and services shifts, d) lack of labor benefits, e) lack of recognition for work, and f) provide a service - highly demanding medical care.

Objective: To analyze the main psychosocial risk factors to which health professionals are exposed, specifically in a sample of undergraduate and resident physicians in 10 hospitals in Mexico City.
Method: A descriptive, ex post-facto investigation was carried out with a sample of 387 physicians, of which 161 (41.6%) were undergraduate and 226 (58.4%) were resident physicians of 10 hospitals in Mexico City. The sample was integrated by 51.7% women and 48.3% men. The questionnaire was used to identify psychosocial risk factors at work from Mexican standard NOM-035-STPS-2018 (STPS, 2018) which measures the qualification and levels of psychosocial risk: global, of five categories and 10 domains. The application was carried out in the physicians’ work centers, prior to the application of the informed consent. Once the questionnaire was answered, it was reviewed and captured. Descriptive analyzes and comparison of means of psychosocial risk factors between undergraduate and residents physicians were performed using Student's T test.

Results: In the sample of undergraduate and residents physicians, it was identified that the highest levels of psychosocial risk were presented in factors inherent to the activity and organization of work time. In addition, very high levels of psychosocial risk were identified in workload and workday. At a high level of psychosocial risk, interference in the work-family relationship was only identified. Significant differences between the undergraduate and residents were identified in: organizational environment, leadership, violence, performance recognition, insufficient sense of belonging, and job instability. These factors match with those analyzed in the theoretical framework. It should be noted that only undergraduate physicians were identified with a high level of psychosocial risk in the organizational environment, most likely due to the fact that they are at the lowest hierarchical level and face a more stressful work environment.

Conclusions: The results indicate that there are high levels of psychosocial risk in undergraduate physicians, mainly in relation to the workload and the workday. These psychosocial risk factors should be addressed in a timely manner in order to avoid consequent effects or impacts on the occupational health of undergraduate and resident physicians. The research was approved by the Ethics Committee of the health institution.

P26
Compared to what? Counterfactual Design and Analysis for Organizational Intervention Effectiveness Testing
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Effectiveness of many organizational interventions is tested without a control condition, simply based on pre- and post-intervention assessments. If no change is detected, one can prematurely conclude that the intervention has no impact. However, an alternative possibility needs to be considered: that the intervention's true effect is prevention of the problem exacerbation. For example, assume two groups of workers who work in a fairly homogeneous organizational context. Workers in a treatment condition would be given a program designed to help them better cope with stress and burnout, whereas workers in the control condition are not provided with the program. Stress level in the treatment group may be plateaued while notably increased level of stress may be found in the control condition. If researchers were to only test the treatment group across pre- and post-conditions, then they would see that there is no change. Meanwhile, if they compared the result with the control group (i.e., no intervention, elevated stress level), then they would see that the intervention program has indeed helped prevent the exacerbation of stress in the workers.

Therefore, a control condition that is not affected by the intervention must be incorporated into the study design for the precise examination of the effectiveness of an interested organizational intervention. Also, lack of improvement in a treatment condition should not be equated to the
conclusion that the treatment has no impact. This line of thinking is based on the framework of counterfactual analysis. Counterfactual analysis is a helpful determinate of the cause-and-effect relationship between interventions and their outcomes. This is an important measure because it provides an alternative scenario of the effects without an intervention. The counterfactual measure, which corresponds to the control condition measure, can be compared to the intervention measure to determine whether the change (or no-change) in the outcome measure(s) is due to intervention.

Finally, it is important to align the research design with a proper analytic approach. We propose analysis of covariance (ANCOVA) as a useful method to examine the effectiveness of an intervention both in consideration of the control condition and pre- and post-intervention outcome measure(s). The key focus of ANCOVA is on whether outcome measures are significantly different across control and intervention conditions after the intervention. The pre-intervention measures are used as covariates to adjust the post-intervention measures for the purpose of making comparisons between the control and intervention conditions. It accounts for variation in the post-intervention measures that is due to the variation in the pre-intervention measures and ensures that any post-intervention differences are not due to left-over effects of pre-intervention differences between the groups but truly due to the intervention effect. Example data, analytic codes for R, and results interpretation will be provided. In conclusion, we call for the need for a counterfactual framework in examination of the precise evaluation of organizational intervention effectiveness. Also, we contend that an analytic approach that is aligned with a counterfactual framework, such as ANCOVA, needs to be considered.

P27
Effects of an App-Based Mindfulness Training on Employees’ Perfectionism, Stress and Recovery: A Randomised Wait-List Control Trial
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Theoretical and empirical background: Perfectionism is on the rise (Curran & Hill, 2019). This multidimensional personality disposition comprises maladaptive dimensions, summarized as perfectionistic concerns, and dimensions that may be adaptive, summarized as perfectionistic strivings (see Stoeber & Otto, 2006, for a review). Scholars have begun to investigate perfectionistic cognitions as ‘state-like manifestations’ of perfectionism (Hill & Appleton, 2011, p. 697). These cognitions may relate to personal standards (perfectionistic strivings cognitions [PSC]) or the concern to make mistakes (perfectionistic concerns cognitions [PCC]; Prestele et al., 2020). Both dispositional perfectionistic concerns and PCC may place employees at risk for increased stress and impaired recovery and well-being (Molnar et al., 2020; Prestele et al., 2020).

Recently, researchers have suggested that people high in perfectionistic concerns, in particular, would benefit from increased mindfulness (Flett et al., 2020), as their mindset is directed towards social evaluation, approval, and avoiding criticism. Accordingly, we consider mindfulness as a personal resource (Grover et al., 2016) that may reduce PCC, stress, and recovery deficits associated with perfectionism. Mindfulness-based interventions are a promising approach to promote employee well-being, with a focus on skills that alleviate stress and enable effective coping (e.g. Bartlett et al., 2018). Additionally, online and app-based mindfulness interventions are effective in reducing stress and promoting employees’ well-being, including recovery after work (e.g., Möltner et al., 2018; Querstret et al., 2017). Against this background, this study aims to contribute to research on perfectionism and mindfulness by (1) introducing and testing the dynamic concept of perfectionistic cognitions as another target for mindfulness interventions, and by (2) investigating the effects of a low-
threshold app-based mindfulness intervention on time pressure and procrastination as indicators of stress and detachment and sleep quality as indicators of recovery that perfectionism may affect. Specifically, we expect that increased mindfulness leads to significantly lower levels of PCC, time pressure, and procrastination and significantly higher levels of detachment and sleep quality.

Methods and Design: An app-based intervention study using a randomised wait-list control design is conducted. Data is collected through a pre-, post-, and follow-up measurement at intervals of two weeks each. Participants in the intervention group are instructed to complete a prescribed mindfulness course in the app 7mind within two weeks. The course is composed of 10 units (10-15 minutes each) based on meditation, breathing exercises, and bodyscan.

Results: So far, 40 employees have participated in each of the groups. Data collection is expected to continue until February 2022. Results will be available in April 2022.

Discussion: The study may contribute to uncovering the benefits and limitations of app-based mindfulness interventions concerning perfectionism, stress, and recovery. These interventions may be a flexible alternative to face-to-face interventions, even in times of crisis. However, mindfulness has been referred to as a ‘hype’ (Van Dam et al., 2018) and we aim to investigate potential boundaries of this ‘hype’. Future research should compare multiple treatments, e.g. PMR, against each other because our results may reflect only a general treatment effect. Further limitations and implications will be discussed after data analysis.

P28
Taking Emotions Into Account in the Era of Quality of Life at Work: State of Play, Issues and Perspectives for the Ergonomics of Activity
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Based on a review of the current literature, we present some theoretical and practice-oriented elements concerning the consideration of emotions at work (Granjean et al., 2008; Sander & Scherer, 2019; Scherer, 2005) in Activity Ergonomics (Vezina, 2003; Hubault & Bourgeois, 2004). The aim being that these elements should serve psychologist-ergonomist practitioners or researchers to develop the ‘Quality of Life at Work’ or QWL (Anact & DGAFP, 2019; ANI QWL, June 2013; Tavani et al., 2014) in the field of Occupational Health.

Firstly, it is important to define what we mean by ‘emotion’ in order to establish the theoretical framework on which our reflections will be based. We do so by using literature on certain associated notions such as emotional labour (Hoshild, 1983; Gabriel & Grandey, 2015), emotional dissonance (Zapf, 2002), emotional skills (Mikolajczak, 2018) or the different types of emotional regulation (i.e., deep or surface regulation; Grandey, 2003; regulation based on the antecedents or responses of the emotional process; Gross, 1998) linked with the effect on emotions on health and performance at work (Barsade & Gibson, 2007; Mesmer-Magnus et al., 2012; Zapf et al., 2001).

Second, we propose some possible articulations of these notions with the QWL perspectives taking into account the fact that those perspectives are related with those of the Ergonomics of Activity on the methodological level (e.g., consideration of real work situations, participation of all actors in the intervention, global approach; Daniellou & amp; Béguin, 2004, 2007; Dugué et al., 2010). Here, we will focus on the emergence of procedures relating to the discussion about work (Karsenty, 2015; Van Belleghem & Forcioli Conti, 2015).

The third part will raise a series of questions related to the necessity and feasibility of integrating emotions into activity analysis, in terms of ethical, scientific and disciplinary issues. This will lead us, for example, to reconsider the famous ergonomic equation ‘understanding
work to transform it’ (Guérin et al., 1997). We illustrate our speaking with the proposition of a model building on the activity analysis model (Christol et al., 1979; Leplat, 2006; Leplat & Cuny, 1977) that integrating the emotional aspects of contemporary work for the deployment of the QWL in companies. While the original model explains health and performance effects of interaction between individual and organisational factors at work as physical and anthropometric characteristics, skills, socio-technical means of work or time of work, we expand this framework with the addition of emotional characteristics related to individual level (i.e., emotional regulation and emotional skills), organizational level (i.e., emotional display) and activity level (i.e., emotions felt when doing the activity). With this model, we aim to explain health and performance of workers in light of modern working conditions, dominated with services (Du Terte, 2013). Finally, all of our reflections will be discussed with regard to the development of contemporary Ergonomics (Falzon, 2013) applied to the field of Occupational Health and its current issues. This line of reasoning is pointing to the need to update the knowledge and practices of Activity Ergonomics.

P29
Work Anxiety and Capacity Impairments in a National Representative Sample
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Background: Differently from general mental health problems, work-anxiety is specifically related with long term sick-leave. Until now there are no epidemiological data on the frequency of high work anxiety in the general working population. Work-anxiety requires adequate prevention, diagnosis, and intervention in order to prevent long term sick leave.

Methods: A national representative sample of 2030 persons aged 18-65 years in Germany has been completed. Participants gave ratings on their work anxiety (Workplace Phobia Scale, Muschalla & Linden, 2009), their psychological capacity profile (Mini-ICF-APP-S, Linden et al., 2018), sick leave duration, and socio-demographics.

Results: From all working-age participants (18-67 years), 7% had increased work anxiety of a moderate (5% with scores >1.5-2.5 on a scale from 0-4) and high (2% with scores >2.5-4) degree. In the group of high work anxiety there were proportionally more blue collar workers and state employees than in the low work anxiety group. Persons with high work phobic anxiety had the longest sick leave durations within the past 12 months (eight weeks), and the most unemployment periods in their professional past. The three groups were similar concerning distribution of age, sex, and partnership status. In almost all psychological capacity dimensions (Mini-ICF-APP-S) persons with high work anxiety perceived themselves as less competent than persons without work anxiety.

Limitations: Work-anxiety has been assessed as a dimensional phenomenon by self-rating. Diagnoses of mental illness cannot be concluded from this.

Implications: This is a representative investigation in a large national sample and thus representative for this population. As research from other countries shows (even if these are not representative) the frequencies of persons with high work anxiety are about 5-10% over different professional groups and nations (e.g. Macovei, 2016; Mishra et al., 2013). Future research should investigate the impact of work anxiety on the economic conditions and life participation of affected persons and potential differences in international comparison. Work and organizational psychologists, managers and occupational physicians should be aware of work anxiety and should be informed about preventive and rehabilitative possibilities (Muschalla, 2017). This research has been financially supported by the German Federal Pension Fund.
P30
Nomadic, Informal and Mediatised Work Practices: Role of Professional Social Approval and Effects on Quality of Life at Work
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Several studies have emphasised the effects of perceived social approval in employees’ professional environment (colleagues and managers) on the implementation of remote and mediatised work practices and, more specifically, on their spatial, temporal and material characteristics. The use of information and communication technologies has been identified in the literature not only as affecting the levels felt by employees in terms of their relation to work (organisational commitment and recognition for work accomplished) but also in terms of work-life balance and health (stress and addictions). However, these studies are few in number when it comes to nomadic and informal work practices and rarely address perceived social approval in employees’ professional entourage. We used an empirical study based on a questionnaire survey. The results indicate that employees favour smartphone and laptop use. The effects of perceived social approval in their professional entourage differ according to the technologies used. These uses also have an impact on commitment and recognition, but their effects on employees’ perception of the effects of work life on “non-work” life and on addiction-related behaviours are more nuanced. These findings lead us to discuss the “right to disconnect” and the development of support and supervision schemes for nomadic, informal and mediatised work practices.

P31
A Systematic Review of Process Variables in Work Wellbeing Interventions for Healthcare Staff
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Consideration of how work-related wellbeing can be enhanced through interventions for healthcare workers is of utmost importance for multiple reasons, not least the relationship between work wellbeing and patient safety (Hall et al., 2016). Process variables are gaining more traction in being paramount to evaluating organisational interventions, in order to understand why and how such interventions can change outcomes. These can include variables pertaining to: intervention variables, such as implementation strategy; and mental models, including organisational readiness for change; and context, such as barriers and facilitators to implementation (Nielsen & Randall, 2012). Understanding contextual factors is particularly key to understanding how an intervention’s processes are affected (Nielsen, 2013), and can be considered at multiple levels, including Individual, Group, Leader and Organisational and Overarching (IGLOO) context, such as national influences.

Exploration of process variables in organisational interventions has been considered in a systematic review (Havermans et al., 2016), as well as a realist synthesis (Roodbari et al., 2021). However, there are currently limited reviews concerning work wellbeing interventions in healthcare staff, and therefore a limited review of process variables that can inform on how and why such interventions work, including context variables at the IGLOO levels. This systematic review aims to address this current paucity of reviews, by investigating the process variables that are used in organisational wellbeing interventions for healthcare workers, including context variables at IGLOO levels.
This review will consist of searching databases including APA PsycINFO, MEDLINE and Scopus, using search terms that pertain to ‘organisational intervention’, ‘healthcare staff’ and ‘process evaluation’. Studies will be included if: they report on an organisational wellbeing intervention; participants are any kind of physical or mental health worker that work directly with service-users; report on at least one process variable; primary outcomes are related to work wellbeing, including physical and psychological; a qualitative and/or quantitative methodology is employed; they are published in peer-reviewed journals, book chapters or are unpublished dissertations. Limitations of publications written in English language and those published between 2012 and 2022 will be applied to the search. Results will be synthesised using a narrative approach as opposed to a meta-analysis, due to the inclusion of quantitative, qualitative and mixed-method research; lack of ability to account for the diversity of organisational settings within healthcare (Blamey & McKenzie, 2007); as well as the participatory process that may be utilised within included studies (Nielsen & Miraglia, 2017). Anticipated implications of the systematic review will include informing on relevant process variables, such as multi-level contexts, that should be considered in the design of participatory organisational approaches that aim to enhance the work wellbeing of healthcare staff.

P32
Organizational Culture and Positive Psychological Interventions: A Systematic Review
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Research goals and why the work was worth doing: The purpose of this study is to provide a systematic review of scientific/empirical research focused on organizational culture and positive psychological interventions in the workplace in the period from January 2000 to February 2021 (both included).

Theoretical background: It is a fact that more and more organizations are focusing their attention in the human resource. People who are happy in their work are more productive, so interventions focused on psychosocial aspects can be beneficial both for the company and for all its workers. To promote this type of changes from the root and make it consistent in time, we should work from the organizational culture level.

Design: A comprehensive search was performed, using five dominant databases, namely PsycArticles, PsycInfo, ProQuest, Web of Science, and Business Sources Premier. The search topics were: “organizational culture”, “psychological well-being”, “employee well-being”, wellbeing, intervention, engagement, resilience, optimism, and happiness. The computerized search with the posterior screenings resulted in 30 articles for systematic content analysis. This study makes a first approach to the relationship between the management of organizational culture through positive psychological interventions and the well-being of workers.

Results: The results show that organizations that make interventions focused on improving their culture (towards a more positive culture) through the improvement of psychological and social work conditions, improve their performance in their tasks, whatever the sector they belong (hospitals, nursing, psychosocial interventions, business organizations, NGO’s…). Some of the main variables addressed are: engagement, compassion, teamwork, mental health, satisfaction, among others. It also highlights the limited research that currently exists on the topic of positive interventions focused on organizational culture. This review draws attention about the need for further research on culture organization and positive psychological interventions and its influence on well-being within the work context.
Limitations: The only notable limitation has been the scarce or null bibliography on the concept "Positive Organizational Culture"

Research/Practical implications: This study serves as a guide for academics and human resources professionals, as it directs their attention towards the little-examined context of what could be called “Positive Organizational Culture”.

Originality/Value: This systematic review provides a lot of value within the discipline of Organizational Psychology and could be considered a starting point for the concept of Positive Organizational Culture. Future applications and interventions focused on this concept could contribute both to the academic and research fields and to healthy practices within the organizational field.

P33
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Background: The Covid-19 pandemic precipitated a shift in the working practices of millions of people. Nearly half the British workforce (47%) reported to be working at home under lockdown in April 2020. This study investigated the impact of enforced home-working under lockdown on employee wellbeing via markers of stress, burnout, depressive symptoms, and sleep. Moderating effects of factors including age, gender, number of dependants, mental health status and work status were examined alongside work-related factors including work-life conflict and leadership quality.

Method: Cross-sectional data were collected over a 12-week period from May to August 2020 using an online survey. Job-related and wellbeing factors were measured using items from the COPSOQIII. Stress, burnout, somatic stress, cognitive stress, and sleep trouble were tested together using MANOVA and MANCOVA to identify mediating effects. T-tests and one-way ANOVA identified differences in overall stress. Pearson’s correlation coefficient assessed the moderating effects of work status. Regression trees identified groups with the highest and lowest levels of stress and depressive symptoms.

Results: 81% of respondents were working at home either full-time or part-time (n=623, 62% female). Detrimental health impacts of home-working during lockdown were most acutely experienced by those with existing mental health conditions regardless of age, gender, or work status, and were exacerbated by working regular overtime. In those without mental health conditions, predictors of stress and depressive symptoms were being female, being under 45 years, home-working part-time and having two dependants, though men reported greater levels of work-life conflict. Place and pattern of work had a greater impact on women. Lower leadership quality was a significant predictor of stress and burnout for both men and women, and, for employees aged >45 years, had significant impact on the level of depressive symptoms experienced.

Conclusion: Experience of home-working under lockdown varies amongst groups. Knowledge of these differences provides employers with tools to better manage employee wellbeing during periods of crisis. While personal factors are not controllable, the quality of leadership provided to employees, and the ‘place and pattern’ of work, can be actively managed to positive effect. Innovative flexible working practices will help to build greater workforce resilience.
P34
The Prevalence and Antecedents of Burnout in Pharmacists: A Systematic Review
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Background: Pharmacists are exposed to workplace stress and are susceptible to burnout, much like their nursing and medical colleagues. Identification of factors leading to burnout in pharmacists has been examined to a much lesser extent compared to other medical professionals.

Aim: To assess the level of burnout in pharmacists globally and identify the main antecedents that lead to burnout.

Methods: A systematic review was undertaken, and eligible articles were identified from MEDLINE, EMBASE, Web of Science, PsycINFO, and the first 10 pages of Google Scholar. Eligible articles were selected and screened by two authors. Data extraction occurred for included studies where MBI individual subscale scores were recorded as well as any antecedents to burnout. The average MBI subscale scores were calculated from included studies to identify mean levels of burnout.

Results: The initial search yielded 3261 results and 10 articles met the threshold for inclusion. In terms of burnout findings, aggregating the mean scores from the studies showed that emotional exhaustion, depersonalisation, and personal accomplishment all represent moderate levels of burnout. Antecedents to burnout were varied across studies. A consistent finding, however, was that pharmacists with children and decreased personal wellbeing report higher levels of burnout.

Conclusions: Pharmacists experience burnout to a moderate extent globally. Antecedents tend to be varied and further research is needed to identify ways to decrease burnout for pharmacists. Especially in light of the COVID-19 pandemic, where pharmacists play an increased role in testing and vaccination, occupational health resources should be allocated to prevent further burnout.

P35
How Challenge and Hindrance Demands at Work Can Alter Dream Content and Valence
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Research goal and theoretical background: The main objective of this research project was to test if challenge and hindrance demands are related to dreaming (i.e., dream affect and work-relatedness of dream content) and if work-related rumination functions as a mediator for such a relationship. For this purpose, we examined between-person as well as within-person effects. Previous research has shown that work stressors are related to perseverative cognition which in turn has a negative influence on sleep (e.g., Van Laethem et al., 2015, 2018). There is also initial evidence for the involvement of dreaming in the relationship between work stressors and sleep: Barnes et al. (2021) found that job demands are related to dream affect via rumination. In an ambulatory assessment study, we investigated the effects of challenge and hindrance demands on dream affect, but also work-relatedness of dream content. Moreover, we tested work-related rumination as a potential mediator.
Design: We conducted a two-week ambulatory assessment study. A total of 263 employees reported about their daily challenge and hindrance demands, work-related rumination before going to sleep as well as dream affect and work-relatedness of dream content in daily questionnaires. 82 out of the 263 participants reported on one or more occasions during the two-week assessment to remember their dreams. Therefore, a total of 149 dreams from these 82 participants could be analyzed.

Results: There was no significant indirect effect of work-related rumination at night for the relationship between challenge and hindrance demands and dream affect, neither on the between-person nor on the within-person level. Nevertheless, we found a significant direct effect of hindrance demands on dream affect on the within-person level, with higher hindrance demands being associated with more negative dream affect. Regarding work-relatedness of dreams as an outcome, no significant indirect effect of work-related rumination at night was found on the within-person level. However, there was a significant indirect effect on the between-person level: Person-level hindrance demands were positively related to person-level work-related rumination, and person-level work-related rumination was positively related to work-relatedness of dreams.

Practical implications: The results show that strain reactions caused by work stressors are prone to be prolonged in the form of work-related rumination in the evening and even further in the form of work-related dreams. Thereby, these results highlight the importance of designing health-promoting work environments in order to prevent employees from developing rumination routines and, consequently, less restful sleep. Poor sleep is detrimental to the individual's health and well-being, and may also have an impact on the individual's job performance and the company's output.

Job Quality, Employment Quality and Employee Health: The Mediating Roles of Work Engagement and Job Insecurity
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Job and employment quality are crucial predictors of employees' health. However, little research has focused on studying the relative impact of job and employment quality simultaneously and the mechanisms involved in their respective relationships with employees' health. Moreover, scholars highlight the need of introducing a gender perspective in occupational health research. Our study tests the indirect 'effects' of job and employment quality on employees' health via two mediators: work engagement and affective job insecurity. In addition, we examine gender differences in our model.

We draw on Job Demands-Resources theory (Bakker & Demerouti, 2014) to explain the motivating process via work engagement by which high job and employment quality can improve employees' health. Moreover, we draw on Conservation of Resources theory (Hobfoll & Freedy, 1993) to comprehend the hampering effects of low job and employment quality on employees' health via affective job insecurity. We implemented a time-lagged design with data collected at three time points separated by 3 months starting in July 2020. Our sample was composed of 253 employees (50.6% men; mean age = 37 years, SD = 10). Job quality (T1) was measured by computing the motivation potential score (average of job autonomy, task variety, task significance, task identity and feedback; Fried & Ferris, 1987). Employment quality (T1) was operationalized as the sum of six employment characteristics (high vs low salary, permanent vs temporal contract, full vs part-time job, predictable vs irregular workdays, low vs
high geographical variability, and low vs high schedule variability) that were recodified on a scale from 0 (low quality) to 1 (high quality). Work engagement (T2) was measured by a 9-item scale (Schaufeli et al., 2006). Affective job insecurity (T2) was measured by a 4-item scale (Llosa et al., 2017). Employee health complaints (T3) were measured by using an 8-item psychosomatic symptoms scale (Hagquist, 2008).

Structural Equation Modelling (SEM) analysis was conducted in Mplus 8. Bootstrap analysis was used to test the indirect effects and multiple group analysis was implemented to analyse gender differences. The indirect effects of job quality on health complaints via work engagement (0.11, CI 95%: -0.24, -0.07), and affective job insecurity (-0.06, CI 95%: -0.16, -0.04) were statistically significant. The indirect effect of employment quality on health complaints via work engagement was not significant (-0.01, CI 95%: -0.06, 0.01), but it was significant via job insecurity (-0.04, CI 95%: -0.10, -0.01). Multi-group analysis showed that the indirect effect of job quality on health complaints via work engagement was statistically significant for women (-.28, CI 95%: -0.42, -0.16), but not for men (.03, CI 95%: -0.09, 0.15).

Our study has theoretical and practical implications for work design, highlighting the importance of the quality of both job and employment indicators for employee health, and the role of the work engagement path for women’s health. We bring original insights on how job and employment quality considered simultaneously can impact work states and ultimately employees’ health.

P37
Newcomers Taking Different Paths – Proximal Socialization Outcome Profiles among Police Officers
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Background: Answering calls for an interactionist approach that would help clarify the complexity of organizational socialization, this study applied a person-centered analytic approach aiming to examine the role of proximal socialization outcome profiles for distal outcomes. Organizational socialization concerns the learning and adjustment process enabling newcomers to adapt to an organizational role. Proximal outcomes (or adjustment indicators) are assumed to reflect how well individuals adjust on their way to become organizational insiders, while distal outcomes reflect the ultimate organizational socialization outcomes. Thus, proximal outcomes precede distal outcomes, mediating effects of various organizational and individual socialization factors (known as antecedents) that foster the socialization process.

Method: In this study, a person-centered analytic approach was used to examine the role of proximal socialization outcome profiles for distal outcomes. Data from new police officers in Sweden (N = 430), from three time points (T0 = Application process [spring 2008], T1 = Near end of field training [end of 2010], and T2 = Near end of first work year [end of 2011]), were analyzed. First, latent profile analysis (LPA) was performed to identify proximal outcomes profiles. Then, the identified profiles were validated by a complementary analysis, which examined differences in antecedents and distal socialization outcomes among officers with different profiles.

Results: Among the new police officers, three proximal outcome profiles were identified – a vulnerable (35%), a troublesome (11%), and a successful (54%) – with profiles exhibiting distinct patterns in the proximal outcome indicators role conflict, task mastery, and social integration. Complementary analysis showed subgroup differences in some antecedents (e.g.,
personality and psychosocial working conditions) and distal outcomes (e.g., organizational commitment, job satisfaction, and work-related anxiety), thus emphasizing the role of personality and psychosocial working conditions in organizational socialization.

**Implications:** The study showed that proximal socialization outcome indicators may form profiles that characterize subgroups of newcomers following different socialization paths. Depicting how the socialization process may differ among subgroups is a significant theoretical contribution that adds nuance to traditional stage models. Findings also emphasize that both psychosocial working conditions and personality are important antecedents, which support viewing organizational socialization as an interactive process including both the individual and the environment. Accordingly, the study suggests the person-centered approach as promising for gaining new insights regarding organizational socialization processes. Further, this study indicates that the socialization process was successful for most new police officers. Still, for a fairly large proportion (i.e., the Vulnerable and Troublesome groups), the proximal outcome profiles indicated a less favourable adjustment. The differences in proximal outcome profiles suggest that the Troublesome and the Vulnerable groups struggled with somewhat different adjustment challenges, which may yield organizational challenges. From an applied perspective, the findings suggest that targeting the challenges and needs that characterize different groups of newcomers may help organizations to tailor actions facilitating learning and adjustment among newcomers. Moreover, to facilitate newcomers’ socialization, organizations may also benefit from monitoring newcomers’ experiences of their working climate as well as their personality.

**P38**

**Can Personal Resources and Job Crafting Reduce Technostress? An Empirical Investigation on School Teachers**

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The COVID-19 pandemic has created a similar context throughout the working world, characterised by profound changes and, in some cases, uncertainty and stress. One of the most studied constructs in this respect is technostress, i.e. stress caused by the excessive use of information and communication technologies at work, which is also characterised by the dimension of complexity. The aim of this study was to explore whether personal resources, as theorised by the Job Demands-Job Resources model, such as resilience, and proactive behaviours of aligning one’s work to needs and requirements, or job crafting, can represent protective factors against technostress, in particular that determined by the perception of not being able to manage the complexity arising from ICT. The analysis was performed using non-parametric Structural Equations (PLS-SEM) on a sample of 252 teachers in the school context (average age 51.5 years, SD = 9.5, 83.7% female, 15.9% male, 0.4% other). Estimates were validated by bootstrapping at 5000 re-samplings. All constructs shown excellent reliability indices and meet convergent and discriminant validity. The results highlighted that resilience plays a protective role against technostress. In turn, resilience enhances job crafting behaviours, which offer suitable ways of reducing technostress. The practical implications are interesting and concern reinforcing personal resources and implementing job crafting interventions, acting on the demands and resources of the school context, can constitute a personal-organisational substrate useful for promoting well-being and improving the quality of organisational life at school.
Effects of the Corona Crisis on Job Characteristics, Especially in Pandemic Induced Telework

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The onset of the corona crisis in early spring 2020 was associated with various effects on all dimensions of work and private life worldwide. To follow social distancing guidelines numerous employees started working from home, many of them without prior experience in telecommuting. However, the impact the corona crisis had on job characteristics, particularly in pandemic induced telework, is unknown. In a longitudinal study we investigated which changes in core job demands and job resources can be detected during the first weeks of the corona crisis in Germany and how telecommuters without prior experience in telework differ from employees who continued working on-site regarding changes in job demands and job resources. As swift actions at the workplace were needed at start of lockdown, our research approach is rather explorative.

We examined three-wave-panel data from two weeks before the first lockdown in Germany in March 2020 until six weeks in lockdown. Job demands and resources were assessed at each wave. Our sample consisted of 302 employees from various branches. Applying a pre-post-follow-up quasi-experimental approach we divided participants into two groups: a group of employees who changed to telecommuting without prior experience at start of lockdown (n = 129) and a control group of employees who continued working at their on-site workplace (n = 173).

Repeated measures MANCOVA revealed that mean levels of job demands and resources differed significantly between measurements. Post-hoc ANOVAs indicated that decision latitude and variability increased over time, whereas social stress from customers, emotional dissonance, work interruptions and communication opportunities decreased during lockdown. However, after the application of Bonferroni-adjustment, only the change in communication opportunities remained significant. Additionally, trajectories differed between employees who changed to telecommuting and on-site workers. Surprisingly, post-hoc analyses showed not only a stronger decrease of communication opportunities in the teleworker group, but also a stronger decrease in demands of the physical working environment for teleworkers, yet the latter was only the case before Bonferroni-adjustment was applied.

In summary, employees seemed to experience rather positive changes in job design and a reduction of sources of work stress during the first phase of the corona crisis. However, as these changes might be idiosyncratic to the extraordinary circumstances, interaction effects seem to be of particular importance. The reduction of communication opportunities when working from home has been reported in prior studies, too. As the use of remote work is likely to increase even after the pandemic, our results highlight the importance of the development and implementation of measures to cope with this core disadvantage. The surprisingly stronger improvement in the physical work environment for teleworkers points towards potentially difficult work environments at many on-site workplaces. As the corona pandemic sets an extraordinary scenario, research about changes in job characteristics is scarce. Our study contributes to the understanding of changes in working conditions during such a pervasive crisis, offering guidance for theory and practice.
Serving in the Armed Forces is a unique occupational environment and research has focused on understanding the impact it may have on mental health. Adjustment disorder (AjD) is frequently reported as the most common mental disorder in the UK Armed Forces, with little research investigating associations between serving in the UK military and AjD. The current study aims to investigate predictors and stressors for AjD in serving and ex-serving personnel, contribute to building a profile of serving personnel with AjD and identify possible prognosis predictors. The study is divided into two sub-studies: 1) secondary data for serving and ex-serving personnel from the King’s Centre for Military Health Research (KCMHR) cohort study, and 2) primary data for personnel diagnosed with AjD. Study 1: Using logistic regression analysis, self-reported survey responses will be used to identify demographic, occupational and physical health variables as predictors for AjD. Significant life events reported will also be analysed to understand common stressors experienced for those with AjD and any factors associated that protect participants from developing AjD who experience similar stressors. Study 2: To create a profile of UK military personnel diagnosed with AjD, clinical records and questionnaires will be used to identify common factors across three time-points including demographics, pre-enlistment factors, AjD characteristics, military features and treatment. Logistic regression will be used to predict clinical and occupational outcomes for serving personnel with AjD and latent growth modelling will be employed to investigate the trajectory for this sample over time. Qualitative semi-structured interviews will also be conducted to collect data on the experiences of military personnel diagnosed with AjD from symptoms experienced through to treatment. The study findings aim to provide a foundation to understanding AjD in the UK Armed Forces, including who is at risk, common symptomology, treatment pathways, and clinical and occupational outcomes.

P41
Supporting Employee Mental Health During the COVID-19 Pandemic: Interventions to Enhance Psychological Capital in Spain
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Psychological impact of the COVID-19 pandemic is a proven fact that has determined the increase incidence of mental health disorders and the sickness absence from work. Studies have shown that Psychological Capital (PsyCap) is related to various employee outcomes, including well-being. Implementation to positive psychological interventions to develop the PsyCap of employees may be considered as a complementary strategy in mental health promotion and helps get the goal of occupational health. PsyCap is a positive personal trait with high malleability and developmental capacity, his training allows enhancing employees’ strengths and psychological resources.

The objective of this study was to evaluate the central construct of PsyCap and each of its four dimensions, namely, resilience, hope, self-efficacy and optimism, and to develop a training procedure for its improvement in employees after the impact of Covid-19 pandemic in June 2020. The study sample was made up of companies associated with a Mutual of Work Accidents and Occupational Diseases collaborating with the Institute of Social Security in Spain, who were invited to participate in an online session to explain this program and the protected and adhered workers who accessed to participate, who were provided with instructions to access a secure website designed to measure PsyCap level and that incorporates an intervention program, science-based and theoretically grounded, that include a micro-training procedure for improving each of the four dimensions of PsyCap.
The results reflect a partial participation of the workers of the companies that started the program with an active participation among university education employees, as well as, greater length in the company. Future activities should be aimed at improving the level of participation of companies and workers, after advising on the importance of psychological capital and the possibility of improvement. Efforts must therefore be strengthened to organise communication and engagement activities to raise awareness the need to promote the health and psychological well-being at work and to increase workers participation in training and to improve the levels of PsyCap.

P42
Systems or Leadership: What Influences Safety Behaviours?
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Safety behaviours have been identified as a key factor in the prevention and reduction of occupational injuries and illnesses (Christian et al., 2009). Both safety leadership and safety systems have been found to positively influence safety behaviours (Mullen & Kelloway, 2009; Calnan & Kelloway, 2014). Yet, little is known about the interaction between safety leadership and safety systems and which variable has a greater impact on safety behaviours. The current study investigates whether perception of safety systems or safety leadership has a more influential impact on safety behaviours using a time-lagged research design. Data were collected from retail workers (N = 180) across three waves. Workers were provided with an online survey that measures their perception of safety systems, perception of safety leadership, safety participation, safety compliance, and willingness to get involved at each wave of data collection. The findings suggest that safety leadership predicts safety participation and moderates the effects of safety systems on willingness to get involved and safety compliance. Additionally, when safety leadership is low, safety systems do not affect safety behaviours.

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You Do Not Have to Be the Boss to Be a Leader: Building Psychological Safety Bottom-up
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Purpose: Psychological safety is important for learning as well as social and mental wellbeing at work (Edmondson, 2018; Frazier et al., 2017). A large amount of research has focused on the role of the leader in fostering psychological safety. But what impact can employees have? To what extent can they themselves positively impact the psychological safety in their team, regardless of the behaviour of the team leader? This new study will be set up to explore the tangible behaviour of employees that effectively impacts the psychological safety in their work team.

Theoretical framework: We build further on the psychological safety dimensions identified by Edmondson (1999, 2018), namely attitude to risk and failure, open conversation, willingness to help, and inclusion and diversity. For identifying concrete micro-level behaviour that has the potential to impact team-level psychological safety, we rely on the small wins and microprocesses concepts, brought forward by e.g. Amabile (2011), and Reay and colleagues (2006).
**Method:** Using an experience sampling method, we will set up a study in 10 to 20 work teams, involving the employees as well as the team leader. Over the course of several weeks, the employees and team leaders are regularly asked to evaluate their daily micro-level behaviour, their psychological safety, learning, and well-being.

**Originality:** This study contributes to the research on psychological safety by focusing on actual micro-level employee behaviour rather than the behaviour of the leader or the general work characteristics or context. As such, it addresses an important gap by exploring the impact of various sources (team members and team leaders) over time, using ESM (Frazier et al., 2017; Newman et al., 2017).

**Practical implications:** In spite of the growing attention from scholars as well as practitioners, psychological safety remains difficult in many work teams in organizations. Although the role of the leader has been firmly established by research, the proactive role of employees in stimulating psychological safety in their team has hardly been studied. Are they at the mercy of their team leader or are they an important untapped solution for creating a psychologically safe team climate in which all employees can thrive?

**P44**


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**Context:** Wanting to make a change in your career, but not taking sufficient action to realize that desire—recognizable? This phenomenon, named career inaction, holds clear risks for employees and organizations, including lower wellbeing, increased stress, and lowered productivity (Verbruggen & De Vos, 2020). These risks make it essential to gain understanding of antecedents of career inaction. This study explores when and why career inaction is likely to occur, with a focus on job embeddedness.

**Theoretical background:** Job embeddedness (Mitchell et al., 2001) refers to on-the-job (e.g., good salary) and off-the-job (e.g., living in a good neighborhood) features that keep people in their job. These situational characteristics have been found to lower the turnover likelihood, even when employees desire to leave their organization (Swider et al., 2011). Concerns have been raised about negative consequences when highly embedded people stay despite a clear need or desire to leave (e.g., Peltokorpi et al., 2016; Peltokorpi, 2020). However, it is not yet clearly understood why job embeddedness keeps people with a desire to leave from quitting. The Theory of Career Inaction (Verbruggen & De Vos, 2020) puts forward three non-rational mechanisms that can explain why this happens: highly embedded employees (1) may experience more fear when thinking about leaving their organization, (2) may associate more costs/efforts with making the change, and (3) may find changing employers more cognitively demanding since they have more factors to consider compared to their less embedded counterparts. These three mechanisms can all have a paralyzing effect, triggering career inaction (Verbruggen & De Vos, 2020). We believe at least two other non-rational mechanisms may be at play. First, highly embedded employees may see more risks related to leaving, which may enhance the likelihood of risk-aversive behavior, here: not leaving (Alessie & Van Huizen, 2019). Second, highly embedded employees may feel more responsible for the outcomes of leaving since staying is a more endowed option for them. The anticipation of higher responsibility may trigger responsibility-averse behavior, here: not leaving (Gal et al., 2021). In this study, we will test the mediating role of the three mechanisms put forward by Verbruggen and De Vos (2020) as well as of riskfulness and anticipated responsibility.
Method: We performed two experimental vignette studies, one using a within-subject design (N = 278) and one using a between-subject design (N = 351). Respondents were given hypothetical scenarios in which either on-the-job or off-the-job embeddedness was manipulated (i.e., low versus high). After reading the scenarios, respondents rated the probability of leaving, fear, complexity, cost-benefit ratio, perceived riskfulness, and anticipated responsibility.

Preliminary results: Preliminary results suggest that on-the-job and off-the-job embeddedness were indeed associated with more fear associated with leaving, a more complex decision-process, more costs associated with leaving, higher perceived risks and more anticipated responsibility. Some of these mechanisms, not all of them, mediated the relationship between on-the-job and off-the-job embeddedness and inaction likelihood. This study finds partial support for the mechanisms put forward by the Theory of Career Inaction in the context of on-the-job and off-the-job embeddedness.

P45
German Federal Administration in the Digital Transition: Employees’ Stressors and Resources
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Theoretical background: Digital and demographic transitions pose major challenges for the public sector in general and the German federal administration in particular. On the one hand, digitalisation is creating new demands on professionals and managers. And on the other hand, the public sector is confronted with an ageing workforce and an increasing shortage of skilled workers. To help the employees to remain healthy, motivated and productive appropriate measures for HR and occupational health management are needed. As part of the research project “Measures and Recommendations for Healthy Work Practices of Tomorrow”, this study investigates how the ongoing digital transitions affects stressors and resources of employees in the public sector.

Methods: In an online-questionnaire N = 3800 employees in upper and top-level federal agencies answered questions about their stressors, strains and resources regarding digitalisation, demographic change and leadership during the ongoing change in the working world.

Results: Results showed a variety of stressors due to digital transition like increasing work amount, more interruptions or high demands regarding self-organisation but also resources like social support or detachment. Participants reported more physical strains like neck, shoulder or back pain as well as eye problems and less psychological strains like exhaustion, nervousness or sleep problems.

Implications: Due to changing demands in a digital and flexible work environment and resulting increases in strains, health-promoting leadership, the health-promoting design of home-based offices and measures to reduce stress gain great importance. The results can serve as basis for subsequent work design measures.

Limitations: This study systematically investigates how modern work affects employees in German upper and top-level federal agencies and helps to gain insights in the changing work processes in the public sector. However, this study provides only a starting point for the design of a modern and preventive HR and occupational health management in German federal agencies.
Do Daily Unfinished Tasks Interfere With Recovery? a Diary Study of the Relationship Between Daily Unfinished Tasks, Morning Recovery, and Detachment
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Past research on unfinished tasks (UT) has demonstrated that UT before the weekend impair sleep quality and increase rumination during the weekend. However, there is less research on daily UT. One reason may be that daily UT are common in many jobs, and employees could finish their UT the next day. Nevertheless, daily UT may decrease employees’ morning recovery and psychological detachment from work under certain conditions. Therefore, we investigate when daily UT are associated with employees’ recovery and detachment.

Research has shown that individuals remember UT better than finished tasks (Zeigarnik effect, 1927) and that individuals have a natural need to complete UT (Ovsiankina effect, 1928). Thus, employees experience inner tension, forcing them to think about their UT after work. As a result, employees may be less recovered in the morning and may report less detachment during their leisure time. However, because employees can finish their UT the next day, we assume that the interaction between UT and employees’ behaviour during leisure is critical to understand daily UT. Therefore, we suppose that daily UT have negative consequences when employees (a) change their planned leisure activities and (b) ponder about solutions for their UT during leisure time. We conducted a diary survey over five working days (N = 191 employees) with two daily measurement points (morning, evening). UT were assessed in the evening questionnaire. In the morning questionnaire, we measured employees’ recovery, detachment, and pondering about UT. Furthermore, we asked whether employees engaged in their planned leisure activity.

As expected, findings from multilevel modelling revealed no direct relationship between daily UT and recovery. However, we found a significant negative relationship between UT and recovery when employees did not engage in their planned leisure activity. Moreover, daily UT and detachment were not significantly related when employees reported high or average levels of pondering. When employees did not ponder about UT, the relationship between UT and detachment was positive. This result may indicate that employees with much UT put more effort into detachment, which is reflected by a higher level of detachment when employees avoid pondering about their UT. We investigated UT from a daily perspective and expanded the research on employees’ leisure time by introducing the idea of planned, yet not executed, leisure activities. Our research demonstrated that, although employees could resume their UT the following day, daily UT have negative consequences for recovery and detachment under certain conditions.

Technology-Enhanced Learning and Well-Being in Italian University Students: A Contribution to the Validation of a Measure of Academic Technostress
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Purpose: The unprecedented situation of the COVID-19 pandemic has led to the closure of universities worldwide, forcing the transition to technology-enhanced learning (TEL) in different forms (e.g., blended learning and massive online open courses). One of the main concerns of TEL is its impact on students’ well-being and technostress (Salvador et al., 2021). The latter is
a negative psychological state related to the use of ICT (Salanova, 2003). Thus, this study aimed to validate a measure to assess technostress among students (Wang et al., 2020) in Italy and its relationships with their psychosocial well-being.

**Design:** In order to validate the Italian version (IT-TSUS) of the technostress scale for university students in TEL (Wang et al., 2020), we utilized a survey-based design, collecting data in a sample of Italian undergraduate psychology students (N = 915; 83.9% females, mean age = 20.81 years, SD = 1.98). In addition, the construct and criterion validity, and invariance were tested to confirm the structure of the scale.

**Results:** Confirmatory factor analysis ascertained the one-factor structure of the scale. Providing evidence for construct validity, we found a significant and positive association with the Italian Technostress Creators Scale (Molino et al., 2020) and a negative association with the dimensions of MHC-SF (Petrillo et al., 2015). Furthermore, multi-group Confirmatory Factor Analysis revealed that the IT-TSUS was invariant across age. Finally, the re-test showed a good stability over time.

**Limitations:** A convenient and small sample was used. Replicating the results in a bigger sample could provide more confidence in our findings.

**Practical Implications:** The results confirm the validity of IT-TSUS, showing it to be a suitable and agile instrument to evaluate students’ stress related to the increasing use of TEL and facilitate research in several learning contexts. Moreover, it can be helpful to improve students’ experience with learning technologies and their well-being.

**Originality/Value:** As far as we know, our scale is the first assessment instrument of university students’ technostress in the Italian context.

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**The Cognitive Activation of Stress Through Rumination: A Weekly Diary Study**

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The underlying psychological mechanisms and individual differences that help explaining how the stress reaction becomes chronic and adversely affect employees’ health and well-being over time remain underexplored. In that sense, two complementary theoretical approaches of stress can shed some light on. On one hand, the Cognitive-Activation Theory of Stress (CATS: Ursin & Eriksen, 2010) indicates that a high cognitive activation during a long time can produce stress and negatively impact health and well-being. In addition, work stress recovery models point out the key role that recovery experiences play on the stress-strain relationship. Therefore, this study analyses the role of rumination as a moderator of emotional exhaustion and recovery levels over time. The study followed a weekly daily design during four consecutive weeks, where the second week included Easter holidays. Participants were recruited through social media posts (51 participants, 45% women; N = 204 observations). Participants’ age ranged from 20 to 67 years old (M = 36; SD = 12.9). Although data need further analyses, we conducted repeated measures ANOVAs with a mixed design: emotional exhaustion and recovery experiences (psychological detachment and relaxation) over time were included as within factors; and rumination (high vs. low) was included as the between factor. Our preliminary results suggest that rumination, as a cognitive process that activates stress responses, moderates the levels of emotional exhaustion [F(1,47) = 17.327; p = .001; η2 = 0.269; 1-β = 0.983] and psychological detachment [F(1,47) = 11.36; p = .002; η2 = 0.195; 1-β = 0.910] experienced each week, but not significant relationship was found between rumination
and relaxation $[F(1,47) = 3.552; p = .067; \eta^2 = 0.070; 1-\beta = 0.452]$. In particular, the effect of rumination on emotional exhaustion over time showed that emotional exhaustion levels were lower during the Easter holidays week (T2) compared to the other weeks only for workers with low rumination (T1-T2: MT1 = 2.45; MT2 = 2.05; dif. = 0.401; $p = .003; 95\%CI = 0.108; 0.693$ / T3-T2: MT3 = 2.431; MT2 = 2.05; dif. = 0.384; $p = .035; 95\%CI = 0.018; 0.751$ / T4-T2: MT4 = 2.51; MT2 = 2.05; dif. = 0.462; $p = .013; 95\%CI = 0.071; 0.853$), but not for workers with high rumination as emotional exhaustion levels remain similar, without significant differences over the four weeks (Means: T1 = 3.184; T2 = 3.126; T3 = 3.184; T4 = 3.292). In the case of psychological detachment, there are no significant differences over time within the same group. However, workers with low rumination levels experience higher psychological detachment (Means: T1 = 3.44; T2 = 3.73; T3 = 3.45; T4 = 3.50) compared to workers with high rumination levels (Means: T1 = 2.49; T2 = 2.67; T3 = 2.59; T4 = 2.23). These results highlight the role of cognitive activation as a precursor to prolonged stress with potential harmful consequences for employees' health and well-being.

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Social Network Analysis Outcomes of Team Conflict Processes
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This study examines the psychosocial consequences of team members’ use of four distinct conflict management behaviors. We complement and expand upon the model of conflict processes presented by DeChurch et al (2013) by exploring individual-level correlates of conflict processes. We use social network analysis to isolate individuals’ perceptions of their team from their teammates’ perceptions of them.

**Theoretical Background:** DeChurch and colleagues (2013) outlined a taxonomy of conflict processes, arguing that how team members handle conflict when it arises is equally if not more important than the nature of the conflict itself. Their results suggest that above and beyond task and relationship conflict, at the team level, conflict processes that value team goals (i.e., collectivistic conflict processes) result in higher team performance and better team affective outcomes, whereas those processes that value individual goals (i.e., individualistic conflict processes) result in worsened team performance and team affective outcomes. However, this meta-analysis and theory development explores team-level conflict processes and outcomes, rather than focusing on the individual experience. In doing so, we argue that a critical level of granularity is absent from the literature, but is necessary to better understand how and why individuals engage in various conflict processes. By linking individual conflict process use with individual psychosocial outcomes we seek to test the theoretical model proposed by DeChurch and colleagues (2013) and expand it to include the individual level.

**Design & Methodology:** We collected social network data from 94 virtual teams of three undergraduate students in a lab-based study in the U.S. Participants completed task together then rated each of their teammates on the amount of conflict they felt, their satisfaction, and their relationship quality with that person. Participants also rated their own use of avoiding, competing, collaborating, and open conflict management behaviors.

**Results:** Competing was associated with feeling more conflict with one’s teammates ($\gamma = 4.35, p < .05$), though the feeling was not reciprocated. Openness was associated with feeling more satisfied with one’s teammates ($\gamma = 19.79, p < .001$) though the feeling was not reciprocated. Openness ($\gamma = 18.55, p < .001$) and collaboration ($\gamma = 14.86, p < .001$) were associated with higher relationship quality with one’s teammates, but avoiding was associated with one’s teammates rating the relationship as lower quality ($\gamma = -2.52, p < .05$).
Limitations: Data are cross-sectional and retrospective so causality cannot be inferred. The findings may not generalize to face-to-face or long-term teams.

Theoretical & Practical Implications: Individuals may be motivated to use certain conflict processes more due to the impact on their own perceptions of the team rather than the impact on the team's view of them. This represents key points of intervention to alter conflict behaviors to those that are beneficial for the team.

Originality/Value: By examining the relationship between individuals' conflict behaviors and their perceptions of the team and the team's perceptions of them we extend DeChurch et al.'s model to the individual level and lay groundwork for exploration of individual motivations for conflict management behaviors.

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Dream or Dreamless Job? the Relationship Between Harmonious and Obsessive Passion for Work, Private Life and Insomnia in Academics During the Covid-19 Pandemic

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Passion is defined as the love an individual feels for an activity considered important. Vallerand et al.'s (2003) dualistic model of passion states that depending on how the activity is internalized in the individual's identity, it is possible to live a harmonious or obsessive passion. The first is characterized by a strong engagement in the activity that is in harmony with other aspects of the person's life, the second by intrapersonal or interpersonal pressures that lead the individual to compulsively engage in the activity, resulting in conflicts with other elements of life. The model can be applied to the work experience and can explain workers' perceptions of well-being or stress (Lavigne et al., 2012). From this perspective, understanding the role of the two types of passion in academic workers, a profession characterized by high levels of dedication and engagement, is a key element in understanding how this propensity affected their well-being during the COVID-19 pandemic. In particular, the relationship between passion for work and both work-family conflict (WFC) and insomnia was considered. In addition, the buffering effect of detachment was explored to identify recovery strategies that may protect against negative consequences. The study was conducted during the COVID-19 pandemic in Italy and involved 1119 participants (54.8% male) from 11 different universities. All participants completed an online questionnaire after providing informed consent. SPSS 27 and Mplus 8 software were used to conduct the analyses.

The structural equation model showed a good fit to the data [$\chi^2(92)=267.01$, $p<0.001$, RMSEA=0.04, CFI=0.98, TLI=0.97, SRMR=0.03]. According to the results, harmonious and obsessive passion for work showed a negative and positive relationship with WFC, respectively, which in turn was positively related to insomnia. The significant indirect effect was negative for harmonious passion and positive for obsessive passion. In addition, detachment also showed a negative indirect effect on insomnia. The moderation of detachment in the association between passion for work and WFC was significant and positive only in the case of harmonious passion. In the analyses, we controlled for gender and role.

Although the study involved a large sample of academics, it has the limitation that a cross-sectional design and self-reported data were used, which precluded the possibility of drawing conclusions about causal effects and increased the likelihood of common method variance effects.
The study focused on the specific academic work and, accordingly to the recent research trend on "Healthy Universities", uncovered the psychosocial risks associated with a "tricky" professional profile that has increasingly changed over time in Italy. Practical implications relate to the recovery process, which appeared to be effective only in academics characterized by harmonious passion, allowing them to avoid the risk of WFC and insomnia, whereas this was not the case in academics with obsessive passion for work. Academics should be aware of the risk posed by obsessive passion for work, which can lead them to put their social life and health at serious risk.

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Beyond Demands: The Importance of Meaning for Stress at Work
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Using the term “Demands” as equivalent to stressors suggests an energetic focus. However, many stressors imply not a demand but rather a devaluing message, and thus an offense to the self. The resulting negative emotions are at the core of the stress experience; effort required to deal with them may arise as a consequence (rather than a trigger). What is pivotal is the meaning of the situation, notably its implications for individuals (and the groups they identify with) regarding the favorability of one’s self-evaluation (personal self-esteem) and one’s evaluation by others (social self-esteem). "Stress-as-Offense-to-Self" (SOS) theory deals with such implications; it postulates legitimacy as an important aspect of meaning. Violating the right to be treated with respect, devaluing messages are illegitimate; they may be transmitted in social interactions but also through job conditions, as when being denied autonomy signals lack of trust and esteem. By contrast, stressful conditions that constitute an intrinsic part of one’s core role (e.g., working overtime in an emergency for medical personnel) may be appraised as unavoidable, and thus legitimate. Underscoring the importance of meaning, adverse conditions have been shown to be associated with strain to a lesser degree when appraised as legitimate (versus illegitimate), and meaning-focused coping often is helpful. Meaning involves interpretation. Nevertheless, legitimacy may not only be determined by individual appraisals: Cultures, including organizational and professional cultures, are “shared meaning systems” containing “rules of appraisal” (Averill), which influence individual interpretations. Based on such norms, external observers may classify behavior as, for instance, insulting.

Regarding meaning as central, and (lack of) legitimacy as a core aspect meaning, implies that potentially stressful circumstances likely have a stronger impact if perceived as avoidable (and thus, as illegitimate). Effort remains important; thus, working long hours over an extended period will take its toll even if appraised as legitimate. But within reasonable limits people likely accept stressful conditions to a certain degree if they perceive them as legitimate; the challenge-stressor concept suggests they may even take pride in mastering them (sometimes even engaging in self-endangering effort). Thus, employees often do not simply want to minimize demands and avoid effort but rather want to accomplish something meaningful and accept high demands if meeting them is an integral part of that accomplishment and the context entails respect, consideration, and appreciation.

The focus on keeping demands within limits therefore should be complemented with a focus on meaning. Interestingly, there are indications that de-meaning treatment - from uncivil behavior and conflict escalation to illegitimate tasks and stressors – often is not due to intentional behavior but rather to lack of concern and diligence and to insufficient sensitivity towards these issues. Therefore, a wide array of options is available for preventing avoidable stress, and doing so meets the needs of employers and employees alike, while dealing with unavoidable hardships may be a shared concern for both. Focusing on the meaning of stressors and resources therefore opens many ways of ensuring what may be a pivotal aspect of the meaning of stress: human dignity.
Variation of the Effect of Surface Acting on General Health and Need for Recovery Based on the Frequency of Interactions at Work: A Multi-Group Analysis.

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The aim of the study was to verify whether the frequency of face-to-face interactions with the public at work can reveal differences in how people react to emotional regulation demands. In particular, we investigated the mediating role of surface acting (a strategy of dealing with the emotional dissonance) in the relationship between two typical job stressors (workload and mental load) and two outcomes closely related to work-related well-being: employees' general health and need for recovery. Previous research suggests that surface acting has the most detrimental effects on employees' well-being and fatigue, especially when combined with other job demands (Xanthopoulou et al., 2018; Grandey & Sayre, 2019; Kern et al., 2021; Costakis et al., 2021; Zapf et al., 2021). The more the employees' resources are depleted by the high rhythm of work and the concentration needed to carry out the job tasks, the more psychological energy and effort are needed to also control their emotions and force them to be appropriate. Prior studies investigating the effects of emotional dissonance mostly focused on service workers. Yet, in light of a survey conducted by the European Agency for Safety and Health at Work (2016) highlighting the growing psycho-social risk constituted by intense human interactions in the workplaces, even in unexpected categories of workers, we hypothesize that emotional demands may also be a concern for those who do not specifically interface with clients as part of their job duties: the so-called “back-office workers”. For this type of workers, there is a lack of literature regarding the weight of coping with emotional demands. This void of knowledge causes the professional needs of back-office employees to be overlooked relating to emotional labor.

A cross-sectional design and multi-group analyses were used to test the hypothesized model among front-office (N=734) and back-office workers (N=436) of Italian public and private companies. Comparison between the two samples was justified by previous measurement invariance analyses. Confirmatory factor analysis (CFA), multiple-group confirmatory factor analysis (MGCFA) and structural equation modeling were performed using Mplus 8. Indirect effects were tested through the bootstrapping method with 5,000 replications.

Results showed that: (1) surface acting fully mediates the relationship between workload and general health among back-office workers, while only partially among front-office workers; (2) surface acting positively associates with the need for recovery and negatively with the general health perception, with highest values for back-office workers. Limitations of the study stems from its cross-sectional nature, meaning that no conclusions can be drawn regarding the causal direction of effects.

The findings support the hypothesis that emotional labor is not only a service workers’ issue and highlight the need to address emotional regulation strategies among all workers, without distinction. If employees are not used to interacting with clients or customers, the act of feigning emotions that are not actually felt can be a damaging stressor, even worse than the workload, and a risk to health and quality of life inside and outside the workplace. This study’s value is that it responds to the lack of literature concerning non-service professions, underlining that the reasons of back-office workers’ stress can and should be investigated with the same accuracy reserved for all other professions.
Impacts and Consequences of Networked and Flexible Deliveries on the Assessment of Working Conditions in Logistics Supply Chains
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Outsourcing and the diversification of supply chains are among the ongoing processes of change in the world of work. Many companies use the (re)organization of their value creation as a supply chain to improve profit, efficiency and market position. Based on a recent literature review, the paper will highlight the extent to which organizing value creation as a supply chain influences the level of safety and health and prevention culture among contractors at each stage of the supply chain in national and European logistics. Thus, the paper contributes to the understanding of the impact of networked work structures with a particular focus on MSEs.

These are particularly affected by the flexibilization and precarization of labor and employment relationships or, in many cases, are created by outsourcing in the first place. As contracting companies, they belong to the periphery of supply chains and are often subject to the influence of the "lead company" as the buyer of their services when it comes to shaping their working conditions. As the current state of research mainly relates to global supply chains, there is a lack of evidence on strategies to promote high levels of safety and health in domestic and European supply chains. The logistics sector is of particular interest here, as it is a frequently outsourced area of corporate activity, and large logistics companies also further outsource partial services. Logistics workers face above-average levels of work-related stress and overtime. The presentation will compare working conditions in the parcel service (distribution), parts supply (procurement/production) and distribution center management (warehouse) sectors, particularly in Germany. In this way, it can be shown how different organizational forms in the value chain influence the level of safety, health, and prevention culture in logistics. At the same time, what companies and value networks should orient themselves to if they want to meet their legal obligations in OSH in a holistic and sustainable manner will be discussed: The subject of the mandatory risk assessment in the European Union is all activities that occur at work and the linking of all influences that shape them. The basis for linking the influences is the delimitation and description of the work system, which is usually defined along company boundaries, although the work system is usually used to perform a work task that is not carried out by just one company. Thus, a comprehensive assessment of working conditions can only be made by linking all the influences of the elements of the work system as well as the working environment. This means that the assessment cannot stop at the factory gate, but must take into account the influences and interferences of the entire value creation network. Especially for lead companies in these networks, this type of comprehensive assessment of working conditions is becoming increasingly important in the context of due diligence.

The Influences of Sex and Age on Stress Coping in Aviation and Medicine-Related Professionals
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Growing evidence has supported the notion that an individual's social support magnitude is beneficial to one's physical and psychological health. Previous studies have shown that civil pilots' and medical supporting staffs' sleep quality is associated with their job performance. Moreover, both sex and age may affect interactions between the stress coping methods adopted and job performance in aviation and medicine settings. It warrants an in-depth study to
explore how sex and age differences may orchestrate stress coping bias in terms of the interpersonal relationships in these two professional settings. For instance, whether social support resources are provided and/or allocated by the sex or age of supporters who are requested for providing such assistances. Our findings are anticipated to strengthen the rationales and to propose ostensible strategies in developing successful health improvement training programmes for pilots and flight attendants and doctors and nurses. A total of 711 pilots, doctors, flight attendants, and nurses participated in this study and responded to a custom-made questionnaire. Results have shown that pilots, doctors, flight attendants, and nurses seem to hold some different attitudes toward supporters' age and sex when they seek assistance. These preliminary results prompt us to maintain a scenario that enhancing sex-equal interaction and reducing age and sex discrimination may be feasible to promote the provision and allocation of social support resources in these two high-risk professions.

P55
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Background: There exists a small body of research examining perceived pregnancy-related discrimination at work and its association to expectant women's psychological wellbeing (Adams et al., 2012; Fox and Quinn, 2015), with none to date examining work engagement as an outcome of interest. Perceiving a discriminatory work environment might act as a work stressor to an expectant worker's psychological wellbeing and work engagement; but conversely the presence of job resources may counteract its negative effects, as postulated by the Job Demand-Resource Model (JDR; Demerouti et al., 2001).

Aim: This study investigates the predictive association between perceived pregnancy-related discrimination at work (conceptualised as a job demand) and an expectant worker's psychological wellbeing and work engagement, and the moderating role played by three forms of workplace support (co-worker and supervisor social support and perceived organisational family support), conceptualised as job resources.

Method: A cross-sectional online survey of vocationally active British expectant women was conducted using purposive sampling techniques. Participants were recruited through online forums and social media platforms. A sample of 186 was used to conduct multiple regression and moderation analysis (SPSS v27; PROCESS Macro v4.0). Inclusion criteria specified: 1) women who were vocationally active; 2) over the age of 18; 3) in their second or third trimester of pregnancy; and 4) residing and working in the UK. Psychometrically validated measurements were used to quantify key study variables.

Findings: Before accounting for the role of the postulated moderators (unconditioned effect), we observed that poor psychological well-being and work engagement were associated with higher levels of perceived pregnancy-related discrimination at work. We tested three forms of workplace support as potential moderators of these observed associations. In line with the JDR model (Demerouti et al., 2001), we anticipated these job resources to demonstrate a buffering effect. Of the three tested job resources, only perceived co-worker social support was observed to act as a moderator in both these observed associations. As hypothesized, we observed high
levels of co-worker social support to attenuate the relationship between high levels of perceived pregnancy-related discrimination at work and psychological well-being: a buffering effect. However contrary to our hypothesis, we observed an antagonistic effect of high levels of co-worker social support in relation to pregnancy-related discrimination at work and work engagement.

Discussion: This article offers three main contributions to the empirical and practice literatures. First, it contributes to further advancements in the field of discriminatory behaviours at work and understanding its association with workers' well-being and work engagement; with a significantly under-researched working population (expectant workers). Second, it highlights the importance of pregnancy-related discrimination at work as a potential occupational health risk. Third, it sheds light on the potential value and effectiveness of resources-based interventions, but highlights that not all types of resources are useful to counteract specific demands.

P56
Voice and STEM Women Faculty
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Our efforts were funded by a government grant to promote organisational change for gender equity in Science, Technology, Engineering, and Math (STEM) professions. The grant required an empirical study that informs both theory and policies that enhance gender equity. Aiming to contribute to theory, we focused on “voice” (Hirschman, 1970). Voice is a mechanism by which workers aim to avert dysfunctional policies/practices, express novel ideas, and improve organisational processes (Liang, Farh, & Farh, 2012). Based on Conservation of Resource Theory (Hobfoll, 1989), we examined voice and supervisor practices (Detert & Burris, 2007) as drivers of equity perceptions (Ng & Feldman, 2012) and occupational well-being (Wright & Cropanzano, 1998). We sought to collect data from all 1,000+ tenure-track faculty of a public university in the USA on three occasions—each two years apart—and twice from all non-tenure-track faculty—also two years apart. Faculty participation was around 30% in the first administration of the survey and over 50% in subsequent administrations.

In addition to our constructs of primary interest, we assessed constructs of relevance to the university community. These constructs had been identified in the results of a previously-administered, nation-wide, multi-university survey on topics reflecting faculty job attitudes. We assessed: (a) work-family issues—family interference with work, work interference with family, and family-supportive organisational policies (FSOP), (b) relationships—coworker incivility, coworker competence, chair servant leadership, and mentoring, (c) linkages with the university—social engagement, cognitive engagement, emotional engagement, emotional exhaustion, organisational commitment, and embeddedness, (d) fairness and inclusion—organisational constraints, procedural justice, distributive justice, interactional justice, and token inclusion (a new construct), and (e) behaviours—voice and organisational citizenship behaviours.

Results: We focus on the practice aspects of the results in this abstract. We combined scores on the measures of diversity climate, gender equity, and co-worker support into a composite that we labeled the Faculty Experience Index (FEI). To communicate the results of the survey, we then conducted “quadrant analysis”. This revealed that the favorable drivers of the FEI were voice, coworker competence, servant leadership, and FSOP. The unfavorable drivers of the FEI were procedural justice, distributive justice, and constraints (i.e., resources). Detection of
the unfavorable drivers identified priorities for intervention. We also employed this procedure to report the drivers of citizenship behaviours, voice, emotional exhaustion, and social engagement (i.e., the extent to which faculty were socially engaged in the university community). Identification of the FEI and its unfavorable drivers yielded 12 substantial actions to address gender equity (e.g., competitive salary adjustments), diversity climate (e.g., search committee training), and coworker support (e.g., a faculty networking café). Of course, among many concerns is that our sample of university faculty limits generalizability. University faculty are rarely the focus of organisational development efforts. That is likely particularly true of female, STEM faculty. This study provided the unusual opportunity to combine science and practice in the service of a societal goal.

P57
The Serial Mediation of Psychological Capital, Positive Emotions, and Transformational Leadership on Engagement of Women and Men Leaders
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Despite their role as key change role, the work engagement of leaders has been little studied. Thus, it is essential to explore the resources that lead to this engagement, considering whether men and women use them differently. Psychological Capital (PsyCap) is a personal resource that gives individuals' motivational energy to overcome challenging situations. Four personality strengths form PsyCap: hope (HO), self-efficacy (EF), resilience (RS), and optimism (OP) (Luthans, Youseff, & Avolio 2006). Achieving one's goals produces positive emotions (PE), also considered a personal resource. Transformational leaders perform emotional roles and tasks which can be positively affected by their personal resources. Supporting and attending to followers' needs and enhancing their personal growth and development could result in social gratification for transformational leaders, incrementing their engagement (ENG). Considering a gender approach, women likely than men adopt a transformational leadership style.

Leaders face multiple challenges due to their leadership role, and personal resources (i.e., PsyCap) alleviate the adverse effects of leaders' role demands on their subjective well-being. Some studies have focused on the intertwined relations between leadership style (i.e., Transformational Leadership - TLD), personal resources (i.e., PsyCap, PE), and leaders' subjective well-being. Unfortunately, none explain the results from a gender approach. Based on previous studies, we suggest that leaders' PsyCap is indirectly associated with engagement through PE and TLD and that such associations might be different by gender. Then, this study aims to analyse the mediation role that positive emotions and transformational leadership play between psychological capital and engagement from a gender perspective.

We performed a mediation model using Model 6 of PROCESS for SPSS software with a sample of 342 leaders from all around Spain, 69% women (M<sub>age</sub> Women = 46.02, SD = 8.57; M<sub>age</sub> Men= 48.24, SD = 8.40). We recruited participants mainly through professional online networks and professional associations. Before completing the online questionnaire, they read and signed a consent form placed on the first page. The University's ontological commission supervised the entire process. Participation was voluntary, anonymous, and confidential.

Results show that PsyCap as a construct does not indirectly affect engagement when mediated by PE and TLD. When considered separately, hope, self-efficacy, resilience, and optimism are indirectly related to engagement. Women leaders' HO, EF, RS, or OP favour the later building of more personal resources (PE and TLD) that together build an upward spiral that makes them feel engaged. Men leaders build an upward spiral that increases their ENG when PE and TLD
mediate their EF or OP. Results highlight the importance of performing studies with a gender perspective to promote organisational equality cultures, which challenge gender stereotypes and allow leaders of both genders to perform a healthy leadership like TLD, enhancing leaders' and employees' well-being.

P58
Shedding Light on Prognostic Factors of Prolonged Work-Related Stress
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Mindfulness-based stress reduction (MBSR) is a cognitive therapy for managing stress and promoting well-being. Since 2015, the Department of Occupational and Environmental Medicine, Bispebjerg and Frederiksberg Hospital has offered group-based MBSR programs to patients with prolonged work-related stress. The program consists of nine weekly sessions and includes standardized yoga and meditation exercises for training of “mindfulness”. Mindfulness refers to a universal flexible state of mind that allows one to become non-judgementally and intentionally aware of one's present moment-to-moment experiences (Kabat-Zinn, 1990). Although systematic reviews highlight MBSR as a measure to reduce stress (including work-related) and mental-health problems (Khuory et al., 2015; Goldberg et al., 2018; Janssen et al., 2018), research and anecdotal evidence suggest substantial variations in how well people respond to the MBSR program. Specifically, studies found lower stress-reduction effects of MBSR in males as well as in participants with shorter education and greater severity of psychological symptoms (Dobkin et al., 2012; Olano et al., 2015; Farias & Wikholm, 2016). Other factors, such as the type and intensity of psychosocial job stressors, may also predict stress reduction and employment following the MBSR program. Greater knowledge about such factors would improve accuracy of the prognostic assessment of patients’ illness course and occupational rehabilitation.

This project aims to examine prognostic factors for perceived stress reduction and employment among patients with work-related stress following participation in an MBSR program. The project uses pre-existing data on psychosocial job stressors, demographics, clinical characteristics from 800 patients with work-related stress referred to the Department since 2015. The patient data were collected in surveys distributed at baseline and at the end of the MBSR treatment. All patient data will be linked to employment information extracted from nationwide registers. We will analyse data with multilevel linear ridge regression models to account for clustering in the hierarchical data structure and multicollinearity between variables. The project will be conducted between June 2020 and December 2022. We expect to have preliminary results by July 2022.

P59
Best Practices in the Development of HEROs (HEalthy & Resilient Organizations): A Gender Perspective
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Aim: The aim of this study is to identify the main drivers (i.e., most influential job resources, demands and organizational practices) of healthy employees and healthy results from a gender perspective, based on the Healthy and Resilient Organizations Model (Salanova et al., 2012). Multi-group structural equation models were performed to determine which indicators had significant relevance on wellbeing and performance within each gender group. Results contribute to facilitating management considering employees’ gender within an organization.
Theoretical background: Gender differences management is one of the most challenging dimensions that organizations must face to adapt to VUCA (Volatilite, Uncertain, Complex and Ambiguous) environments (Rajesh et al. 2019). From Positive Organizational Psychology, the HERO (Healthy & Resilient Organizations) model has provided a framework and tools (HERO-CHECK questionnaire, Salanova et al., 2012) for comprehending how job demands, job and personal resources and healthy organizational practices lead to sustainable well-functioning employees and organizations, in terms of healthy employees and healthy organizational results. Based on previous results (Salanova et al., 2019, 2021), specific demands, job and personal resources and healthy organizational practices may have a more influential relation with wellbeing and performance.

Design/Methodology: Data was collected through the HERO-CHEK Questionnaire: (Salanova et al., 2012): job demands (e.g., quantitative overload), healthy job and personal resources (e.g., emotional competence, coordination), healthy organizational practices (e.g., conciliation practices), healthy employees (e.g., self-efficacy) healthy organizational results (e.g., in-role performance). After missing data treatment, the sample consisted of 2.216 professionals (70% female) from 5 organizations. Gender based multi-group SEM was performed using R 4.1.2.

Results: First, results of the multigroup SEM analysis show a good fit of the HERO model (CFI=.895, RMSEA=.05) and support the existence of configural invariance among gender groups. Significant beta scores were found in the regression between healthy employees and routine (p<.01), coordination (p<.001), horizontal trust (p<.001), vertical trust (p<.001), mental competence (p<.05) and emotional competence (p<.001) in all gender groups. For both men and women, coordination (p<.01), horizontal trust (p<.05), vertical trust (p<.001) and emotional competence (p<.001) had a significant weight in healthy results. Results of t-tests showed that women report significant higher emotional overload (p<.001), and lower role ambiguity and routine (p<.001), more resources (p<.05) (excepting emotional competence), higher organizational practices (p<.001), and commitment (p<.01), in-role performance (p<.001) and wellbeing (p<.001) compared to men.

Conclusion: This research contributes to validate the HERO model and the HERO-CHECK tool, and to identify the most influential practices that influence wellbeing and performance of people according to their gender. It also provides evidence about gender differences in demands, resources, practices, performance and wellbeing. Regardless of gender, coordination, horizontal trust, vertical trust and emotional competence stands as relevant resources for achieving healthy employees and healthy results. Based on this study, recommendations of specific interventions based on the gender composition of each team may be suggested in organizational contexts.

P60
Representation Matters: Fostering Diversity and Its Impact on Emotional Exhaustion
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Introduction: Diversity climate has been linked to a variety of positive organisational and employee outcomes, including employee job satisfaction, organisational commitment, engagement, and performance (Holmes et al., 2020). However, little research has advanced our understanding of what drives positive diversity climates. With the present study, we sought to inform the literature by examining perceptions of representation as an antecedent of diversity
climate. We tested an indirect path model to evaluate the impact of perceived representation on diversity climate and subsequent employee strain in the form of emotional exhaustion. We also proposed that this process is conditional on participant minority status and gender, such that the relationship would be stronger among persons in historically disadvantaged groups. Applying Sensemaking Theory (Weick, 1995), we proposed that employees are attentive to the diversity composition of their environments and interpret and attribute these perceptions to organisational policies and practices that promote or inhibit a positive diversity climate in their organisation. Furthermore, extending conservation of resource theory (Hobfoll, 1989), we also proposed that increasing diversity climate would serve as a valuable socioemotional resource that mitigates strain and thus reduce emotional exhaustion. Additionally, we hypothesized that the importance of perceived representation and thus impact would be greater among women and minorities.

Method: As part of a large-scale data collection project, 657 public sector employees responded to surveys at two time points. Participants responded to three representation perception items, five diversity climate items, five emotional exhaustion items, and demographic items.

Results: Results from regression analyses support the hypothesis that perceptions of representation in the workplace was positively related to diversity climate (path a) and directly related to emotional exhaustion at time two (path c’). Our results also show that diversity climate was positively related to emotional exhaustion (path b). Additionally, results indicate that gender moderates the link between perceptions of representation and diversity climate, such that the relationship was stronger among women than men. Minority status did not moderate this relationship. Bootstrapping supported the hypothesis for an indirect effect between perceptions of representation and emotional exhaustion through diversity climate, moreover the indirect effect was conditional on gender, such that the relationship was stronger among women.

Discussion: Our data suggest that employee views of diversity climate is positively influenced by their perceptions of representation in the workplace. Practically, our results indicate that improving representation may enhance diversity climate and subsequently reduce emotional exhaustion, and that this may be particularly important among women. Applying Sensemaking theory and conservation of resources theory, we described a psychological process underlying diversity climate and subsequently emotional exhaustion. Additionally, we answer calls in the literature for the examination of antecedents that may enhance diversity climate (Holmes et al. 2020). Future research would benefit from further examining how representation may influence diversity climate for specific minority groups.

P61
An Approach Towards Improving the Recruitment of Women Into the Fire Service
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Women are severely underrepresented in the fire service. A better understanding of potential applicants’ perceptions and expectations of the firefighting occupation are key to a more gender-balanced representation. Yet, research in this area is scarce. The aim of the present research was to fill this gap.
The Social Cognitive Career Theory postulates three social-cognitive mechanisms to explain career development: self-efficacy beliefs, outcome expectations and personal goals. One relevant antecedent of these mechanisms is the perceived fit between oneself and the occupation. According to the lack of fit model, role congruity theory and goal congruity theory, women should perceive lower fit towards the firefighting occupation because of a numerical underrepresentation of female firefighters, perceiving firefighters as predominantly male and expecting low fulfillment of communal goals in the firefighting occupation. As a result, women should possess lower self-efficacy beliefs and less positive outcome expectations regarding the firefighting occupation and, thus, pursue the goal of becoming a firefighter less often—that is, they should show less interest and application intention.

We conducted an online study (survey & experiment) among 185 potential applicants for the firefighting occupation (mean age = 22.88 years, \( SD = 4.93 \); 55.7% female). We provided some basic information about the firefighting occupation before assessing the theoretically relevant variables. Then, participants saw an Instagram post that emphasized either more communal or more agentic aspects of the firefighting occupation. We assessed participants' evaluation of the post and whether it influenced their interest and application intention.

Women perceived lower fit towards the firefighting occupation, showed less interest in the occupation and tended to express less application intention than men. Women also had lower self-efficacy beliefs regarding their ability to execute the job as a firefighter. Further, they had less positive outcome expectations—that is, women were more concerned about negative evaluations in the job and tended to perceive more conflict between work and private life as well as to be less content with the general working conditions. Path models showed that fit perceptions, self-efficacy beliefs, and the above-mentioned outcome expectations mediated the relationship between gender and interest in the firefighting occupation and application intention. Moreover, participants assumed that the majority of firefighters is male, described a firefighter more with stereotypical male than female attributes, and, contrary to our assumption, expected the firefighting occupation to fulfill communal goals to a greater extent than agentic goals. Interestingly, only perceived communal goal fulfillment tended to predict fit perceptions differentially for women and men: The positive relationship between perceived communal goal fulfillment and fit perceptions tended to be stronger for women than for men. Further, perceived agentic goal fulfillment only predicted fit perceptions when perceived communal goal fulfillment was high. Finally, emphasizing more communal (vs. agentic) aspects in the Instagram post of the fire service did not increase women's interest in the firefighting occupation and application intention. This study contributes to our understanding of why women are less drawn to the firefighting occupation, thereby offering possible avenues of improving the recruitment of women into the fire service.

P62
Developing and Validating a Measure of Inclusive Leadership
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Background: Supporting equity, diversity, and inclusion in leadership roles and across the organization is an integral aspect of organizational functioning. Although leadership behaviour can be taught and coached, the question remains as to effectively support leadership skills that promote gender equity and inclusion in the workplace. Moreover, how to protect the health of female leaders in creating equitable and inclusive workplaces is equally uncertain. One of the first steps in understanding what leadership behaviours are most likely to support gender equity...
and inclusion in the workplace, we need to develop and validate a measure of Inclusive Leadership. We know that transformational leadership is linked to improved diversity climate at work (McCallaghan et al., 2019), but unsure whether a measure targeting inclusive leadership would better to measure these behaviours and their effects in the workplace. Therefore, we developed the Inclusive Leadership Scale using subject matter experts to examine leadership behaviours and organizational actions that support inclusive workplaces. Based on focus groups and interviews, the test measures these inclusive leadership behaviours, along with awareness of EDI issues, organizational culture and context, inclusive coworker and group behaviour, challenges for women and inclusion, and self care, balance and well-being for leaders when leading inclusive workplaces.

Methodology: The scale development process followed several classical and modern testing development steps (e.g., Crocker & Algina, 1986). This new Inclusive Leadership Scale was created by: defining the domain of inclusive leadership; drawing upon and integrating both the literatures on leadership (inclusive leadership; TFL) and building on theories of organizational culture as a supportive framework for the new scale; examining previous published scales on inclusive leadership and including and revising items as appropriate, and integrating themes that emerged that emerged from the interview and focus groups. We surveyed both leaders (n=101) and direct reports (N=258) using a crowd sourcing website (Prolific). Leaders reported on their own behaviours, and direct reports reported on their leaders' inclusive behaviours. All respondents reported on their organizational policies and actions, as well as their wellbeing outcomes. In order to examine convergent validity, we included existing measures of inclusive behaviours, which assess some of the purported overall construct as we defined it. We also included Carless et al.'s measure of transformational leadership to ensure that the ILS measured more than simply TFL (i.e., discriminant validity). We also examined the relationship of ILS with work outcomes and respondent wellbeing outcomes.

Results: We first conducted an Exploratory Principal Components Analysis using oblique rotation on both samples. There were 4 factors with eigenvalues greater than 1 with the direct report sample, and the scree plot suggested either 1 or 2 factors. All factors had good reliability. We are currently analyzing the relationships among the ILS subscales and measures of TFL, inclusive leadership, and work and individual outcomes.

Discussion: This study helps to create practical implications for enabling organizations to better support and train leaders in creating more inclusive cultures that support women in the workplace, while still allowing them to care for their health.

P63
Impact of Workplace Violence on Occupational Health in Undergraduate and Postgraduate Physicians
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Introduction: Today, workplace violence is being the subject of a greater number of investigations due to the repercussions it has on workers and organizations. Besides, there are currently more voices and evidence of acts of violence that occur in organizations, including those in the health sector. The issue in this research is centered on the exposure of undergraduate and resident physicians during their training process to one of the psychosocial risks such as workplace violence.
Objective: The objective of this research was to determine the impact of workplace violence on occupational health variables (stress, psychosomatic disorders, and perceived health) of a sample of undergraduate and resident physicians of 10 hospitals in Mexico City. Method: A descriptive and explanatory research was carried out. A sample of 387 physicians was obtained, of which 161 were undergraduate and 226 residents physicians. Workplace violence was the independent variable and stress, psychosomatic disorders, and perceived health were the dependent variables. The measurement instruments used were: Uribe's Workplace Violence Scale (2013), Cohen, Kamarck and Mermelstein's Perceived Stress Scale (1983), and Goldberg's General Perceived Health Questionnaire (García, 1999). A structural equations model was designed and tested using Amos version 21 software. The hypothesis tested shows that workplace violence has a significant impact on stress, psychosomatic disorders, and perceived health.

Results: The results indicate that there is workplace violence at different levels in a high percentage in both undergraduate and resident physicians involved in the sample: from 36.2% to 80.1% in the workplace violence factors. In the model test with the analysis of structural equations, significant effects of four factors of workplace violence (sexual harassment, professional discrediting, mistreatment and humiliation, and punishment) were identified on stress and psychosomatic disorders. In turn, stress and psychosomatic disorders had significant effects on perceived health (somatic symptoms, social dysfunction, and depression). The model showed adequate fit indices: normed $\chi^2$ normed square chi= 3.08, GFI = 0.924, CFI = 0.958, SRMR = 0.105, and RMSEA = 0.073.

Conclusions: It is concluded that four factors of workplace violence have a significant effect on stress, psychosomatic disorders, and perceived health. These results indicate the need for organizational changes in the organizational culture of health sector organizations that contribute to creating healthy work environments and organizations. The recommendations for organizational changes are: a) create an institutional policy of zero violence; b) training and sensitization of medical staff and managers of hospitals to prevent workplace violence; c) establish mechanisms to report and punish acts of workplace violence; d) set up the process and mechanisms to attend to physicians who have suffered workplace violence; e) get sanctions for identified aggressors off the ground and establish recognitions for personnel who provide dignified treatment; f) eradicate workplace violence in health institutions and implement a culture focused on fair and dignified treatment.

The research was approved by the Ethics Committee of the health institution.

P64
Psychological Capital and Mental Health in Ecuadorian Workers
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Psychological capital in the workplace is being broadly studied in order to identify its impact on workers' mental health. This is the reason why psychological capital has been considered as a protective variable against various psychosocial risks in the workplace (Liu et al., 2021). This construct is defined as a positive psychological development state consisting of four dimensions: (self)efficacy, hope, resilience and optimism (Luthans et al., 2015). The repercussion of this construct regarding variables such as depression, anxiety, and stress in skilled workers can be significant (Ortega-Jiménez et al., 2021), even more in times of teleworking (Fernández-Millán & Bretones, 2020). Thus, the aim of this research was to
establish the extent to which psychological capital impacts different mental health factors in Ecuadorian skilled workers. For this purpose, a survey among 451 workers was conducted. The current study employed the following instruments: the Depression Anxiety Stress Scale (DASS 21), the Psychological Capital Questionnaire (PCQ) and a sociodemographic and work-related questionnaire. 59% of the sample was composed of women, the mean age was 35.8 years; the average work experience, 9.53 years, and the average daily working hours, 8.67.

Results indicate a considerable negative relationship between mental health (depression, anxiety and stress) and psychological capital and its dimensions ((self)efficacy, hope, resilience and optimism). Moreover, while workers' psychological capital levels were high, no harmful levels regarding their mental health were found. Furthermore, noteworthy differences were shown concerning gender. Indeed, women reported higher anxiety and stress levels, whereas men showed higher efficacy and hope levels. These results correspond with the ones presented by Demir (2018), and Patnaik et al (2021), and highlight the role of psychological capital as a protective factor for workers' mental health, even decreasing depression and workplace stress levels.

P65
Civilty Norm Perceptions and Outcomes Through a Social Exchange Lens: A Two-Wave Study
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Social norms are important influencing factors on personal behavior and individual well-being (Tankard & Paluck, 2016). At work, social norms shape social interactions and associated employee and organizational outcomes (He et al., 2017). One type of social norms regarding workplace interactions that has received recent attention is civility norms. Civility norms foster and maintain civil behaviors among workgroup members, which are formed by employee perceptions of respectful treatment (Walsh et al., 2012). Perceptions of civility norms are the focus of our study, as norm perceptions can have a greater impact on personal behavior than group-level norms (Tankard & Paluck, 2016; Walsh et al., 2018).

While literature has explored outcomes of group-level civility norms cross-sectionally, there is little work exploring the role of civility norm perceptions, especially methods that allow for inference of direction (Walsh et al., 2018). Additionally, while prior work has examined moderators of group-level civility norms, moderators of norm perceptions have received less attention (Schilpzand et al., 2016). Thus, using Equity Theory and Social Exchange Theory (Adams, 1965; Blau 1964), we propose that perceptions of civility norms contribute to increased job satisfaction, and decreased burnout and intent to turnover due to the positive effects of perceived balanced social exchanges on job attitudes and behaviors (Roch & Shanock, 2006). We use panel data to predict Wave 2 outcomes from Wave 1 norm perceptions. Finally, we examine work social support as a moderator of the pathways between Wave 1 civility norm perceptions and Wave 2 outcomes.

To test hypotheses, we used archival data from Waves 1 and 2 of a longitudinal study investigating work capacity and aging. Participants (N = 636) from six light manufacturing organizations in the northeastern U.S. completed surveys including measures of all relevant variables. Civility norm perceptions were evaluated using a 4-item measure from the CNQ-B, work social support was assessed with a 4-item measure from the JCQ, job satisfaction and intent to turnover were assessed with a 3-item original measure, and burnout was assessed with 5 items from the OLBI. Each path was tested using the SPSS PROCESS macro (model 1) with bias-corrected bootstrapping to estimate main and interaction effects. Age, gender, race, and organization measured at Wave 1 were included as covariates.
Results indicated that Wave 1 civility norm perceptions significantly predicted outcomes at Wave 2: increased job satisfaction \( [\beta = .157, SE = .04, \text{BootCI } (.0623, .2318)] \); decreased burnout \( [\beta = -.182, SE = .04, \text{BootCI } (-.2682, -.0951)] \) and decreased intent to turnover \( [\beta = -.224, SE = .05, \text{BootCI } (-.3298, -.1171)] \). However, work social support did not significantly moderate the relationship between Wave 1 norm perceptions and Wave 2 outcomes.

Consistent with our theoretical framework, these findings suggest that employees adjust their job attitudes and behaviors in response to their perceptions of respectful treatment. While we did not find a significant moderating effect of work social support, future work should examine other moderators, and compare support sources (i.e., supervisor and coworker). Finally, researchers should identify antecedents to civility norm perceptions and explanatory mechanisms for the link between norms and outcomes.

**P66**

**Workplace Bullying in the Hungarian Context: Antecedents and Consequences**

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The current study aimed to investigate the prevalence and correlates of workplace bullying. Besides exploring the degree and characteristics of bullying victimization among Hungarian employees, this research focused on the predictors and correlates of victimization. While the vast majority of workplace bullying research concentrates separately on the environmental or on the individual risk factors of bullying and has been conducted on West-European or North-American samples, this study is the first, complex Hungarian bullying research. An online, questionnaire-based study was conducted among Hungarian employees (N = 1372) where demographic factors, work-related psychosocial factors, organizational attitudes (COPSOQ II) and exposure to bullying (LIPT) were measured. The results show, that the experience of bullying was significantly predicted by several organizational psychosocial characteristics, like Recognition, Social community at work, Role conflicts, Work pace, Role clarity, Possibilities for development, and Emotional demands. Exposure to bullying was in connection with counterproductive outcomes both on the individual level (Self-evaluation, Self-rated health, Burnout, Stress, and Sleeping troubles) and on the organizational level (Commitment to the workplace, Job satisfaction, Trust in management, and Mutual trust between employees). The results also suggest that the 'costs' of bullying victimization can be identified not just on the individual, but also on the organizational level. The results of the study also highlight the high prevalence rates of mobbing in our Hungarian sample and draw attention to the fact that stronger organizational awareness is needed to prevent the consequences of victimization.

**P67**

Teleworking in Greek Public Sector during COVID-19 Pandemic: Investigating Relationships Among Job Resources, Work Engagement, and Attitudes Towards Teleworking  
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*Purpose:* The outbreak of the COVID-19 pandemic forced most public administration bodies in Greece to quickly re-organize their work environments by introducing remote working. The aim of this research is to explore how a significant number of job resources during teleworking affect (tele)work engagement and whether (tele)work engagement relates to employees' attitudes towards teleworking.
**Theoretical background:** Based on job demands–resources theory, we argue that job resources are positively associated with work engagement. Moreover, engaged employees experience positive emotions. According to attitudinal theory of emotions the possible consequences of engagement pertain to positive job-related attitudes towards teleworking. In line with these assumptions, we hypothesized that a significant number of job resources during remote working, will have a positive indirect effect with attitudes towards teleworking via its positive relationship with work engagement.

**Methodology:** The hypothesized model was tested via path analyses in a sample of 131 employees of a Greek Independent Administrative Authority dealing with telecoms in the frame of its remote working during COVID-19 pandemic. Employees assessed via self-reports a significant number of job resources such as flexible working hours, job autonomy, saving time on commuting to work, employer's technical support (in case of hardware or software malfunction), training and advice on remote working, manager's support and provision with the necessary hardware for remote working (e.g. laptops, tablets, etc.). Moreover, employees assessed their work engagement levels and attitudes towards teleworking via self-reports. Hypotheses were analysed by means of path analysis with manifest variables using the AMOS v.26 software package (Arbuckle, 2005). To test our hypotheses, we fit a path model to the data with paths from job resources to (tele)work engagement and to attitudes towards teleworking. Moreover, the hypothesized model included paths from work engagement to attitudes towards teleworking. This model was a fully saturated model and as such had a perfect fit to the data.

**Results:** All examined job resources have been found to significantly associate positively with work engagement. Work engagement was, in turn, significantly associated with employees’ attitudes towards teleworking. Particularly, work engagement mediated the positive relationship between job resources and attitudes towards teleworking link.

**Limitations:** The fact that all participants came from the same organization limit the generalizability of the study findings in other occupational contexts with different job characteristics. Moreover, the questionnaire for the measurement of job resources and job attitudes was developed for practitioner's research.

**Research/Practical Implications:** These findings bring together two different streams of literature (i.e., work engagement and attitudes towards teleworking). Results have important implications for the formulation of employee attitudes towards remote working. For successful remote working, organizations need to focus on job resources, as a significant number of job resources could contribute significantly both in work engagement and in enhancement of positive attitudes towards teleworking.

**Originality/Value:** Results shed light on the psychological processes that may underlie the unknown association between job resources and job attitudes.

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**P68**

**The Dark Side of Technology: Technostress, Workplace Telepressure, FoMo, Techno Addiction**

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There are no doubts, that the use of ICT has brought its share of benefits at the personal and professional levels such as productivity increase, quick access to information and many work facilitations. At the same time, it increases the availability of employee and their stress level.
The stress related to the use of ICT is called numeric stress (Truchon & Mcarthur, 2021). It can arise from many sources and for many reasons. The most known types of stress are technostress that covers 5 types of stress, workplace telepressure, FoMO and techno addiction. Both FoMO and Techno addiction can be applied to work environment.

Technostress and workplace telepressure have been analyzed in many studies. The workplace telepressure has negative effects on the wellbeing of individuals, causing absenteeism, lack of sleep, poor work quality (Barber & Santuzzi, 2015,2017; Grawitch & al., 2018; Hu & al., 2019). While technostress reduces job satisfaction, commitment and performance. It also, increases negative feelings and work & family conflicts (Ragu-Nathan & al., 2008; Jena, 2015b; Tarafdar & al. 2007, 2011). In order to bypass the “always on” culture imposed further by the pandemic and to decrease the effect of numeric stress, action must be taken.

P69
The Long Road Towards a European Directive on Psychosocial Risks at Work Paved With Unequal Workers’ Protection
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Over the past few decades, changes in the nature of work have led to a shift from the physical demands associated with work in the primary and secondary sectors to psychosocial risks more closely associated with the service sector or white-collar jobs (Eurofound and EU-OSHA, 2014). Due to the Covid 19 pandemic, teleworking and remote working arrangements have emerged as the “new reality” and are likely to become more structural in the near future. Paradoxically, while psychosocial risks are spreading all over Europe (ESNER 3, 2019), workers do not benefit from equivalent protections at the workplace.

The existing EU OSH legal framework relies primarily on the Framework Directive (89/391/EEC), which has a broad scope and covers workers’ safety and health in all aspects of work. Thus, it should also cover its psychological dimension; and the general principles of prevention should apply to psychosocial risks (PSR). Unfortunately, reference to psychosocial risks is only implicit. There are only brief mentions of mental strain in the other OSH Directive (Dir. 2003/88/EC). The only explicit examples of psychosocial risks are in the two autonomous framework agreements on work-related stress (2004) and workplace bullying and violence at work (2007). These autonomous framework agreements have the benefit of providing common descriptions of work-related stress, workplace bullying, and violence while explicitly drawing a link with the Framework Directive. Their aim at raising awareness and understanding among employers, workers, and their representatives. Unfortunately, even if these agreements prove that a common basis can be found at the EU level, they are not legally binding, and their implementation across the Member States has been inconsistent. Therefore, as also stressed by previous research (Leka et al., 2011), it appears that the existing European legal framework does not adequately address the challenges that psychosocial risks factors represent for workers’ health and safety. The lacuna of the framework agreements proves the need for legally binding requirements to address psychosocial risks effectively in the EU (Scandella 2017).

Given that occupational safety and health directives are better implemented at the domestic level if the directive is based on existing common practices (Cefaliello 2020), an examination of current domestic laws can provide good practices and examples on the basis of which a directive can be discussed in the future. Against this background, this paper provides an overview of national legislation, collective agreements, and jurisprudence concerning work-related Psychosocial Risks in the European Union. Based on national reports drafted by
national experts from 26 Member States, the presentation of this study will be structured in three parts as follow. First, an overview of the different legal approaches will be provided with a distinction between countries with (i) no specific provisions on PSR, (ii) application of the general principle of prevention to mental and psychological dimension of workers' health, (iii) provisions aiming at primary prevention of the PSR factors (i.e., before they occur), (iv) provisions aiming at mitigating and reducing the consequences of PSR such as stress and workplace bullying. Then, the second part of the presentation will analyse how the courts and jurisprudence have been addressing PSR based on these national legal approaches. Finally, the paper will examine whether and how these legal frameworks are completed by social dialogue, i.e., whether PSR is a topic by collective agreements at the national level. By providing an accurate assessment of the situations at the national level, it would then be possible to identify the potential opportunities and challenges in adopting a specific directive on psychosocial risks at work.

P70
Job Wallowing: When Employees Look Back on Their Work Successes
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Theoretical Background: Work is often perceived as effortful. However, there is an experiential state in which an individual perceives work as effortless: flow. Flow is defined as "the experience of complete absorption in the present moment" (Nakamura & Csikszentmihalyi, 2021, p. 279). Analogous to effortful work, looking back on work can also be exhausting. This is the case when an individual engages in reflection. But is there also an experiential state in which an individual perceives retrospection as effortless and intrinsically rewarding as in flow? I call this phenomenon job wallowing. Job wallowing refers to a state associated with experiencing positive emotions that occurs during autotelic (i.e., intrinsically rewarded, not purposeful) retrospection of past work success. I consider work success as part of overall career success (Judge et al., 1995). As the term “wallowing” expresses, the focus of the construct is the enjoyable indulgence and reminiscing (without a touch of ostentation or arrogance) in past work success. Experiencing positive emotions (Ekman, 1999) is therefore the third key component of job wallowing, along with autotelic attitudes and retrospection on job success. In introducing job wallowing into organizational psychology research, I draw on Flow Theory (Csikszentmihalyi, 1975/2000), Broaden-and-build Theory (Fredrickson, 2001), and reflection research (Bono et al., 2013; Matsuo, 2020). Job wallowing is distinct from reflection in that it is unconscious and intrinsically rewarding. Job wallowing is distinct from flow because it concerns looking back at work successes, not the work process itself. I thus bridge reflection research and flow research by filling a conceptual gap of two antagonistic pairs: (a) effortful engagement: work process—reflection; (b) effortless engagement: flow—job wallowing. The current study presents the development and initial validation of a measure to operationalize job wallowing.

Hypotheses: H1a/b/c: Job wallowing is positively related to, but sufficiently different—in terms of discriminant validity—from (a) reflection on success, (b) authentic pride, and (c) reminiscing. H2: Job wallowing is unrelated to social desirability.

Scale Development and Methods: For conceptualization of job wallowing, I followed MacKenzie et al.'s (2011) procedure, including literature review, in-depth interviews with twelve professionals, definition of job wallowing, and development of 35 items. Following Hinkin and Tracey (1999), I next conducted a mixed-method survey with 74 subject-matter-experts to assess content validity. A repeated-measures ANOVA showed that 15 job wallowing items have significant overlap with the distinction constructs; those were removed. I further conducted a survey with 411 professionals (age $M=37.3$, $SD=9.9$; 39.4% female).
Scale Refinement: I set up a latent structural model with the 20 job wallowing items and reflection on success (Matsuo, 2020; α=.93), authentic pride (Tracy & Robins, 2007; α=.88), and reminiscing (Bryant, 2003; α=.75). Based on MacKenzie et al. (2011), I removed those items that had a modification index >3.84 with one item or latent mean of the three constructs. Four items remained, e.g., "When I look back at a past work success for no apparent reason, it feels good". Scale reliability (α=.91) and model fit are good, $\chi^2(2)=11.969$, $p=.003$; CFI=.991; RMSEA=.110, SRMR=.016.

Results: Latent modeling also revealed positive significant relationships (all $p<.001$) between job wallowing and reflection on success ($\beta=.67$), authentic pride ($\beta=.49$), and reminiscing ($\beta=.44$), and no significant relationship with social desirability ($\beta=.12$, $p=.074$). To examine discriminant validity, I calculated the average variance extracted (AVE) of job wallowing items. Since the AVE (.71) was greater than the shared variance of job wallowing with any other construct (.44/.24/.20), discriminant validity can be assumed (Farrell, 2010). Thus, all hypotheses are supported.

Value and Limitations: Presenting job wallowing, I introduce a new construct to applied psychology, accompanied by an economic scale for operationalization. However, further research is needed on the measure’s validity and on antecedents/outcomes of job wallowing. Limitations include the cross-sectional self-report design and that validation with an independent sample is currently lacking.

P71
Online Aggressions and Cyberbullying – New Challenges for Work Life in Schools
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Background: With increased digitalization of working life and society in large, online aggression has become a new environmental risk. Offensive behaviors via digital channels such as e-mail, SMS or social media take place against various professional groups, however labour unions in Sweden points out school principals and teachers as particularly affected. The overall purpose is to present the outline of an ongoing research project, which aims to develop methods that promote school principals and teachers' digital work environment and prevent the occurrence of online harassment. Workplace aggression is defined by Neuman and Baron (2005) as “any form of behavior directed by one or more persons in a workplace toward the goal of harming one or more other in the workplace (or the entire organization) in ways the intended targets are motivated to avoid”. With the rapid growth of communication by the means of technology, online aggression stemming from situations related to the targets work life is a new form of workplace aggression that particularly emphasise the online environment. The project rests on the theoretical framework of ‘Humans Service Organizations’ by Hasenfeldt (2009) and investigates the concept of ‘organizational outsiders’ (Leblanc & Barling, 2005) in situations of online aggressions.

Method: The study design includes in-depth interviews with 31 school principals and teachers working at eight different schools in Sweden, and 3 focus group interviews with school personnel, guardians and students. While in-depth interviews were carried out to gain experiences from teachers and principals on the topic of online aggression, focus group interviews were used for gathering data from organizational outsiders (parents and students). Based on narratives of online aggressions from the in-depth interviews, vignettes were developed. These had a central role as starting point for discussions in the focus group interviews. In a later stage of the project, the intention is to further develop the vignettes to initiate workplace discussions and development.
Results: The project is ongoing and stretches between 2020-2023. Preliminary results from the project will be presented at the conference.

Discussion: While children and adolescent’s exposure to negative behaviours online is by now a well-documented area in research (Låftman, Modin, & Östberg, 2013; Li, 2007; Privitera & Campbell, 2009), principals and teacher’s exposure to workplace aggression online is so far majorly overlooked. The project will develop generally viable methods for preventing and mitigating the negative effects of online aggressions in schools and provide a pedagogical tool that can be used by schools in the systematic work environment management. Thus, the research project is expected to have large practical implications.

P72
Looking Beyond Violence Prevention Climate - Exploring Line Managers’ Violence Preventive Practices in Two High-Risk Sectors
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Purpose: Work-related violence is a major occupational safety and health issue. According to the concept of violence prevention climate, managers play a pivotal role in preventing the risk of violence at work. However, research on this is scarce. The objective of this study was, therefore, to examine line managers’ use of violence preventive practices in high-risk sectors.

Methodology: We employed three different sources of data (16 semi-structured interviews and 21 field notes from both leadership seminars and coaching sessions) that were collected in the context of an intervention study in Denmark aimed at improving violence prevention (for further information on the full intervention study see Jaspers et al. 2019). We conducted a thematic analysis of violence prevention experiences among 16 line managers - eight from the prison and probation services and eight from psychiatric hospitals.

Findings: Using an existing prevention framework, the "Integrated intervention approach for workplace mental health", we categorized the descriptions into three types of violence preventive practices used by the line managers across the two sectors: ‘preventing violence’, ‘managing episodes of violence’, and ‘promoting the positive’. We found 16 different practices described by managers, of which 9 were described in both the prison and probation services and the psychiatric hospitals.

Conclusion: The three types of practices identified in this study converge with the three dimensions of the violence prevention climate, and with the public health approach to violence prevention, and thereby seem to be important and meaningful categories of action on a managerial level. However, the identified practices also go beyond these categories. Some of these practices belong to the category “promoting the positive”, which include factors such as managers attempting to create a learning environment that supports a continuous development of violence prevention. This study suggests that practices promoting the positive provide the basis for more specific practices, such as analyzing episodes of violence to identify patterns and therefore point at prevention needs. These practices are neglected in the current violence prevention intervention literature, and may help organizations devise improved systems for violence prevention in high-risk sectors.
P73
Employee Well-Being and Mental Health: A Person-Centred Perspective on Finnish Employees
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The goal of this study is to: firstly, determine employee well-being profiles in the Finnish population (in terms of work engagement, job boredom, and burnout); secondly, examine how these profiles differ in terms of mental health (flourishing, life satisfaction, depression, and anxiety); thirdly, examine the potential differences between the profiles of young and older employees; and 4) determine the sociodemographic factors that predict profile membership. Notably, the impacts of the COVID-19 pandemic have not been the same for everyone and thus the pandemic has likely accentuated the differences between sub-populations, which could potentially lead to the polarization of well-being.

We use a circumplex model of subjective well-being to assess sub-groups. This consists of multiple interrelated affective states that are determined by different combinations of two distinct continua: pleasure–displeasure and high–low activation. In an organizational setting, each combination of continua creates a domain that can be depicted by employee well-being concepts: work engagement (high activation and pleasure) and burnout and job boredom (both low activation and displeasure). In terms of general mental health concepts, these continua can be illustrated by flourishing (high activation and pleasure) and depression (low activation, displeasure). Based on this circumplex model, we examine the extent to which various profiles with different employee well-being combinations emerge in the data.

A nationally representative survey data of Finnish citizens, including young adults (aged 23–34, N=1798) and the older working population (aged 35–65, N=941) has been collected in the summer of 2021. The data was analysed using latent profile analysis (LPA). The means of the mental health variables in these profiles are examined as distal outcomes of LPA. We used logistic regression analyses to study whether sociodemographic factors (e.g., age, gender, education, telecommuting) increase or decrease the probability of belonging to a particular well-being profile. Multigroup analysis was conducted to compare LPA solutions between young adults and older comparison group.

We found three profiles in both young adults and older groups. The profile solutions in both groups had an engaged profile, a struggling/neutral profile, and a burning and boring out profile. Relatively good occupational health went hand in hand with good mental health. Education and telecommuting were significant predictors in most profiles. Multigroup analysis showed similarities in the number of profiles and their relative size but young adults had lower scores in work engagement, higher scores in job boredom, and similar scores in burnout compared to the older comparison group in all profiles.

Our study provides useful information on different states of well-being and their prevalence within the Finnish population. Identifying profiles and their antecedents is important as telecommuting has increased the distance between employees and employers. This study will help policymakers and employers identify profile features that are exclusively associated with either young adults or older employees and tune their practices accordingly (e.g. human recourses, career counseling, and training).
Exploring the Mental Health and Well-Being of Researchers who Work in UK Academic Institutions

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The mental health and well-being of researchers who work in UK academic institutions has not been adequately explored. Key issues identified by the limited existing literature on this topic include widespread concern around job insecurity and reports of discrimination, exploitation, and bullying in what is becoming an increasingly competitive working environment. These experiences have left many researchers stressed, anxious, and experiencing mental health problems. What little research has been conducted thus far has largely employed quantitative methodology and, whilst this type of work has helped to highlight the issue of mental health problems in the academic workplace, there is a need to better develop our understanding of researchers’ mental health and well-being experiences by providing them with a space to share their personal stories.

Whilst the existing research on this topic has sparked some action related to improving researchers’ mental health and well-being at an individual level, there is a noticeable lack of change at an organizational or system-wide level. Although it would be unfair to suggest that changing the academic system could happen overnight, the lack of change seen at the higher levels may suggest a lack of understanding on behalf of the academic institutions around what more immediate change and effective mental health support should look like.

Through the use narrative and semi-structured interviewing techniques, this study explores how researchers' mental health and well-being impacts on, and is impacted by, working in academic research. We also explore researchers' hopes and expectations for mental health support, their thoughts on maintaining positive well-being at work, and their views on what support from academic institutions and the wider higher education system should look like going forwards. Twenty-five academic researchers from different UK universities, career stages, and disciplines are being purposively recruited to take part, and preliminary results are expected to be available in March 2022. We are using both thematic and narrative analysis to analyse the interview data. We aim to not only search for patterns and themes across the dataset, but to also interpret the underlying meaning and reasoning behind the presence of those patterns and themes in particular contexts.

Whilst research into the human cost that results from the competitive and output-driven academic workplace is still in its infancy, this exploratory study will offer an insight into the experiences and needs of academic researchers who work in UK universities, and will highlight the areas where more effective support should be implemented. Through this research, recommendations will be created for UK academic institutions and the wider higher education system on how to effectively support researchers in managing any mental health difficulties they may be experiencing and promote positive well-being. We hope that the implementation of these recommendations will ultimately help to retain talented researchers in the academic sector, leading to the production of high-quality research outputs which aim to further advance key issues facing humanity.
Well-Being of High Skilled Workers: Disentangling Person and Task Effects

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Research of well-being and positive affect of workers have previous mainly been focused on a general level. These previous studies have not yet disentangled whether positive affect can be linked to task-by-task experience at work, or whether it mainly varies between different people with different types of work. The purpose of this study was to differentiate between the general level, task level, and type of employment in self-determination, meaningfulness of work and positive affect, thus contributing to the understanding of how to best assess well-being. The novelty and contribution of this study lies in the analysis strategy that allows for disentangling the effect that specific work tasks may have on workers' positive affect. Specifically, the use of multi-level modelling on the data gathered with the Day Reconstruction Method (DRM) allows us to describe relationships between positive affect, self-determination, and meaningfulness of work at both person and task level. Multilevel studies assessing the intrapersonal variability of experienced well-being on not only a day-level, but also a task level, are rare and much needed to better understand the dynamics of well-being during a workday. Researchers have connected positive affect – which represents momentary well-being experiences such as happiness, engagement, and inspiration – to high levels of general well-being and better health. High levels of positive affect is often attributed to higher levels of self-determination, and meaningfulness of work. Workers experiencing more self-determination and meaningfulness of work should experience more positive affect, and tasks experienced as more self-determined and meaningful should lead to more positive affect. Additionally, self-employed workers are suggested to have a more self-determined career choice in itself, and thus higher levels of positive affect.

In this study we tested whether H1) workers experiencing more self-determination and meaningfulness of work report higher levels of positive affect, H2) tasks experienced as more self-determined and meaningful are related to more positive affect, and H3) self-employed workers experience stronger relationships of task level self-determination and meaningfulness with positive affect than employed workers. We used a sample of 175 high skilled self-employed and employed workers, who reported self-determination, meaningfulness of work and positive affect for a total of 560 tasks during a workday by the DRM. DRM facilitates access to momentary experiences stored in memory, providing reliable estimates of intensity and variations of affect during the day. First, we tested two separate multilevel multi-group confirmatory factor analysis (MCFA) models for momentary positive affect (outcome side of the model), as well as self-determination and meaningfulness of tasks (predictor side of the model), and then tested the models for measurement invariance. Since tasks were nested within individuals we fitted a bayesian structural equation model with random slopes with self-determination and meaningfulness of work and employment type as predictors and positive affect as an outcome variable.

Results indicated that workers experiencing more self-determination and meaningfulness of work reported more positive affect, that tasks experienced as more self-determined also elicited higher levels of positive affect, and that there was a small positive effect of self employment on positive affect. The self-determination and meaningfulness of tasks seem to be more important to positive affect than employment type. The relationship between self employment on positive affect have been assumed by earlier research, but our study is the first to test and show that this indeed may be the case. However, other factors such as self-determination might be more important to task level positive affect. We studied high-skilled worker, choosing this population facilitated comparison of groups of workers, as many background variables were similar, however, this does affect the generalizability of the results. As consequence, one limitation is that a fairly small sample. Further, we used DRM and a drawback of this method is that it is not in the moment assessment, but rather recorded after the tasks of the day. However, DRM still have practical benefits as it might elevate the response rate in contrast to in the moment
reports, because it is difficult for the respondent to make pauses during their workday. These findings may inform researchers on how to best assess well-being, and organizations on how to design work of workers to elevate positive affect and thus, well-being, and health. We have empirically confirmed the assumptions of a positive relationship between self employment and positive affect of previous studies, and that this relationship might be less important than other factors such as self-determination. The originality of this research lies in the multi-level structure of the method and analysis, as well as the comparison of groups of workers.

P76
Health-Promoting Social Support Practices: What Colleagues and Relatives Can Do to Promote Mental Health in the Workplace
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Research goals: In recent years, a significant increase in psychological health issues has been observed among workers (Marchand, Durand, et al., 2015). By 2030, these issues are expected to incur exorbitant costs of over US$6.0 trillion dollars (Dewa, 2017). Several studies have shown a positive association between social support received by workers and their psychological health (Leamy et al., 2011; Caron & Guay, 2005). However, few studies have identify specific social support behaviors that can have a beneficial effect on workers experiencing mental health difficulties. This research therefore aims to identify the social support practices used by colleagues and relatives that have an influence on the psychological health of workers living with symptoms of anxiety or depression.

Theoretical background: According to the IGLOO model (Nielsen et al., 2018), intervention on five different levels can influence workers' psychological health: Individual, Group, Leader, Organization and Overarching. This research will focus on the Group level, investigating how support from colleagues and relatives can have an impact. The stress buffering model (Cutrona and Russell, 1990) will be used to explain how social support has a protective effect on the psychological health of individuals living with symptoms of anxiety or depression.

Methodology: A total of 25 workers with symptoms of anxiety or depression took part in a semi-structured interview that applied the critical incident technique (Flaganan, 1954). A thematic analysis was performed to identify the supportive practices of colleagues and relatives that influenced the psychological health of these workers.

Results expected: Preliminary analyses revealed various specific practices used by colleagues and relatives that were influential. For example, the results demonstrate the positive effects of giving advice to a worker regarding the tasks they are required to perform and helping them to relativize the situations experienced at work. Analysis of results is in progress and should be completed by July 2021.

Limitations: The use of a convenience sample resulted in some job types, such as manual or manufacturing jobs, being underrepresented. Results should therefore be interpreted with caution. As the COVID-19 pandemic has led to an increase in tele-working (Medhi & Morissette, 2021), future research should investigate supportive practices in a tele-working context.

Practical Implications: To our knowledge, this study will be the first to focus on concrete support practices used by colleagues and relatives. Findings will enable organizations, workers and relatives to adopt social support practices that promote the psychological health of workers with symptoms of anxiety or depression.

Originality: This research is original in that the topic has not yet been well documented in the literature. Moreover, as the pandemic has led to an increase in social isolation (Saba et al., 2020), this study addresses a growing need.
Remote Working and Job Crafting in Administrative Staff: An Explorative Study in the Argentine Context

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The pandemic caused by COVID-19 and preventive health measures have introduced radical changes in the workplace. It has transformed the way and the meaning of working in all types of Argentine companies, especially in educational settings. Before the epidemic, remote working was a practical human resource often used in the private sector, for any type of work and in any type of organization. In the current situation, with the changes resulting from Covid-19, all companies have faced a "new normal" such as remote work which was first considered a necessity and an obligation to preserve one's health, then it is was an opportunity to redesign human resource management. Argentina presents a complex economic scenario, paralyzed by prolonged isolation, which prevented education in public and private classrooms at all levels, throughout 2020. As a result, several educational organizations have had to implement the model of work at distance to continue their work activities. Thus, remote working has become a new normal for students, teachers and administrative staff. The aim of this study was to explore job crafting behaviors in a sample of subjects (administrative staff) who have experienced remote working in educational organizations (public and private). The theoretical background is the Job Crafting perspective (Wrzesniewski and Dutton, 2001) and its relationship to performance, commitment, job satisfaction, motivation, willingness and adaptation to change. A mixed qualitative and quantitative methodology was used (questionnaire and interviews).

Descriptive statistics, SWOT matrix (David, 2013), Edward Deming's PDCA, integral control sheet (Kaplan & Norton, 2000), weighting matrix (Gastón Sáenz, 2015) were used for the analysis. Two groups of variables were linked: the experiences and perceptions of teleworkers in the educational context and their practices in the field of Job Crafting. 72 subjects of the administrative staff of the Public Education were interviewed, most of which came from 65.3% of the public sector. Through the SWOT analysis, the job crafting behaviors of teleworkers were analyzed. The results highlighted two characteristics of remote working: advantages and disadvantages and their relationship to performance and job satisfaction. Implications of the study aimed at studying remote work as a work practice that can have a positive impact on the life of the individual but also negative aspects that must be carefully considered. Argentina is still in a state of health emergency today; however, several organizations are considering whether to change their structure in the future, with a prevalence of full or partial distance work.

The limitations of the study are represented by the sample size and the use of self-report questionnaires. Innovative elements are the preliminary use of a qualitative-quantitative methodology that allows to investigate the variables in a global way. It might be interesting, in the future, to explore the negative and positive outcomes of remote work and their impact on psychological health. In this perspective, job crafting, as a good practice, can help to contain these negative effects for both workers and organizations.
Developing PsyCap and Self-Compassion in PhD Students: The Effects of Two Training Interventions on Well-Being and Performance

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PhD students are increasingly suffering from mental health problems. Compared to the normal population, PhD students are six times more likely to develop anxiety or depression (Evans et al., 2018). Although research has produced substantial knowledge about factors contributing to PhD students’ ill-being (e.g., publication pressure, lack of supervisor support, self-doubt; Schmidt & Hansson, 2018), little is known about how to support PhD students effectively. Given PhD students’ individual suffering as well as its impact on department and institution functioning, intervention strategies to support PhD students are strongly needed. We propose that interventions aimed at developing PhD students’ personal resources may be part of those solutions.

Specifically, we argue that PhD students may benefit from developing their Psychological Capital (PsyCap; Luthans et al., 2007), a malleable four-faceted psychological resource encompassing hope, self-efficacy, resilience and optimism. Additionally, we propose self-compassion, that is being understanding and kind to oneself when confronted with difficulties (Neff, 2003) to be specifically suited to address PhD students’ well-being challenges. We argue that PsyCap will support PhD students in meeting the current demands of their PhD, while self-compassion will help PhD students to deal effectively with own shortcomings, something that is inevitable in PhD training.

Using a randomized controlled trial (RCT), we investigated the effectiveness of two training interventions: 1) PsyCap training, and 2) self-compassion-based PsyCap training. Both training programmes consisted of a 3.5 hours online workshop and a 4-week period of home practice. The home practice included weekly explainer videos, follow-up exercises, and peer group meetings. We expected both intervention groups to show increases in PsyCap, well-being and performance a) from baseline to posttest and b) compared to the control group. In addition, we expected the self-compassion-based PsyCap training to be superior to the PsyCap training in building PhD students’ PsyCap, well-being and performance.

Planned contrast indicated that participants in both intervention groups reported increases in PsyCap, well-being (i.e., decreased work pressure) and performance (i.e., perceived task accomplishment) at post-intervention relative to baseline. Additionally, the self-compassion-based intervention group showed increases in self-compassion compared to the control group as well as increases in well-being (i.e., positive affect, instrumental support seeking) relative to both the control group and the PsyCap group.

Our findings suggest that developing PsyCap and self-compassion may be effective strategies to support PhD students’ well-being and performance. Moreover, we found initial evidence that combining self-compassion and PsyCap may be an advanced strategy to promote PhD students’ well-being and performance. While the self-compassion-based PsyCap training was not superior to the PsyCap training in developing PsyCap, it showed greater effects on well-being. By testing the effectiveness of a self-compassion-based PsyCap intervention in PhD students, we 1) extend the PsyCap intervention literature in the unexplored field of higher education and 2) expand the original PCI-model, offering a potentially advanced strategy to boost employee well-being and performance. Finally, our research provides guidance to higher education institutions seeking evidence-based strategies to support their PhD students.
PRO-MENTA: Impact of Major Organizational Changes on Employee Mental Health and Workplace Productivity

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Introduction: The public health care system in Denmark is currently undergoing major centralizations. Relocations of work places as well as mergers and split-ups may impact both health and productivity among employees and managers. The fusion of four major hospitals in Aarhus, Denmark, poses an opportunity to study the short- and long-term consequences of different degrees of organizational change during a fixed event.

Objectives: The primary aims are: 1) to investigate the consequences of major organizational changes on absenteeism and mental health of employees and workplace productivity and staff turnover, and 2) to identify risk factors for negative consequences on mental health, sickness absence, productivity, and staff turnover, in order to identify risk groups for targeted prevention.

Methods: Using hospital pay-roll registrations we are establishing a cohort of 15,000 employees at four major hospitals that during 2016-19 were jointed at the new Aarhus University Hospital during 2016-19. The outcomes of mental health, absenteeism, staff turnover, and productivity are derived from valid, national registers. Hospital units moving at different time points through 2016-2019 will be aligned on their index month defined by the month of relocation, merger or split-up. Outcomes will be cumulated in six months' time windows and followed for up to 30 months on either side of the event. Exposure to organisational change is divided into relocation only, relocation plus merger, and relocation plus split-up. Additional exposures are change of management and intermediate relocations. Ascertainment of timing of organisational changes and type of exposure for each department is secured by interviews with key employees and historic documentation from HR and the hospital Intranet.

Results: With respect to the first objective of the study, we will compare outcome levels at the time of the organisational change with levels the preceding years. Comparisons will be made with the same time window of the year in the preceding years to account for the naturally occurring seasonal variations in for example sick leave. Relative to the organisational change, we expect to find an immediate effect on staff turnover and productivity up to and during the organisational change and a delayed effect absence and mental health, which will guide our selection of the relevant time window for each type of outcome. We hypothesize the effects are more pronounced for units which in addition to relocating also merge/split up, representing a greater organisational change. We aim to identify risk factors for the chosen outcomes based on job titles, age, seniority, and work unit characteristics such as number of employees, patient centred vs. service/administrative, and out-patient vs. in-patient wards.

Conclusion: This project is expected to produce valuable knowledge about the mental health and/or economic consequences of major organizational changes in the health care system. This can inform preventive actions targeting specific employee groups in future centralization projects.
Implicit theories of emotion are understood as beliefs about the malleability of emotions (Tamir et al., 2007). A theory of mindsets by Dweck (1986) distinguishes between a fixed and a growth mindset. Individuals with a fixed mindset believe that their qualities (i.e., intelligence, personality, moral character, emotions etc.) are fixed and cannot be developed or improved (Dweck & Yeager, 2019). On the other hand, those with a growth mindset believe that personal qualities can be improved through effort and persistence (Dweck & Yeager, 2019). Research indicates that those who believe that emotions are fixed and uncontrollable tend to experience negative emotions and lower well-being, whereas those who hold a belief that emotions are malleable are most likely to experience positive emotions and emotional adjustment (King & dela Rosa, 2019; Tamir et al., 2007). These beliefs or assumptions may be useful in understanding and managing emotions (De Castella et al., 2013; Cabello & Fernández-Berrocal, 2015). Using longitudinal data, this study aimed at investigating the relationship between implicit theories of emotion and emotional intelligence. The sample comprised of 86 preservice teachers who underwent an intervention grounded on growth mindsets and emotional intelligence. The sample was drawn from two institutions of higher education based in South Africa. The Implicit Theories of Emotion scale by Tamir et al. (2007) and the Wong and Law Emotional Intelligence Scale by Wong and Law (2002) were used in this study. Participants were measured at four time points, i.e., Time 1 (four weeks before the intervention); Time 2 (immediately before the intervention); Time 3 (immediately after the intervention); and Time 4 (follow-up - four weeks after the intervention). Results revealed that implicit theories at Time 3 (i.e., post-intervention) predicted the regulation of emotion EI subscale at Time 4 (i.e., follow-up). These findings suggest that learning about the malleability of emotions could be instrumental in EI interventions.

Description and Evaluation of a Mindfulness-Based Intervention to Reduce Stress and Promote Self-Care Among Healthcare Practitioners

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Introduction: Health practitioners considered as a vulnerable population are at risk of developing high levels of stress due to their work demands. These demands have been intensified due to COVID-19 pandemic. Mindfulness training can help health professionals to develop health assets through the mobilization of their own internal resources, also supporting humanization in patient care. Mindfulness-based interventions have proved to be effective in reducing stress levels. However, these programmes require attendance to long sessions for a large period of time, which might not be feasible for health practitioners nowadays.

Methods: In this poster, a new mindfulness-based intervention is described and assessed. For this purpose, 50 health practitioners from the Spanish public health system participated in a mindfulness-based programme carried out during working hours with daily 27 minutes sessions during 21 days (named 27/21 mindfulness-based programme). They filled in a battery of questionnaires assessing stress, mindfulness and health status at pre- and post-test.

Results: The 27/21 programme was adjusted to the health professionals’ context, availability and needs, promoting the adherence to the programme and proving to be a helpful tool and service within the health setting. A series of repeated measures ANOVAs showed statistically significant and clinically relevant improvement in named dimensions after the intervention.
Discussion: The characteristics of the 27/21 mindfulness-based programme and its effectiveness are discussed in relation to previous evidence on other mindfulness-based interventions carried out in a similar work context and population and, besides, practical implications for health system practitioners are highlighted.

P82
Effects of a Ten-Day Mindfulness Intervention on Procrastination Behavior in Daily Life
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Procrastination, the voluntary delay of an intended action despite its negative consequences, has been the subject of psychological research for decades. A range of negative effects on health, psychological well-being, and performance were associated with procrastination in a larger number of studies. After being primarily studied in an academic context using student samples, in recent years the phenomenon of procrastination has received increasing attention also in organizational research. Interventions that enable a reduction of procrastination in everyday life are therefore of interest to both, science and practice.

Procrastination is often considered as a result of failed self-regulation and a form of avoidance behavior. Against this backdrop, scholars have assumed that procrastination is negatively related to mindfulness. Mindfulness, an open, non-judging awareness of the current experience, is commonly associated with successful self-regulation and reduced avoidance behaviors. Moreover, since mindfulness – as it has been shown in numerous studies - is trainable, it could be a possible basis for an effective treatment of procrastination. Initial empirical studies have supported the hypothesized negative relationship between mindfulness and procrastination, although due to their cross-sectional designs, it has not yet been possible to draw conclusions regarding causality and direction of the reported effects. Thus, the question of whether an increase in mindfulness is actually associated with a reduction in procrastination is yet unanswered.

The present study aims to close this research gap by investigating the effects of mindfulness training on procrastination. We will present the findings of a diary study in which participants took part in a ten-day web-based mindfulness intervention to reduce procrastination behavior in everyday life. Participants in the intervention group received daily audio-assisted mindfulness exercises such as body scans or short meditations lasting 5-10 minutes each in the morning and evening; in addition, participants were encouraged to practice mindfulness in their daily lives by performing everyday activities with a high level of mindfulness. Mindfulness, procrastination and positive/negative affect were assessed on a daily level in the evening of every day. Participants in the passive wait-list control group only received the daily questionnaires without any intervention. If our hypotheses are confirmed and the intervention leads to a reduction in procrastination, the present study will contribute to the understanding of procrastination and could provide a starting point for a successful treatment of this widespread phenomenon.

P83
"Things Are for People": Results of the Project "E-PROFESSIONS - Development of Technological Solutions Using vr Allowing Employees With Disabilities to Improve Professional Competences in Virtual Space
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The main goal of the project was to enable and introduce modern tools in terms of the level of preparation and predisposition of a disabled person to expand their competences by focusing on a new profession using VR tools in training’s. The activities undertaken under the project
include, in particular: conducting research on the degree of preparation for a specific e-profession; developing a series of training's using the following eight soft skills workshops: Interpersonal communication, Self-presentation, Public speaking, Negotiations and conflict resolution, Assertive skills, Managing stress and controlling emotions, Creativity and creative problem solving, Leadership and managerial skills. The project developed 8 scenarios for e-professions consisting of: experience of the day with a description of the task sequence; training a given profession on the basis of the so-called selected baskets of tasks, how a given profession should be performed.

The assumptions adopted in the application for funding for the selection of e-professions were as follows: E-trader, E-dietitian, Online travel advisor, Social media specialist, Website positioner, Graphic designer, Media Worker, E-PUBLIC Relations Specialist. The solution created as part of the project allows for a virtual experience of working in various industries. The simulations covered by the scenarios are adapted to people with different types of disabilities. The key professions identified during the research that can be transferred to VR were selected for selection (the list will gradually increase with the operation of the platform). A single e-profession scenario consists of, among others: educational material about the specificity of a given profession, tests examining the predisposition and compliance of the candidate's interests to work in a given profession, taking into account the characteristics of personality and temperament, knowledge, skills and competences, training on soft skills, key in a given profession, a set of tools for monitoring the progress of exercises, personalizing the selection of content, taking into account the type of disability. Finally, an educational platform is being created as a virtual system simulating professional experience.

The end result is a VR e-competition training package dedicated to people with disabilities using new VR technologies. Developing the content of 8 e-professions scenarios, taking into account both the formal requirements of the profession, professional qualifications of hard and soft skills. This was accompanied by a creative know-how using VR / AR and interactive films and animations. Therefore, it was required to conduct the following research (quantitative research (questionnaire and qualitative (questionnaire))) necessary to provide know-how for the substantive content of 8 e-job scenarios, taking into account the specificity of people with disabilities). Quantitative (questionnaire) research: were conducted on a sample of n = 30 people with disabilities for each of the 8 e-professions described above, that is 240 questionnaire surveys in total. Qualitative research (structured interviews): conducted on a sample of n = 210 structured in-depth interviews to determine the content, in accordance with the methodology of qualitative research. As part of the poster/oral presentation, both the results of empirical research and the developed implementation will be presented. (project implemented in Poland, in accordance with the application for funding No. 0056 / 2020)

**P84**

**Job Satisfaction, Organizational Commitment and Time Perspective: A Study Among Blue-Collar Workers**

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Introduction: Time perspective refers to the arrangement of experience into time periods. It identifies five aspects, two for the present and the past, and one for the future (Zimbardo & Body, 1999; Reig-Botella et al., 2021). They are important to understand positive human behaviour. Organizational commitment represents how the workers connect and identify with
their organization psychologically (Greenberg & Baron, 2008). When the staff are more committed to a company, they probably do not want to leave their jobs.

The aim of the current research is to investigate the relationship between job satisfaction, organizational commitment, and time perspective among blue-collar workers who work in different private sector companies in northern Spain.

**Method:** Data were collected from 615 workers; 304 male (49.4%) and 311 female (50.6%), the ages were between 19 and 61 (M = 35.15, SD = 15.23). We used an ad-hoc questionnaire that included socio-demographic variables as well as questions about affective, continuance and normative commitment, job satisfaction, and the Spanish version of the Zimbardo Time Perspective Inventory (ZTPI). The reliability of all the scales was verified using Cronbach's Alpha index, obtaining highly reliable values: affective commitment .832; continuance commitment .713; normative commitment .851; job satisfaction .864; past negative .737; present hedonistic .797; future .731; past positive .652; and present fatalistic .612.

**Results:** The correlations among the three measures of commitment and job satisfaction were high and significant p<.05, suggesting that there is a single factor, which we have named commitment and job satisfaction. It is suggested to create a single scale with all the items from the four scales. This idea is also based on the fact that if Cronbach's Alpha index is calculated for a supposedly global scale, the index is .912. Student's t-tests were carried out, the information was also verified using a logistic regression, which again highlighted how four of the personality variables predicted commitment-job satisfaction.

**Conclusions:** The commitment variables measured correlate very positively, and all of them also correlate very highly with job satisfaction. They all measure the same thing, therefore we propose the use of a single scale, which could be called the 'organizational commitment and job satisfaction scale'. According to Zimbardo variables, two of these personality forms (future and past positive) were positively related to it, two negatively (past negative and present hedonistic) and one did not offer significant results (present fatalistic). We will end our presentation by discussing the conclusions and practical recommendations of our research.

**P85**

**Leaders’ Well-being – Antecedent or Consequence of Authentic Leadership?**

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Even though leaders’ well-being has been reported as a crucial determining factor of their effectiveness as well as their employees’ well-being and performance, findings on leaders’ own health remain scarce. Aiming to provide much needed insight, the present study analysed two different samples to investigate whether leaders can positively influence their own health by engaging in authentic leadership behaviours. Benefits of authentic leadership for employees and organizations have been thoroughly researched, with the present work shedding light on the other side of this equation, leaders themselves.

Rooted in positive psychology, the construct of authentic leadership encompasses four dimensions: Self-awareness, relational transparency, balanced processing and internalized moral perspective (Walumbwa et al., 2008). Building on theoretical propositions by Ilies et al. (2005) as well as Gardner et al. (2005), we assumed highly authentic leaders to report higher well-being because they experience greater congruency between their ideal and their actual selves, focus more on personal growth and nurture open and trusting relationships at work.
Extending research linking authentic leadership with increased job satisfaction and diminished stress levels (e.g., Weiss et al., 2018), the present study aimed to explore whether engagement in authentic leadership can buffer leaders from feeling emotionally exhausted at work while also boosting their work engagement.

Cross-lagged panels were tested in two German samples. The first was collected as part of a research project on health-promoting leadership (anonymised for review), including leaders from multiple organizations. Data was collected in spring of 2011 (N = 137) and summer of 2012 (N = 217), with a time-lag of 14 months. The second sample was collected in summer 2020 among 37 leaders from various working sectors, with a time lag of six weeks.

Contrary to the hypotheses, well-being (T1) significantly predicted engagement in authentic leadership (T2) in both samples. Leaders reported to engage in more authentic leadership behaviours (T2) if they were previously more engaged as well as less emotionally exhausted (T1). Data being obtained using only self-report constituted a limitation of the analyses.

Furthermore, the second sample was fairly small and characterized by higher self-control and less emotional exhaustion, as revealed by dropout analysis.

Applying conservation of resources theory (Hobfoll, 1989), results indicate that, similarly to other leadership styles, authentic leadership requires well-being as a basic resource. Only if leaders feel engaged in their work and less emotionally exhausted, they can behave authentically at work. From a practical standpoint, leaders’ health should be nurtured, with organizations promoting well-being and facilitating resource acquisition. As the first cross-lagged examination of authentic leadership and leaders’ well-being, the present analyses provide evidence for well-being constituting a crucial basic resource needed for leaders to engage in authentic behaviours at work. The finding of this pattern across a short as well as a longer time lag further consolidates the drawn conclusions.

P86
Just Another Day at Work? The Impact of a Day in the Office on Telecommuters’ Next Day’s Motivation and Well-Being
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The Covid-19 crisis has accelerated the re-organization of work and spurred an immense shift to telecommuting, which is defined as a work arrangement that allows employees to work from home during at least some portion of the working week by using ICTs (Bailey & Kurland, 2002). While researchers pointed out positive and negative outcomes of telework, within the new context of structural telework, that is “regular” and “non-occasional” telework, we first need to shift the focus from the question ‘working from home or not’ to ‘how can we organize hybrid working in the most successful way’ (Parker, 2021) as we need a more fine-grained approach of how factors that vary within different hybrid work arrangements relate to key outcomes (Rudolph et al., 2021). Within such an approach we no longer can focus on telework in isolation, but instead need to study telework in interaction with working in the office. Finally, more knowledge is needed on how to keep people motivated in this new work setting (Kniffin et al., 2021; Thompson, 2021). The overall aim of our research is to answer the question how activities during a working day in the office may motivate employees such that they reap the benefits of a day in the office during the next day’s working from home. In this way, we can help organizations effectively structure work, also on non-teleworking days, to achieve beneficial individual and organizational outcomes. This research seeks to unravel unresolved issues in the literature.
To address our objectives, we build on Self-Determination Theory (SDT; Ryan & Deci, 2000) and its conceptualization of the basic needs for autonomy (i.e., experiencing a sense of volition and psychological freedom), relatedness (i.e., feeling loved and cared for) and competence (i.e., feeling effective) of which the satisfaction is deemed essential for employees’ well-being and behavior (Van den Broeck et al., 2016). We study in what way work activities in the office satisfy needs at the end of the day, and therefore stimulate employees’ wellbeing and engagement, as well as productivity, on next day working from home. We particularly expect the following work activities to be positively related to next day working from home outcomes: face to face interactions, free choice to go to the office and with whom and presence of team members and manager. We hypothesize that free choice to go to the office and with whom will fulfill the need for autonomy, face to face interactions will fulfill the need for relatedness and presence of team members and manager will fulfill the need for competence. To accomplish our goals, we will use a daily diary study. During 10 workdays, around 100 employees will complete a daily survey. Data collection is planned in the beginning of 2022.

P87
Work Passion and Work Engagement: Same Wine in Different Bottles?
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The Positive Psychology field has led to the emergence of new concepts, models and theories on human behavior, with the concept of engagement standing out in the context of work and organizational psychology. Work engagement is defined as a positive psychological state characterized by high levels of energy, dedication, and absorption (Schaufeli et al., 2002). However, the existence of similar constructs (e.g., passion for work) raises doubts on the theoretical and empirical distinction between these variables. Focusing on the concept of passion (harmonious versus obsessive), the aim of this study was to analyze whether the Spanish scales of passion for work (Authors, 2014) and work engagement (UWES-17, Schaufeli et al., 2002) measure different constructs, using a sample of 995 workers from service companies in southern Spain. Convenience sampling was applied using the following selection criteria: (a) at least one year in the same position and organization; and (b) being employed in service companies (i.e., commerce, restoration). Exploratory factor analyses (n1 = 487; parallel test, ordinary least squares, and oblimin rotation) and confirmatory factor analyses (n2 = 508; maximum likelihood and bootstrapping) were conducted to test the construct validity of passion for work (harmonious and obsessive passion) and engagement at work (vigor, dedication and absorption), using the R statistics program. The EFA results clearly showed the existence of the harmonious passion and obsessive passion dimensions (loadings range = .50 -.90), but the three-dimensional structure of engagement was not observed as a main factor emerged for most of the UWES-17 items. According to the CFA analysis (one-factor model vs. three-factor model vs. five-factor model), the five-factor model (harmonious passion, obsessive passion, vigor, dedication and absorption) obtained the best fit of the three models analyzed, but without reaching a psychometrically adequate fit: X2(424) = 1735.20, p < .01, CFI = 0.89, TLI = 0.88, RMSEA = 0.08 [90%CI: 0.07, 0.08], SRMR = 0.06, AIC = 49203.71; versus the one-factor model fit: X2(434) = 5656.62, p < .01, CFI = .56, TLI = .53, RMSEA = 0.15 [90%CI: 0.15, 0.16], SRMR = 0.14, AIC = 53132.23; and versus the three-factor model (harmonious passion, obsessive passion, engagement) fit: X2(431) = 1845.83, p < .01, CFI = 0.89, TLI = 0.87, RMSEA = .08 [90%CI: .08, .09], SRMR = .06 and AIC = 49327.34. Passion for work can be
considered as a different psychological construct from engagement. The passion for work scale is suitable for the measurement of both harmonious passion and obsessive passion for work, but the dimensions vigor, dedication and absorption are not clearly reflected in the data using the UWES-17. The distinction between passion and engagement should be especially taken into account in the revision of current theoretical models and in the development of future theoretical frameworks for the study of human behavior in organizations.

**P88**

**The Motivational and Well-Being Implications of Digital Communication with Colleagues During a Work-at-Home Day**

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Due to the COVID-19 restrictions, changes in work practices occurred and telecommuting gained popularity. Telecommuting refers to performing work-related tasks, at least partially, outside the main office using ICTs to interact with others (Gajendran & Harrison, 2007). Before the pandemic, we used to work at home to increase focus. Now, the massive increase in the use of digital communication tools (Rudolph et al., 2021) allowed us to continue collaborating and offers opportunities to stay socially connected to work form home ‘in the same way’ as at the office (Nguyen et al., 2020). To date, telecommuting has been studied from the perspectives of the JDR model, stress theory, social identity theory and the (dis)advantages. Some research has already been done on ICTs at work, but it is striking that the focus is mainly on the negative aspect (strain and decreased wellbeing; Day et al., 2012). Although a lot of scholars also refer to the positive aspect, this is mainly studied in a generic way, 'it gives possibilities to...', without further elaborating on content and processes. At present, little is known about the use of digital communication with colleagues and how this can contribute to wellbeing, engagement and productivity through boosting one’s motivation. Additional research is required on how to keep employees motivated in new work practices (Kniffin et al., 2021).

This study aims to fill this gap by investigating ICTs use during telecommuting and the relationship with wellbeing, engagement and productivity from the Self Determination Theory (SDT; Deci & Ryan, 2000), which assumes that satisfaction of the basic psychological needs for autonomy (i.e., experiencing a sense of volition and psychological freedom), relatedness (i.e., feeling loved and cared for) and competence (i.e., feeling effective) is essential for employee wellbeing and behavior (Van den Broeck et al., 2016). We hypothesize that digital communication with colleagues may fulfill basic needs of employees, depending on the characteristics of this type of communication. We expect voluntary digital communication to fulfill the need for autonomy and informal digital communication to fulfill the need of relatedness. Additionally, immediate communication is likely to lead to the satisfaction of the need for competence, in contrast to delayed communication which likely is frustrating. We expect digital communication with colleagues during a work-at-home day to have an impact on the same day outcomes, via satisfaction of the basic needs. To test our hypotheses, we use daily diary study to examine the impact of various forms of digital communication while working at home on employee wellbeing, engagement and productivity during that day. Over a period of 10 work days, employees will be asked to complete a survey three times during the working day. We will collect data early 2022.
Association Between Absence of Leadership Behaviours and Health-Related Early Exit From Employment: Prospective Study of 55,271 Employees in Denmark

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Background: Adverse working conditions and mental health problems, including depression, have been associated with increased risk of disability pension. This study aims to investigate the absence of leadership behaviours, as a risk factor of health-related early exit from employment. We considered eight leadership behaviours; 1) explaining the objective of work tasks, 2) giving the employee authority according to responsibility, 3) engagement in employees professional development, 4) involving the employee in planning of their own work, 5) providing necessary feedback, 6) recognizing the work of the employee, 7) providing help and support, and 8) being trustworthy.

We tested the hypothesis that absence of leadership behaviours is associated with health-related early exit from employment in the Danish workforce, and further investigated possible differential effects in subgroups based on sex, age, educational level and prevalent depressive disorder.

Methods: The study sample consisted of 55,271 employees who participated in the Work Environment and Health in Denmark (WEHD) survey in 2012, 2014 or 2016 and who rated the behaviours of their leaders by an eight-item questionnaire. We calculated an index and considered a score in the highest quartile as an indicator of absence of leadership behaviours. Health-related early exit from employment included disability pension and similar social benefits, retrieved from a national social transfer payment register. Prevalent depressive disorder was measured by a self-administered rating scale, the Major Depression Inventory, demographic variables (sex, age, educational level) were measured by register data. Using Cox-proportional hazard modelling, we examined the prospective association between absence of leadership behaviours and health-related early exit from employment during follow-up. Interaction was calculated as deviation from multiplicativity.

Results: We identified 508 cases of health-related early exit from employment during a mean follow-up of 4.5 years. After adjusting for sex, age, educational level, eligibility for disability pension and year of baseline measure, participants reporting absence of leadership behaviours had a higher risk of health-related early exit from employment compared to participants not reporting absence of leadership behaviours (hazard ratio (HR): 1.56, 95% CI: 1.30; 1.87). The association between absence of leadership behaviours and risk of exit from employment was similar among women and men and among younger and older employees. The association tended to be stronger among employees with high education (HR: 2.01, 95% CI: 1.45; 2.79) than among those with medium/low education (HR: 1.40, 95% CI: 1.13; 1.75, p-value for interaction=0.07). When stratified by prevalence of depressive disorder at baseline, we observed an association between absence of leadership behaviours among those without prevalent depressive disorder (HR: 1.48, 95% CI: 1.20; 1.84) but not among those with a prevalent depressive disorder (HR: 0.76, 95% CI: 0.53; 1.09, p for interaction<0.01).

Conclusions: Absence of leadership behaviours is a risk factor for health-related early exit from employment in the Danish workforce. This association was not observed, though, among employees with a prevalent depressive disorder at baseline. Intervention studies are needed to examine whether enhancing leadership behaviours can reduce the risk of health-related early exit from employment.
Idle time at work – the experience of not being able to do one’s work tasks due to external constraints – is a common phenomenon for many workers. Action regulation theory suggests that not being able to complete in-role tasks for reasons beyond workers’ control may lead to negative effects regarding performance and well-being. The goal of this study was to investigate how idle time relates to worker outcomes depending on recovery and boredom as possible reactions to idle time. We conducted a longitudinal study with three months between each of the five survey time points. We measured idle time frequency, average duration per week, consequences (e.g., health, performance, job satisfaction), and use of strategies that may moderate the effects (different forms of recovery). Participants were recruited via an online panel and had to work at least 20h/week. 1,296 employees took part in the first wave (mean age = 46.3 years, SD = 12.01, 15 – 79 years, 44.2% female).

We found that idle time was positively related to recovery and boredom at work. Counterproductive work behavior was positively related to idle time, whereas prosocial behavior, fatigue and engagement showed no correlation to idle time. The effects of idle time on work-related outcomes were mediated through recovery and boredom. Idle time had an indirect positive effect on prosocial behavior and emotional engagement through mastery and an indirect positive effect on counterproductive work behavior through control. Idle time had an indirect positive effect on emotional fatigue through boredom. All measures were collected using self-reports, which may lead to reporting biases.

The unprecedented outbreak of COVID-19 has provoked stress, fear, and anxiety about safety, health, and welfare (Every-Palmer et al., 2020). We argue that COVID-19 induced job stress, like other natural disasters, increases job frustration and dissatisfaction. Work-from-home (WFH) is used during the pandemic to constrain virus infections. This study contributes to the existing knowledge of WFH and rumination by differentiating the consequences of affective rumination (AR) and problem-solving pondering (PSP), both coping strategies for COVID-19 induced job stress. We utilized the Conservation of Resources (COR) theory to test the moderation effect of the emotional resource possession (ERP) in activating PSP to increase job satisfaction while disenabling AR to minimize job frustration. When employees experienced stress, they are likely to engage in problem-solving pondering that is “a constructive way of thinking about work” (Junker et al., 2021, p. 4) to resolve work issues and protect against a loss of resources, thereby increasing positive outcomes (Biggs et al., 2017). We expect this coping strategy to result in higher job satisfaction. Job stress could make employees engage in AR that is an intrusive, preservative, and repetitive thought of unsolved work problems (Nolen-Hoecksema et al., 2008). This type of rumination sustains psychological arousal as job-related stress remains mentally present and uncontrollable (Firoozabadi et al., 2018). We expect a
positive association between AR and job frustration, which reduces job satisfaction. ERP is argued to be a critical driver, that enacts individuals to be emotionally energetic and engaged in proactively dealing with stressful circumstances (Ilies et al., 2020). We hypothesize that ERP strengthens the relationship between COVID-19 induced job stress and the engagement in PSP. This possession increases emotional controllability to lessen a cardiovascular and endocrine nervous process caused by AR.

Design and method: Data were collected from Australian employees on two occasions during the pandemic in 2020. The final matched sample comprised 313 employees (a response rate of 30%). We adapted the existing measure of hurricane-induced job stress by Hochwarter et al. (2008) to operationalize pandemic-induced job stress. Previously validated scales were used to measure ERP (Time 1, Ilies et al., 2020), PSP, and AR (Time 1, Cropley et al. 2012), job frustration (Time 2, Peters & O’Connor, 1980), and job satisfaction (Time 2, Brayfield & Roth, 1951).

Results: There were positive associations between COVID-19 induced job stress and PSP (b=.47, p<.001) and AR (b=.66, p<.001). The relationship between PSP and job satisfaction was significant (b=.28, p<.001), while AR was positively related to job frustration (b=.65, p<.001), which was negatively associated with job satisfaction (b=-.31, p<.001). ERP moderated the relationship between COVID-19 induced job stress and PSP (effect=.2, p<.05), indicating that employees with high ERP were likely to engage in PSP. Our study highlights the buffering role of ERP. Employees have to invest or mobilize to stay positive during the pandemic. Differentiation of PSP and AR enriches our understanding of the emotional and behavioral responses to stressful situations caused by the pandemic.

P92
Impact of COVID-19 Pandemic on Perceptions of Organizational Effectiveness and Job Satisfaction of Frontline Practitioners Working With Migrant People
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During the pandemic, many workplaces adopted policies of closure and physical distancing to counter the spread of the virus. Decreased work engagement and increased job insecurity (despite increasing job satisfaction) are some of the main consequences of this choice, which thus potentially jeopardizes employees’ health and wellbeing (Lin et al., 2021; Syrek et al., 2021). Organizations dealing with migration have felt the impact of the pandemic in a substantial way, with practitioners facing numerous changes such as the suspension of social services, teleworking, and managing the emergency in overcrowded reception centers (Sanfelici, 2021). Within the framework of the European project H2020 - PERCEPTIONS, the present study aims to explore the relationship between the perceived impact of the COVID-19 pandemic, organizational effectiveness and job satisfaction in a sample of frontline practitioners’ working with migrants and asylum seekers. The study also investigates whether the perceived impact of the pandemic varies according to job autonomy, type of organization and employee’s age, gender, and job tenure. The research used a cross-sectional design. Participants were 788 frontline practitioners spread across various European countries, that completed an online questionnaire between September and November 2020 measuring perceived impact of the pandemic, job satisfaction and organizational effectiveness. Regression analysis suggests that practitioners’ perceived impact of the pandemic is related to lower job satisfaction and lower organizational effectiveness. The analysis of variance also shows that older workers and workers with higher job autonomy perceived the impact of the pandemic as more considerable. Finally, the perceived impact of the pandemic did not change according to gender, job tenure, type of organization and level of education.
The study displays some limitations. First, the findings may be influenced by common method bias. Future research may consider the use of multi-source data to better validate our findings. Moreover, participants belonging to countries of the Mediterranean area (e.g., Algeria, Italy and Spain) are overrepresented in the sample. The results of this study bring a valuable contribution to the research on third sector workers, exploring the impact of COVID-19 pandemic. First, it bridges an important gap in the literature: there is no multi-country study investigating job satisfaction and the perceived impact of the pandemic in frontline practitioners, as they are conducted mostly within one country (e.g., Lin et al., 2021; Sanfelici, 2021; Syrek et al., 2021) Moreover, this study entails important practical implications to foster effective organizational functioning and both social and organizational recovery, especially for organizations and practitioners in the migration field. In the upcoming years, it will be crucial to invest on mitigation and support interventions for highly independent and older workers, as COVID has severely impacted on their job satisfaction with serious risks to their personal health.

P93
Remote-Workers and Their Furry Co-Workers: A Multi-Method Exploration of New Avenues for Work-Related Exhaustion and Job Satisfaction
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Previous research supports the employee benefits of allowing pets into the workplace. However, little is known about the role owner-pet relationships play in the experiences of remote-working employees. This study in progress investigates this owner-pet relationship and its role in remote-working employees’ experiences, specifically regarding its influence on work-related exhaustion and job satisfaction. Social support is seen as a practical resource to employees in combating emotional work exhaustion. Strong owner-pet relationships have proven to provide more social support and buffering against stress for owners than their human partners. Recent studies on pet support during the COVID-19 lockdowns indicate pets provided vital close-contact support to people during social distancing, among other benefits. Therefore, this study may provide insight into if a strong relationship with pets can be a potentially overlooked job resource for the globally increased remote-working population. A quantitative cross-sectional online survey of remote-working pet-owners is administered to an ongoing purposive sample (n>100). The survey consists of 34 items from the Lexington Attachment to Pets Scale (LAPS), Exhaustion scale of the Burnout Assessment Tool (BAT) and three job-satisfaction items designed by Hellgren et al. (1997). Preliminary results will be presented regarding the relationship between a strong owner-pet relationship and remote workers work-related exhaustion and their willingness to remote work. The COVID-19 pandemic prompted an unprecedented rise in the remote-working population. Therefore, companies should investigate avenues to improve remote-working experiences and possibly devise pet-friendly work policies. This study will add new research to previous research on pets in different workplaces, controlled experiments and general experiences with pets in work-related situations.

P94
Motivation to Lead as Predictor of Remaining and Entering a Leadership Position
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The goal of the present two-year follow-up study was to investigate how Motivation to Lead (MTL; Chan & Drasgow, 2001) and demographic factors (e.g., age, gender) predict career transitions, namely remaining or entering a leadership or professional position among highly educated professionals. This investigation was conducted as part of the MOTILEAD-project.
and complements studies of willingness to lead in the context of professionals’ career development and well-being at work. MTL consists of the following three dimensions: 1) Affective-Identity (AI-MTL), referring to leading out of joy and positive valence as well as identifying as a natural born leader, 2) Social-Normative (SN-MTL), referring to leading out of duty or responsibility, and 3) Non-Calculative (NC-MTL), referring to leading out of general willingness despite the costs of leadership. MTL captures individual differences in what guides a person towards leadership positions and –training and tackles the question of what kind of input a leader makes in his or her work, and what are the motivations behind the effort. (Badura et al., 2019; Chan & Drasgow, 2001; Porter et al., 2019). In addition, the conceptual framework of sustainable careers is used as an overall theoretical background in this study (e.g., De Vos et al., 2020).

The baseline measurement took place as an e-survey in 2017 and the follow-up (e-survey) in 2019. The original sample was drawn from the membership registers of Finnish trade unions representing professors, university teachers and other academics, business sector leaders, academic engineers, social and health sector leaders and eMBA participants. The sample was made up of 664 respondents (mean age 49 years, 53% female). The participants were divided into four groups based on their career transition across two years: 1) Leader remainers (38%), 2) Professional remainers (47%), 3) Leader enters (10%), and 4) Professional enters (5%). We used multinomial logistic regression to analyze how background variables and dimensions of MTL predicted belonging to a certain category of occupational position. The results showed that male gender, higher age and coming from a trade union representing professors and university teachers and other academics predicted remaining in a leadership position or entering one. Only high AI-MTL predicted most strongly belonging to the Leader remainers ($b = -.98, p = .000$) and Leader enters ($b = -.61, p = .001$). In other words, those who operate in a leadership position reported higher AI-MTL.

Our results are generalizable to only highly educated professionals. In addition, the impact of contextual and organizational factors on the relationship between MTL and career development needs more investigation. Our results provide preliminary empirical evidence of the crucial role of the AI-MTL in a career development. Our findings increase the knowledge about the role of MTL within highly educated leaders’ careers. To the best of our knowledge, this was the first time to examine the changes in professionals’ and leaders’ careers from the perspective of AI-MTL within two-year follow up. AI-MTL significantly predicted remaining or entering into a leader position.

P95
A Study of Organizational Commitment, Job Satisfaction and Environmental Risk in Shipyard Blue-Collar Workers
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Introduction: The exposure to environmental risk, especially psychosocial risk, in work contexts is one of the biggest challenges to occupational safety and health. This is due to continuous change in work organizations and to their impact on people, institutions, societies and policies (Fernandes & Pereira, 2016). Previous research has pointed to the importance of enthusiastic and committed staff for continuity in the workplace (Culibrk et al., 2018). In this study we therefore focus on the role of organizational commitment and job satisfaction as important
psychological links between employees and their organizations. According to Dhaenens et al. (2018), job commitment is a core consideration of human resource management and is related to other outcomes like job satisfaction. Furthermore, job satisfaction is an outlook that combines mental evaluations of experiences linked to one’s work and the states of mind they cause (Brief & Weiss, 2002). The purpose of the current survey was to analyze the relationship between perceived environmental risk, organizational commitment as well as job satisfaction with social demographic variables among an under-studied sample of shipyard workers who work in different private companies of the auxiliary shipyard military industry in northern Spain.

Method: Data were collected among 567 shipyard workers; 472 male (82.52%); 95 female (17.48%), the ages were between 19 and 64 (M = 39.36, SD = 10.01). We used an ad-hoc questionnaire that included socio-demographic variables as well as questions about affective, continuance and normative commitment, job satisfaction, physical environment, occupational risks and psychosocial risks, in order to analyze the relationship between these variables and socio-demographic variables.

Results: Our results showed that a lower perception of environmental risk is associated with a greater organizational commitment and higher job satisfaction. Continuance commitment is higher among workers with lower educational levels and who experience lower environmental risk. Moreover, normative commitment was higher among older workers, with lower educational levels and lower perception of environmental risk. Satisfaction is greater in workers with higher educational level and lower perception of risk. Perception of lower levels of environmental risk increases the continuance commitment, the normative commitment, and the level of job satisfaction.

Conclusions: As our results revealed different personal and environmental factors can influence the motivation and job satisfaction of workers at the shipyard. The mechanisms are different for low skilled workers or higher educated workers. We will discuss the practical as well as scientific implications of our results.

P96
Coping Strategies in Mild-to-Severe OSA Patients: The Role of Job Crafting in Work-Related Behaviors
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Obstructive sleep apnea syndrome (OSA) is one of the most frequent (but at the same time underdiagnosed) sleep breathing disorder characterized by repetitive episodes of a partial or complete collapse of the upper airway during sleep, resulting in apnea or hypopnea respectively, that in turn, causes intermittent hypoxia and sleep fragmentation with excessive daytime sleepiness and fatigue. Patients with obstructive sleep apnea (OSA) constitute an economic burden on most health occupational systems. They, in fact, experience several neurocognitive deficits, excessive daytime sleepiness and fatigue and work-related limitations. Although the clinical relevance, only recently some authors focused on the relationship between OSA and a wider range of work-related variables. The aim of this study is to deepen the OSA’s strategies underlying job-crafting, a proactive bottom-up strategy that workers implement to redesign their job tasks to improve their job management. We assessed 25 previously untreated mild to severe OSA patients with a mean age of 52.2 (±9.80 years) and a mean apnea-hypopnea index (AHI) of 43.89 (±19.1). A control group of 27 healthy participants
was also enrolled. Data suggest that job crafting strategies are adopted with the same frequency in the two groups, although the differences lie on the typology of strategy used. Moreover, job crafting could positively impact self-perceived job performance in OSA patients. The impact of job crafting on performance becomes higher as a function of OSA severity (i.e., AHI), while sleepiness does not moderate the relation between job crafting and self-perceived job performance. OSA patients do not adopt job crafting strategies to cope with their sleepiness, but to balance cognitive failures, mainly related to hypoxia. Results are discussed in terms of possible compensation mechanisms adopted by OSA patients: job crafting strategies may be conceived as a self-determined way to cope with their difficulties and to support their work performances.

P97
The Psychosocial and Organisational Correlates of Mobbing in Times of Pandemic
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Mobbing or workplace harassment is a situation in which an individual is subjected to continuous and prolonged insults and abuse at work. It usually starts with a conflict, which develops into a psycho-terror and the victims are subjected to regular attacks, but it has a number of negative consequences for both the individual and the organisation; it is also associated with stress, satisfaction, performance and turnover, and has a number of negative health effects. Our research sought to answer the question of how the relationship between workplace harassment and various individual and organisational factors has evolved during the pandemic. We looked at the relationship between workplace harassment and general well-being, organisational trust, work-life balance. The study included workers aged 18 and over who had been working for at least half a year, for at least 4 hours a day, for a total sample of 209. Participants were asked to complete a questionnaire pack containing several questionnaires related to organisational well-being and outcomes (e.g., Copenhagen questionnaire, WHO5 Well-being Questionnaire, Workplace Stress Questionnaire).

Our first analyses show that workplace bullying is strongly associated with stress and turnover intention. In addition, a negative relationship is observed with both well-being and work-life balance - results that are undoubtedly not independent of negative events in the past year.

P98
Send in the Psychologists? A Latent Class Analysis of Support Seeking Behavior Among Healthcare Workers During the Covid-19 Pandemic
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Background: The pandemic has highlighted the need for a rapid implementation of psychological support initiatives with an aim to reduce the risk of stress-related health problems among healthcare workers. However, little is known about what formats and contents of such initiatives that would be more feasible to implement in a long-lasting pandemic. The large variety of approaches that were implemented during the pandemic – ranging through peer support, psychoeducation, and individual professional support – calls for a comprehensive evaluation of the different support forms.

Research aim: The aim of this study was to evaluate the feasibility of psychological support initiatives provided to healthcare workers during a crisis. In particular, the study focuses on the long-term use of different types of support initiatives and their relation to mental health.
Design: The sample consisted of 1026 health care workers in Sweden, including both frontline and non-frontline workers from different medical professions. All hospitals included in the study initiated psychological support to a varying extent. Longitudinal survey data collected at four time points from May 2020 to October 2021, included self-reports regarding availability (i.e., the extent to which support initiatives were available and how many healthcare workers have participated in each of them), and acceptability (i.e., the extent to which each of the support initiatives was ranked as desirable before its implementation). Moreover, at all four time points we also collected data regarding the psychosocial work environment and psychological health outcomes (e.g., sleep quality, burnout, PTSD, and depression symptoms) using standardized questionnaires.

Expected results: Latent Class Analyses will be applied to better understand the classes of support seeking behavior of health care professionals, based on the availability and acceptability of support initiatives in relation to predictors, such as demographic characteristics (e.g., gender, profession), the psychosocial work environment (e.g., being frontline, work demands), as well as immediate and long-term psychological health measures. This person-centered approach will allow us to distinguish whether diverse psychological support initiatives can be clustered into types according to their prevalence and quality, and whether different groups of staff are more likely to engage in them. Results will be available during the spring of 2022.

Implications: The study will provide unique insights into the quality of rapidly implemented psychological support initiatives offered to healthcare workers during the Covid-19 pandemic in terms of how groups of healthcare workers have been aware of and used different forms of support over time. Such evaluation will be highly beneficial for health care and related organizations when planning for how to better target specific sub-groups of staff in future psychological support initiatives.

Longitudinal observational studies following the unforeseen development of the pandemic have thus far rarely been reported. Thus, this study is likely to make a significant contribution to the current knowledge on implementation strategies of different forms of psychological support, in relation to the psychological reactions and needs among healthcare workers during the pandemic and future crisis situations.

P99
Being Exposed to Negative Interactions at Work: A Systematic Review and Meta-Analysis on Diary Studies
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Research in the field of workplace mistreatment has rapidly developed during the last decades. However, there are some overlaps between similar constructs. In response, this study aims to shed some light on the theoretical frameworks and immediate correlates of being exposed to several forms of negative interpersonal relationships and mistreatment at work. We conducted a systematic review (and an ongoing meta-analysis) on recent findings from studies following a diary survey design, which allow us to compare the magnitude of the relationship between several types of negative interactions at work (e.g., workplace bullying, abusive supervision) and different variables (health and well-being, emotions, performance) depending on time lags (e.g., daily vs. weekly) that may help to elucidate the antecedents that may determine the emergence of such negative social interactions and their immediate consequences.
Our systematic review followed the PRISMA statement and the PICOS strategy to determine our inclusion/exclusion criteria. Therefore, we included studies that focus on working adults (from the general working population or a specific sector/organization), that address exposure to negative social interactions at work, either daily or weekly, and include measures about its potential antecedents and/or consequences at the individual level through diary survey designs.

We conducted our search by including keywords with Boolean commands in three datasets: Web of Science (WoS), Scopus, and PsycInfo. There were no restrictions based on the year of publication. We considered only articles published in peer-reviewed journals either in English or Spanish. Our search terms produced 250 records in WoS, 13 records in Scopus, and 49 in PsycInfo. After removing duplicates, we screened 252 records. After inclusion criteria were applied (studies had to use a quantitative diary design where working adults made ratings of negative social interactions and their antecedents and/or consequences repeatedly for several days or weeks), we excluded 196 articles from their titles and abstracts. Then, after the full text of the remained 56 articles was retrieved, we excluded 14 articles.

The final sample comprised 42 articles (k = 39 studies, N = 4703 workers) that included measures of workplace incivility (13 studies = 33.4%), interpersonal conflicts (13 = 33.4%), abusive supervision (5 = 12.8%), workplace bullying (4 = 10.3%), and other negative work events (8 = 20.5%). There is the heterogeneity of dairy designs, ranging from studies collecting data once daily during 5 workdays (Monday to Friday at the end of the work shift) to 60 consecutive days, or collecting data even three times per day (morning, noon, and bedtime) for two weeks, or once weekly during four consecutive weeks. All studies only included self-reported survey measures, with some exceptions that complemented participants' perceptions with the information provided by their supervisors (supervisor-employee dyad) or partners (mainly in dual-earner couples).

The main theoretical frameworks for addressing negative interactions at work from a short-term perspective are the Affective Events Theory (8 studies = 20.5%), the Transactional model of stress and coping (6 = 15.4%) and the Conservation of Resources Theory (5 studies = 12.8%).

P100
Critical Leadership Incidents and Relationships with Employee Well-Being
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Leaders’ behaviours have a significant impact on the well-being of their employees (e.g., Arnold, 2017), but which behaviours most affect well-being and the exact mechanisms by which they do this are not well understood (Inceoglu et al., 2018).

The goal of this research is to explore (1) the content of critical leadership incidents (i.e., behaviours that have a significant impact on how followers relate to and feel about their leader), and (2) examine how these incidents are associated with followers’ well-being at work. We examine content of critical leadership incidents as well as their impact on followers’ relationships with their leader and well-being at work from the followers’ perspective. We argue that these critical behavioural incidents influence the followers’ appraisal process (Folkman et al., 1986), changing how followers view and interact with their leaders and, depending on the content and valence of the incident, can be stressful or well-being boosting.

Drawing on critical incident technique (e.g., Flanagan, 1954) and concept mapping research (Ohly & Schmitt, 2015), an exploratory study was conducted using Prolific Academic (N= 330).
Participants were asked to reflect on the history of interactions with their current line manager and to think about a time that their line manager’s behaviour had a particularly marked impact on the way in which they thought or felt about them (open text). The questionnaire also captured general work-related affect (Warr et al., 2014) and information about participants’ interactions with their manager. Critical leadership incidents were coded by five raters and categories derived in an iterative process, inductively. Interrater agreement was computed, and categories were confirmed and further refined in a second study with about 400 participants using the same approach.

Participants’ qualitative accounts showed an equal number of positive and negative critical leadership incidents, from which 19 categories were uncovered. The leader’s treatment of the follower and the follower’s perception of the leader in their role as leaders and humans emerged as important overarching themes. The incident categories related to follower well-being and identification with the leader and in meaningful ways. For example, consideration for followers’ life outside work (e.g., work support in case of ill health, or personal difficulties) was positively related to thriving and negatively to burnout, while incidents reflecting a breach of justice were negatively linked to well-being. Considering appraisal processes in interactions between leaders and followers, our research provides a rich picture of how specific leadership behaviour incidents may impact the well-being of their followers. Leadership research has examined negative leadership events (for example, leader transgressions, incivility, and abusive behaviours) and the impact on followers in the form of work outcomes such as performance. The focus of this stream of research has not been well-being however – it tends to overlook a whole array of (positive) behaviours (e.g., behaviours that support everyday work) and does not explain mechanisms.

P101
Teleworking and Psychosocial Health in the Public Sector Personnel in the Post-Covid-19 Word: An Intersectional Analysis From Gender
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Teleworking (TW) has been widely implemented and extended in the public sector (SP) to minimize the consequences of the COVID-19 pandemic in the context of a very uncertain environment characterised by periods of confinement. However, it does not appear that this mode of employment will prove to be a one-off, but rather that its adoption will prove to be somewhat stable. TW and digital modernization is a trend implemented by the Electronic Government, and Open Government, the Spain Digital 2025 Plan and the 2020 National Artificial Intelligence Strategy, which aim is that the Spanish Public Administration will be the engine in digitization for a sustainable and inclusive economic growth, in line with the United Nations Sustainable Development Goals (SDGs). This change of modality, and therefore of working conditions, makes it necessary to analyse and evaluate its impact on the Spanish SP, concretely on its staff’s psychosocial health, considering that the reality of women and men is different. In this context, the role of managers, as agents of change, may be key in their followers’ psychosocial health. Managers must adapt their leadership style to the new telematic context, and they can play a connection role between the (in)equality gender organizational culture and their followers. Therefore, the main objective of this project is to analyze, based on the demand-resource model (i.e., Demerouti et al., 2001) and the dual-process model (Schaufeli and Bakker, 2004), the impact of the leadership style on the psychosocial health of the staff who teleworks in the public sector, considering the influence of another individual (psychological capital), social (social category: gender, age, social class) and organizational/structural (culture of equality) factors. Thus, the transversal axes of this project are remote leadership, occupational health and gender, all from an intersectional approach.
The project will be developed from 5 work packages (with deliverables per package), approaching the object of study from an interdisciplinary (Occupational Health Psychology, Sociology, Economics, Data Science) and multidisciplinary (Gender Studies with the rest of the disciplines) perspective. The work packages include: 1) Documentary analysis; 2) Development of the project's on-line platform; 3) Longitudinal quantitative study that will test the proposed conceptual model with a sample of 200 teleworkers from the PS, consisting of a pilot study, time 1 and time 2 data collection; 4) Qualitative study through 18 in-depth interviews to teleworking staff selected based on their social characteristics (gender and social class) in the central age cohort and with children, where information will be obtained about whether the leadership received facilities/hindrances their work and their work-family interface; and 5) dissemination of the results, including the elaboration of a good practice guide and the dissemination of the results to both the scientific community and interested entities, as well as to society at large. The good practice guide will offer strategies and measures at organizational level in order to promote gender equality while teleworking.

P102
“Office Sweet Office”: New Flexible Offices as a Challenge for Psychological Ownership at the Workplace
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Many companies are undertaking a drastic transformation of their physical work environment, aiming at tailoring the workstations to users’ needs while making buildings more efficient. For example, activity-based workplaces provide employees with a variety of workstations intended for flexible use. Offices are thus relocated to nonterritorial workspaces with desk-sharing arrangements, where employees do not have assigned desks which they can personalize. However, research indicates that such a reduction in personalization of the workspace can become a source of dissatisfaction for employees. Space personalization represents a form of territorial behavior (referred as identity-oriented marking) and plays a relevant role for identity reinforcement, positive mood, and attachment to the organization. It contributes to make the work environment more familiar and meaningful for people.

Preventing personalization may impact the sense of belongingness to the workplace, the feeling of organizational membership and also hinder the interactions of team members accustomed to work in their allocated spaces. Moreover, limiting employees in expressing their identities can bring a risk for the feeling psychological ownership toward the workplace and their work in general. Yet, despite the important implications envisaged for workplace identity and the affective commitment, psychological ownership has barely been considered in research on new workplaces. The prevalent perspective currently adopted to investigate nonterritorial work environments is architectural, whereas the psychological impact of the environmental and design features is still neglected.

This research takes a psychological view on the topic of nonterritorial offices and advances two distinctions: we distinguish between desk-related and office-related psychological ownership and between self-identity and group-identity-oriented marking. Additionally, in contrast with the previous theoretical conceptualization, we argue that psychological ownership can also result from a territorial behavior such as identity-oriented marking, rather than always predict territorial behavior. To study this topic, we design a longitudinal study to examine how self-identity and group-identity marking relate to desk-related and office-related ownership and whether psychological ownership mediates the relation from identity-oriented marking to individual and organizational outcomes (i.e., satisfaction with workspace, burnout, time working at office, organizational commitment).
At the theoretical level, our perspective extends the comprehension of the impact of nonterritorial workspace on the employee experience. At the practical level, our findings will shed light on opportunities and pitfalls resulting from relocation to nonterritorial workspace. Due to the increasing interest in size and type optimization of physical workspace (especially under the constraints imposed by the pandemic-related measures), it is crucial for companies to rely on evidence-based advice about how to make their work environment fit best the workforce specific needs while avoiding a blind replication of new fashion spreading in modern companies.

P103
Healthcare Leadership Interventions to Reduce Workplace Burnout
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**Background:** COVID has been psychologically impactful upon many professions. However, healthcare front line workers, in particular, have not been given any chance to rest or recover and as many as 53% have high levels of burnout (Jalili et al., 2021), with 30% reporting high levels of stress, 24% reporting high levels of anxiety, and 14% report depression symptoms (Zhu et al., 2020). To combat these challenges, previous research has successfully applied interventions for healthcare workers (Sultana et al., 2020). Specifically, mindfulness and self-management interventions have demonstrated success in reducing emotional exhaustion, depersonalization, and improving personal accomplishment among healthcare workers (Suleiman-Martos et al., 2020). The proposed study will focus upon frontline healthcare leaders to implement leadership workshop interventions. These workshops are designed to improve the leader’s management of their own burnout and develop skills to support their staff’s burnout. The workshop modules are focused on specific psychological factors (psychological detachment, constructive controversy skills) predicted to mediate the relationship between workplace stressors and burnout. Further, one on one coaching is included to individually focus on leaders’ burnout challenges and support the application of workshop modules into their workplace.

**Methodology:** This study will examine the impact of leadership burnout intervention workshops and coaching on leaders. The participants will be two groups of 25 leaders \((n = 50)\) from the healthcare industry in Ontario who will participate in six weeks of workshops. The two groups will be compared to each other by following different workshop schedules to examine the unique impact of specific workshop modules (i.e., psychological detachment, constructive controversy skills). The study will occur over nine weeks, tracking wellness indicators via Fitbits and weekly surveys of valid and reliable self-report scales. These weekly measures such as “Team Conflict Scale” (Jehn, 1995) to assess constructive controversy module impact and “Recovery Experiences Questionnaire” (Sonnentag & Fritz, 2007) will assess the expected psychological mediators of the intervention modules. A control group of 38 leaders will take the pre and post-surveys but will not receive the intervention material until after the study is completed.

**Results:** The intervention study will run from February through mid-April. We hypothesize that the 6-week course will improve leader burnout and work engagement overall, as assessed via Fitbits and surveys. Further, we expect that while comparing the two intervention groups the psychological detachment module will have a targeted effect on improved sleep quality, while the constructive controversy module will improve interpersonal interactions with colleagues. These unique targeted effects will be examined longitudinally via weekly surveys.
Implications: The currently proposed study will contribute to healthcare intervention support literature by examining the effectiveness of leadership intervention workshops with coaching. Along with the overall burnout reduction, the targeted effects of psychological detachment and constructive controversy workshop modules can offer insight into their unique impact upon the healthcare leader population. The study will be directly supporting Ontario frontline healthcare leaders' burnout challenges, along with giving the leaders the tools and perspectives to create a supportive work environment conducive to burnout recovery for healthcare employees.

P104
Research in Progress: Smartphone Use in Break Rooms at Work – a Qualitative Study
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Background: As of yet, little is known about how the presence of smartphones affects co-worker interaction in social situations at work, such as breaks. Breaks provide an opportunity for co-workers to exchange both work related and non-work related information, and the frequency of shared breaks has been associated with perceived collegial support, trust and sense of community. These factors are, in turn, linked to positive outcomes such as a healthy work environment, organizational commitment and productivity. In recent years, research has examined the impact of “phubbing” (from “phone” and “snubbing”) on interpersonal relationships. Phubbing, defined as prioritizing one’s phone over present individuals, has been linked to feelings of exclusion and decreased quality in communication in private relationships. In a work context, boss phubbing has been associated with decreased work engagement, trust in supervisor, job satisfaction and productivity. However, the potential impact of phubbing between co-workers has not yet been examined. As positive workplace relationships are linked to a range of desirable outcomes, understanding how phubbing behaviors affect such interaction could provide important insights for future research and policies. The study is part of the project Phubbing at work – a study on mobile phone behavior in social contexts at the workplace and associations with the psychosocial work environment.

Objectives: This qualitative study aims to explore the perceived prevalence, antecedents and consequences of collegial workplace phubbing in traditionally social contexts such as the break room.

Method: Semi-structured interviews have this far (December 2021) been conducted with 21 Swedish employees in electrical contracting, health care and dentistry. Approximately 10 additional interviews are planned. The interviews consist of three main parts: 1) individual/organizational context, 2) one’s own and others’ smartphone use during social situations such as breaks, including its perceived antecedents and consequences, and 3) knowledge of written or oral policies for smartphone use in the workplace. Data is analyzed semantically using thematic analysis.

Preliminary results: In this ongoing and not yet conclusive study, preliminary analyses indicate that smartphones are very much present in the break rooms, though to varying degree and with varying potential implications. Whereas some participants described break room smartphone use as largely unobtrusive, others perceived that it undermined social relations. It seems that phubbing can be viewed as a coping mechanism, either to avoid undesirable experiences (e.g. unwanted social interaction) or as distraction during dull moments (e.g. non-talkative co-workers in the break room). Most participants, this far, described generational differences in both proneness to and attitudes toward collegial phubbing, where younger co-workers seemed to engage with their phones more often and held more accepting views on their own and others’ phubbing behaviors. Further results are pending and can be presented at the conference.
Ongoing Research Project: Phubbing at Work – a Study on Mobile Phone Behavior in Social Contexts at the Workplace and Associations With the Psychosocial Work Environment

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Background: Phubbing (from phone and snubbing) is the phenomenon of interacting with one’s smartphone rather than with physically present persons. The smartphone entices multitasking, we can quickly find ourselves mentally elsewhere and in communication with others than where we physically are. This means changed behaviors also in traditionally social contexts at work. Breaks at work give an opportunity to recover, but also to chat and socialize with co-workers – a social exchange that seems to be positive for developing collegial cohesion and trust, and facilitates access to collegial social support. In pilot interviews with safety representatives in the electrical trade, concerns were raised that preoccupation with mobile phones in the breakrooms contributed to reduced social communication in working groups, impaired communication about work tasks and the work environment, less commitment to work, and reduced access to social support. These factors, by extension, may have significance for occupational safety and health, socialization, and productivity. In this research project granted by the Swedish Research Council for Health, Working Life and Welfare, we explore mobile phone behaviors, especially phubbing, in social contexts of working life.

Objectives: To explore the occurrence of phubbing in social contexts at workplaces, e.g., in the breakrooms, how phubbing at work is perceived on different levels in the organization and which norms are at play. Further objectives include whether phubbing is associated with social work environment factors such as organizational commitment and social support, and whether or not phubbing at work is an issue that needs to be addressed.

Methods: The project has an exploratory approach and combines qualitative and quantitative methods. Ongoing studies include a) surveys in workplaces in the electrical trade, health care and dentistry, b) interviews with employees, managers, and HR, in the said trades, and c) a survey to members of the Swedish Electrical worker union (N=13000). Studies a-c map mobile phone behaviors during the working day, perceptions about these behaviors, their causes and consequences, and the presence of norms and policies regarding mobile phone use at work. Based on these studies, a longitudinal survey in a random sample from the Swedish working population (n=6000) is planned to examine associations between “phubbing” at work and social environment factors, at baseline and after 6 months.

Results: This is an ongoing study. Preliminary results will be presented at the conference, if accepted.

Creating Work-Life Boundaries in a Global Pandemic and Post-Covid World: Case Study of Senior Managers in a Global Fast Food Corporation

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Introduction: Since the 1990s, rapid changes in the use and availability of communications technology have brought about a growing trend in remote-working. The onset of the global pandemic has seen this trend increase widely and rapidly. Until recently, working from home had tended to be a matter of choice, or preference for employees, facilitated by a supportive
employer, or a ‘privilege’ reserved for more senior employees/managers. However, the pandemic has in many ways removed the element of choice and many workers, of all levels of seniority, now find themselves in the position of having no option but to work remotely and, most commonly, from home.

**Aim:** to explore how senior managers create boundaries when the element of choice in where to work is removed and work becomes home and home becomes work.

**Theoretical background:** This paper will draw on two key conceptual frameworks; firstly, identity theory to examine how personal and professional identities are preserved and differentiated when working from home (e.g. Derry and Hafermalz, 2016) and, secondly, Kossek’s (2016) work life ‘styles’ to explore how the ways in which we work influences whether we choose to separate our work from our home life, or not, and the potential implications of this for individuals and organisations.

**Method:** A mixed methods study was conducted with eight managers from a large, global fast food organisation. All participants completed an online questionnaire, followed by a semi-structured interview. The questionnaire examined five key themes: remote working experience, work-life balance, well-being, remote worker identity and productivity. The interviews explored these themes in more depth, whilst also allowing participants to raise issues that were of significance to their own circumstances.

**Results:** Novel factors around the use of food and diet, space and objects, and health were identified along with creative methods to help build boundaries between work and life, for example, using clothing as a mechanism for boundary creation. Certain personality traits were distinguished as a precursor for successful remote-working too. Of note, differences emerged between participants with different levels of seniority within the company, influenced in part by whether they were already engaging in flexible working practices compared to those experiencing these for the first time.

**Discussion/Implications:** For many workers, the global pandemic has had a huge impact on how, when and where we can work. Looking forward, as technologies advance and the knowledge economy continues to grow, it is likely to become more feasible, and acceptable, for job roles to be performed remotely. Findings from this study highlighted a number of implications of the shift to home and remote working. For employers, issues around choice, control and communication were identified. For employees, issues around identity, wellbeing, burnout, and future work intentions emerged. In our increasingly boundaryless world, it is pertinent for employers to have an understanding of how working from home is experienced by employees and the impact this has on their lives, in order to identify ways to preserve levels of employee wellbeing and productivity, and to facilitate employee retention too.

**P107**

**Who Let the Dog Out? Day-Level Physical Activity, Loneliness, Work Focus and Positive Affect in Dog Owners and Non-Dog Owners During Pandemic Telework in Two Seasons**

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We aim to study whether having a dog at home while teleworking can counter drawbacks of telework by facilitating physical exercise, lowering loneliness, enhancing work focus and increasing positive affect. Recent work has shown positive associations between dog-ownership and teleworkers’ physical exercise, social interactions and distractions during telework (Hoffman, 2021), yet, these relationships were only cross-sectionally addressed.
Furthermore, dogs have shown to improve daily affect in their owners (Janssens et al., 2020). Therefore, the current study investigates how teleworkers are impacted by having a dog through studying their well-being on the within-person level—to assess daily effects—and on the between-person level—to assess cross-level moderating effects of dog ownership. Furthermore, we address seasonal effects through studying these relationships both during spring and during autumn.

A first sample of 457 Belgian teleworkers (336 Flemish and 121 Walloon respondents) responded to a baseline survey and, three weeks after, to daily surveys during 4 to 10 consecutive workdays in March-June 2021 (N datapoints=3353; 72.1% teleworking days, 18.4% days working elsewhere and 9.5% non-work days). 57.5% only started teleworking since the first COVID outbreak in March 2020. Moreover, 73.5% was female, 69.8% owned at least one dog and 30.2% did not own a dog. A second sample of 164 Flemish teleworkers, including 90 participants of the first sample, responded to the same baseline and daily surveys in November-December 2021 (N datapoints=1376; 69.5% teleworking days, 18% days working elsewhere and 12.6% non-work days). 76.7% of the sample was female, 60.2% owned at least one dog and 39.8% did not own a dog. Trait measures at T0 included dog-owner, social support (Caplan et al., 1975) and neuroticism (John et al., 1991). Daily measures included teleworking-day, physical activity (Godin & Shephard, 1985), loneliness (Hughes et al., 2004), work focus (Jackson & Marsh, 1996) and positive affect (Engelen et al., 2006). Since we have repeated measurements (daily variables; level-1) nested within individuals (trait variables; level-2), data were analyzed using mixed coefficient modeling. Analyses were controlled for social support and neuroticism at baseline and we grand-mean centered level-2 predictors.

In line with our expectations, in spring, we found significant interaction effects between teleworking-day and dog ownership for all of our outcomes. Specifically, on teleworking days, dog owners—but not non-dog owners—reported more physical activity ($\beta=36.05; p<.001$), less loneliness ($\beta=-0.22; p<.001$), more work focus ($\beta=.26; p<.01$) and more positive affect ($\beta=0.17; p<.05$) compared to days worked elsewhere. In autumn, these interaction effects were replicated for physical activity ($\beta=0.21; p<.05$) and loneliness ($\beta=-0.14; p<.05$) but not for work focus ($\beta=0.10; p=.42$) or positive affect ($\beta=0.14; p=.15$).

Our study is the first to map daily effects of telework and dog ownership on teleworker’s physical, social, work-related and affective well-being. Results show important well-being differences dependent on dog-ownership between teleworking days and days working elsewhere. Also seasonal differences occurred concerning work focus and positive affect. These results can help scholars and organizations to identify pitfalls of pandemic telework (e.g., risk for loneliness) during various seasons and can help them to effectively target telework policies in the (post-)pandemic home-workplace.

P108
Investigating Nursing Incivility and Harassment Experiences by Characterizing Day-Level Experiences
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Nurses are a working population known to be susceptible to workplace violence and incivility, with about half of nurses reporting to have experienced workplace violence during their five most recent shifts (Phillips, 2016). Nurses are also in a unique position to experience incivility from both the patients they serve and colleagues (El Ghaziri, Zhu, Lipscomb, & Smith, 2014).
These experiences directly affect nurses through incivility’s association with anxiety and exhaustion, and indirectly effect patients through quality of care (Najafi et al., 2018; Alshehry et al., 2019). Furthering our understanding of the types and quantity of harassment nurses face daily is crucial to improving patient outcomes and nurses’ health and wellbeing.

Sixteen participants recruited from a university-affiliated hospital in the Northeastern USA were each sampled over seven consecutive days. Daily diary methodology was utilized to assess day-level stress and other qualities of the past 24 hours, including exposure to workplace incivility and violence. Across the sixteen participants, 113 daily diaries were collected. Two k-means clustering analyses were performed specifying 2-cluster and 3-cluster solutions using the 113 daily diaries to characterize the types of days nurses might experience and how various day-level outcomes, including positive and negative rumination, stress, and work-life conflict, might vary together in meaningful ways. All scores were z-score normalized before clustering. Analyses revealed the 2-cluster solution to fit best based on adequate cluster membership and an adequate distribution of participants and work and non-work days throughout both clusters. The first cluster (n=72) consisted of days in which reported sleep quality the previous night was slightly above average, and stress, positive and negative rumination, and work-family conflict were lower than average. The second cluster (n=41) revealed the opposite, consisting of days where previous night’s sleep quality was below average, and all remaining variables of interest were above average.

Follow up analyses revealed these clusters could be further characterized by the number of reported workplace incivility and violence incidents. The first cluster can be characterized as a “low exposure” cluster, with a total of 19 instances of incivility or verbal abuse occurring across the 72 days perpetrated by patients (n=11) and other nurses (n=8). The second cluster can be characterized as a “high exposure” cluster, with 46 instances of incivility or verbal abuse occurring across the 41 days, perpetrated by patients (n=31) and other nurses (n=15). The experience sampling methodology utilized in this study enabled day-level analysis, which provides a unique perspective on nurses’ experiences of workplace harassment. Though they are interrelated, day-level variation in these characteristics appears to be unique from similar variation at the person-level. Participants’ even distribution across clusters indicates that understanding the ways different days are experienced by nurses is also of importance, such that exposure to these incidents and the associated outcomes might not always be consistent across time. Profiling at this level can inform intervention design, stressing the need of resources on days where exposure to incidents is high. Future research might consider clustering by participant to investigate different response profiles of nurses.

P109
Psychological Determinants of Participation in Worksite Health Promotion Programs by Blue Collar Workers Within the Transport and Logistics Sector
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Research goals and why the work was worth doing: With this study we analyze which psychological determinants influence participation in worksite health promotion programs (WHPP’s) of blue-collar workers in transport and logistics. With these insights it may be possible to develop an implementation strategy that can enhance the participation of this specific target group in WHPP’s.
Theoretical background: Transport workers are highly at risk of developing chronic diseases, such as cardiovascular diseases, diabetes and musculoskeletal disorders (Apostolopoulos, et al., 2013; Van Der Beek, 2011). An important cause of these health risks is the unhealthy lifestyle blue collar workers, in general, have. Truck drivers for example are more likely to smoke, eat unhealthy foods, get less physical exercise and have a worse sleeping pattern than other workers (Burdorf et al., 2016; Hege, et al., 2016; Van Der Beek, 2011). WHPPs may be able to promote a healthier lifestyle for this target group. WHPPs appear to have some small positive effects on truck driver’s lifestyles and short-term health outcomes, like BMI (Ng, et al., 2015). When interventions are offered however, blue-collar workers seem to participate less (Quintiliani, et al., 2008; Stiehl et al., 2018; Toker, et al., 2015).

Design: Semi-structured interviews were conducted; questions were based on the Theoretical Domains Framework (TDF) covering 14 domains of possible determinants of behaviour. Participants were 32 Dutch blue-collar workers working in transport and logistics. Transcripts were uploaded in Atlas TI. The constant comparison method was used to extract themes from the data.

Results: Seven themes were set by the research team after the last analysis phase: lifestyle is not priority, autonomy and individual freedom are important, doers instead of talkers, distrust towards WHPPs, little stimulation at home and at work, need for personal contact and acknowledgement, and information sometimes too abstract or too complex.

Limitations: Participants in WHPPs were more willing to participate in the research than non-participants. Interviews were limited in determining unconscious influences on behavior. The decision process was studies in retrospective.

Research/practical implications: The results give insight in which psychological factors influence the implementation process and the participation behavior of blue-collar workers in WHPPs. The results can be used to fine-tune existing WHPPs directed at blue collar workers and help the construction and implementation of future WHPPs.

Originality/value: There is until now little research known that give insight into factors influencing participation of blue-collar workers in WHPPs.
Automation-induced complacency in vehicles refers to the inflated perceptions of reliance, trust, and confidence of the automation technology as well as its ability to protect people (Singh et al., 1993; Parasuraman et al., 1993). Automation-induced complacency has its primary focus on a series of cognitive appraisals and sensemaking processes regarding whether one can safely relinquish driving control. As the main goal of advanced driver assistance systems (i.e., autonomous vehicle features) is to be reactive, not proactive, and cannot factor in a driver’s attentiveness and inclinations to take risky behaviors, automation-induced complacency can be considered a risky driving behavior (Benzinga, 2020). In fact, automation-induced complacency can lead to compromised situation awareness, frequent human errors, and negative performance outcomes (Merrit et al., 2019). As such, these two constructs are conceptually distinct, though they can overlap. To our best knowledge, no attempt has been made to distinguish these two constructs.

We developed an 11-item scale to assess whether an individual had a favorable attitude towards autonomous vehicle features based on extant measures (Charness et al., 2018; Tussyadiah et al., 2017). Automation-induced complacency was assessed with a 10-item measure of Merrit et al. (2019). Two confirmatory factor analyses were conducted with the undergraduate research participant pool data (n = 339) to examine if these two constructs are psychometrically distinct from one another. The model with automation induced complacency by itself and not combined with the favorable attitudes towards autonomous vehicle features scale had better fit (RMSEA 90% CI = .069 - .086, SRMR = .075) than the model with the two constructs combined (RMSEA 90% CI = .087 - .103, SRMR = .092), indicating these two scales are empirically distinct from one another. That said, it was worth noting that the two latent constructs were significantly and positively correlated (r = .56, p < .01), suggesting that people who are more favorable to autonomous vehicle technologies may be likely to develop automation-induced complacency to a certain extent. Future studies need to examine whether these two constructs are uniquely associated with unsafe driving behaviors such as distraction and traffic violation for the promotion of driving safety with autonomous vehicle technologies.
This collaborative project involved eight offshore safety professionals and one researcher working together to develop tools to improve safety culture. The project commenced by conducting five in-depth interviews with offshore industry managers to capture current understanding of safety culture and improvement opportunities. The results of these interviews highlighted the gaps between practitioner understanding of safety culture and interest in developing a set of safety culture indicators. The practitioners worked collaboratively to develop 20 safety culture indicators. This collaboration was designed both to produce a useful tool and also explore the impact of collaboration on how the practitioners’ employer approached safety culture.

The practitioner and researcher team developed a novel approach to assessing safety culture change. This involved creating indicators that assessed change over time rather than an absolute performance level (i.e., had performance dis-improved, not changed, or improved from baseline or last assessment). Once the indicators were created, they were shared with the industry. Seven semi-structured interviews were conducted with the practitioners who were involved in the development of the indicators (one practitioner chose not to participate). The interviews provided insight into the collaborative process, the impact on company practices and practitioners’ views on the utility of the indicators created. The thematic analysis identified four main themes including Relevance, Availability, Stability, and Barriers to implementation. Although the practitioners reported that participation in the collaborative research project had impacted their understanding of safety culture, it had little impact on their wider organizations.

P112
Strategies to Support Return to and Retention at Work: An International Comparative Policy Review of 12 National Contexts
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Background: There is a growing understanding of the impact of work, working conditions and organisational systems on the health and wellbeing of employees (Leka and Jain, 2010) and society at large (Hassard et al., 2018a; Hassard et al., 2018b; Hassard, Teoh, and Cox, 2019). An estimated quarter of the working population across the 27 European Union member states report suffering from a chronic illness and a fifth a long-standing health issue (Wevers et al., 2011). A key challenge facing policy makers is to implement measures that promote job retention and effective return to work (RTW) practices among people with reduced work capacity (OECD, 2010). Supporting employees to remain in or RTW following illness or injury is a central feature of many national-level occupational health (OH) systems and provisions. However, due to differences in national health, social security, and occupational safety and health systems, the content, capacity, coverage, and provisions of such OH services vary considerably across national contexts. As do the methods and processes aimed at supporting injured or ill employees in remaining in or RTW following injury and illness; and, in turn, the involvement of employees, employers, and OH professionals within this system and set of processes. Obtaining a better comparative understanding of the similarities and variations in national-level systems and provisions supporting the retention and RTW of employees is essential to inform evidenced-based decision-making at both policy- and practice-levels.

Aim: The aim of this study was to conduct a comparative case study policy-level review of the provisions, practices, and policy-level strategies used to support the return to work (RTW) and retention of workers following illness or injury internationally. More specifically, this study sought to summarise, comparatively review and critically evaluate 12 international case studies examining national-level systems and provisions aimed to support employees to remain in or RTW.
**Method:** In total, 12 international case studies were developed, comparatively reviewed, and critically evaluated: Ireland, UK, Finland, Italy, Poland, Germany, Canada, France, the Netherlands, the USA, Japan, and Australia (Hassard, Jain, & Leka, 2021). The developed case studies sought to harvest information in relation to the following key themes surrounding RTW initiatives at the national-level: legally mandated actions and provisions, ‘soft’ law and social security measures, employer-led initiatives, key stakeholders and remit of their role, and evidence of impact. The case studies were reviewed by national-level experts to ensure accuracy. A case study extraction template was developed, peer-reviewed and piloted a priori. Framework analysis was used to conduct the comparative case study analysis and critical evaluation.

**Results:** The international case studies have been completed and analysis is currently ongoing. The results of this analysis will be presented at the conference.

**Discussion:** A critical reflection on the impact and value of various national-level RTW initiatives, strategies and provisions will be considered. Future directions for research, practice and policy will be discussed.

**P113**

**Developing a Situational Judgement Test (SJT) for Effective Safety Leadership in High-Hazard Industries**

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Previous research shows that leaders with an effective safety leadership style are associated with having less injuries and near-misses among their employees. Thus, it would be beneficial if we could assess the decision-making behaviours for managers and supervisors in safety-related situations, particularly within high-hazard industries. To our knowledge, there is currently no situational judgement test (SJT) or similar assessment that is specifically designed to measure safety-related leadership. Traditional self-report scales do exist, but these are susceptible to impression management when respondents have an incentive to fake. The three goals of this research were to: 1) develop a SJT which measures safety leadership behaviour in high-hazard industries (e.g., nuclear), 2) refine the SJT by testing it in various conditions, and 3) link scores on the SJT with other safety-related variables and outcomes to demonstrate practical value. Establishing such an SJT could contribute to better performance assessments, hiring decisions, and training recommendations for supervisors and managers in high-hazard industries.

The first stage of the study involved developing an initial list of SJT items through literature review and subject-matter-experts (SMEs). The literature review was conducted to determine how ideal safety leadership should be defined, and an initial list of 25 items was then created based on six critical factors identified. The second stage was a pilot test of the initial SJT items using a sample of 200 participants with leadership experience in high-hazard industries. Participants were either told to respond completely honestly or to present themselves as best as they could with their responses, and were either given basic SJT instructions for responding or “disarming” instructions which were designed to make participants respond more based on their safety-related beliefs and intentions. The intents of this stage were to assess faking and eliminate items. The third stage, which is still being conducted, uses the SJT to assess safety-specific leadership behaviours as part of a larger safety intervention study within a high-hazard organization.
Results from the pilot test revealed significant differences between honest and faking conditions on the original list of items, indicating at least some of the items were fakeable. Further, the expected interaction was found where under basic instructions, there was a large difference between honest and faking conditions, but no significant difference existed under disarming instructions. Item-by-item comparisons indicated which specific items were significantly fakeable, these items were removed, and the resulting 15-item version of the SJT had acceptable internal reliability (.69) and no significant differences between conditions. Expected results from stage three are that SJT scores will positively correlate with other safety leadership scales and relevant safety outcomes. These results are scheduled to be obtained by February, 2022.

To our knowledge, this is the first SJT that is devoted to measuring ideal leadership in safety-critical situations specifically. This research has many practical implications, primarily the contribution of a scientific assessment of whether the behaviour of a supervisor/manager is conducive to best safety practices. This could result in better performance assessments, hiring decisions, and training for high-hazard industries in practice.

P114
Psychological, Organizational, and Technological Factors Influencing Optimal Use of Electronic Health Records for End-Users in Hospitals
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Research aim: The two-fold aim of this scoping review is: a) to propose a definition of ‘optimal use’ of Electronic Health Records based on earlier research, and b) to investigate which psychological, organizational, and technological factors are related to optimal use of Electronic Health Records (EHRs) amongst different end-users in hospitals.

Theoretical background: Optimal use of EHRs has the potential to reduce costs, increase security and quality of care, and enhance EHR system trustworthiness, thus contributing to sustainable, resilient healthcare (Kruse et al., 2018; Tevik Løvseth & De Lange, 2021). However, problems regarding EHR acceptance and use among healthcare professionals are frequently reported (Vitari & Ologeanu-Taddei, 2018). Psychological literature suggests that technological self-efficacy may be a key factor in technology acceptance and use (Turja & Oksanen, 2019; Vitari & Ologeanu-Taddei, 2018). Furthermore, a sense of autonomy, competence, and relatedness are essential for intrinsic motivation (Ryan & Deci, 2000). EHRs may erode these basic psychological needs, but may also satisfy the same basic needs. This may affect the motivation for optimal EHR usage. Healthcare professionals’ self-efficacy and self-determination can be influenced by HR practices and structural organizational factors. Important HR practices that stimulate positive work behavior (like optimal EHR use) include involvement and empowerment. Furthermore, implementing new professional behavior requires management practices focusing on development (Stoffers et al., 2014). To date, an overarching scoping review on the definition and possible antecedents of ‘optimal use’ of Electronic Health records is still missing.

Design: A scoping review will be conducted based on a literature search of PsycINFO, Pubmed, Web of Science, Embase, and AIS Journals. Inclusion criteria are: a) study is published in English or Dutch, b) study is focused on the use of EHR by different end-users, c) study is conducted in a healthcare setting, d) study is not focused on healthcare applications
for patients, e) study reports empirical data, and f) study reports any psychological, organizational, or technological determinant(s) of EHR use. Our first search revealed N=7861 relevant records. The scoping review will have a conceptual and exploratory design to meet both of the research aims.

Results: (Preliminary) definition of ‘optimal EHR use’, organizational factors, psychological factors, and technological factors. The results will be presented and discussed at the conference.

Research/practical implications: The results give insight into which factors influence optimal EHR usage amongst healthcare professionals in hospitals. The results can be used to optimize the use and thus contribute to more cost-effective and resilient healthcare.

Originality/value: There is little research known that gives insight into the definition and multidisciplinarity of optimal EHR use. As a result, our scoping review can provide theoretical as well as practical relevant new results.

P115
Adaptation and Validation of the Romanian Version of the Playful Work Design Scale
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The present research aims to evaluate the psychometric properties of the Romanian version of the Playful Work Design Scale (Scharp et al., 2019). This concept has recent applications in workplace-health psychology, and it is the proactive cognitive-behavioral work orientation with two play elements: fun and competition. Two studies were conducted to test the reliability and validity of the playful work design scale. The first study (N = 347) aimed to validate the Romanian version of the playful work design scale. The confirmatory factor analysis results indicated that the two-factor model with eleven-item has a good value of the fit indices. We noticed that item 12 (“I tried to set time records in my work tasks”) has a modest loading factor (.43). As a result, we decided to remove the item as it may represent a cultural discrepancy. Also, we tested configural, metric, and scalar invariances, demonstrating that this scale’s Romanian version did not differ across age. The second study (N = 175) cross-validated the two-factor model, tested criterion validity between playful work design and other constructs. Furthermore, both sub-scales showed significant positive associations to other constructs in the nomological network, like personal initiative, playfulness, meaning-making, work engagement, and performance. The Average Variance Extracted (AVE) procedure tested discriminant validity, which indicated satisfactory results. Overall, these studies showed that the playful work design scale is a reliable and valid instrument demonstrating the important implications for Romanian working people’s well-being and performance.

P116
Developing a Pre-Screening Tool for Clinical Assessment of Work-Related Stress (PRO-Stress)
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Objectives: Work-related stress comprises the majority of referrals for mental health problems to Departments of Occupational Medicine in Denmark. However, no pre-screening tools were available for routine clinical assessment of patients. To this end, we have developed a tool based on available validated questionnaires.
Materials and methods: The tool, labelled PRO-Stress, uses the existing platform for patient-reported outcomes, AmbuFlex, in which patients submit their responses and allow the clinician to review these before the first appointment. It covers three areas: psychosocial work environment, health, and daily functioning. The Danish Psychosocial Questionnaire (DPQ) is a validated questionnaire used in Danish national work environment surveys covering 28 dimensions. For our purposes, we limited dimensions to decision latitude, predictability, demands, social support from colleagues, social support from manager, recognition, and meaningfulness of work (4 items each). In addition, we also included threats, violence and bullying at work (2 items each). Health measures include the Perceived Stress Scale (PSS-10) and the short-form SCL-90 scales for anxiety (ANX-4) and depression (DEP-6). The Work and Social Adjustment Scale (WSAS) measures daily functioning across 5 domains: work, housekeeping/family, social activities, hobbies/interests, and close relationships.

To help the clinician quickly gain an overview, we employed green-yellow-red encoding of responses. Measures of the psychosocial environment were coded as green if within $<\frac{1}{2}$ standard deviation (SD) from the national work survey population mean, yellow if within $\frac{1}{2}$-1 SD and red if >1 SD from the population mean. The 0-40 point PSS-10 scale score was coded green if <15, yellow if 15-19 and red if >19. For DEP-6 and ANX-4 each item was coded as green for responses "Not at all"/"A little", yellow for "Moderately", and red for "Quite a bit"/"Extremely". The 0-8 point WSAS was coded green for "Not at all"/"Slightly" (0-2), yellow for "Definitely" (3-5) and red for "Markedly"/"Very severely" (6-8). Before introduction in daily clinical use, the tool was tested in a sample of 15 patients, who were subsequently interviewed by the AmbuFlex team regarding user experience and perceived relevance of the tool.

Results: Patients perceived the tool as relevant, though some struggled with the length (59 items in total) due to limited mental resources from their condition. Clinicians found it a valuable preparatory tool before the assessment interview, allowing them to quickly gain an overview of problem areas for the patient, visually aided by the red/yellow colour coding, as well as resources, marked by the green colour coding.

Discussion and perspectives: This is a useful pre-screening tool for clinical assessment of patients. It is currently being employed at a nearby hospital, with an open invitation to departments nationwide. The tool is also useful for pre-screening of patients referred for other mental disorders such as depression and PTSD. An abbreviated version, comprising the health and daily functioning measures, can be used to monitor effects of stress-management interventions. The collected data can be used in future updates to the Danish Occupational Medicine Cohort, which currently lacks this type of patient-reported outcomes.

P117 Sickness Absence and Associated Costs Due to Mental and Physical Occupational Diseases in the Netherlands From 2014 to 2020
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Introduction: The burden of mental and physical occupational diseases (ODs) among employees in the Netherlands in the period 2014-2020 will be compared. Both regarding additional sickness days, and regarding the costs for the involved employers. The sickness days for more recently developed ODs will be compared to when these diseases have become more chronic. We also look at changes from 2014 to 2020.
Methods: Data are from the Netherlands Working Conditions Survey in the years 2014, 2016, 2018, and 2020. This is a yearly survey among a large representative sample of Dutch employees, aged 15 to 75. The net number of respondents was approximately 50,000 per year. Questions were about mental and physical ODs, and whether the disease had started more or less than a year ago. The number of sickness days in the previous 12 months was asked separately. The income data were from registration files, and were individually and confidentially linked to the survey data. The difference in sickness days between those who had an OD and those who had not, was counted as the number of ‘extra’ days due to that OD. The associated costs were derived by multiplying the ‘extra’ sickness days with the respondent’s daily salary. We also extrapolated the results to the Dutch working population.

Results: Mental ODs (irrespective of when they started), were found among 2.9% of the respondents in 2020, and physical ODs among 4.5%. Mental ODs that started less than a year ago were found among 1.4% in 2020, and physical ODs among 1.1%. In 2020, those with no ODs had an average of 5.4 sickness days in the previous 12 months. Those with a mental OD, however, had 29.5 sickness days, and those with a physical OD 13.3 days. Those with a mental OD that started less than a year ago were absent for as much as 66.5 days in the previous 12 months, and those with a physical OD that started less than a year ago were also relatively often absent (27.4 days). The number of absence days due to ODs appeared to increase substantially between 2014 and 2020. Extrapolated to the Dutch population of employees, mental ODs amounted to 1.2 billion € in 2014 and 2.5 billion € in 2020. Physical ODs amounted to 0.56 billion € in 2014, and 0.92 billion € in 2020.

Conclusion: Occupational physicians and others involved in occupational health should pay extra attention to mental ODs as the associated extra sickness days and hence the associated extra costs are unexpectedly high. Extra sickness days were also found to be especially higher among those with a recently started OD, compared to more chronic ODs, and so interventions should start as early as possible. The costs of these ODs increased in the period 2014 to 2020, primarily due to an increase in the number of sickness days among those with an OD.

P118
Organisational Recognition and Workplace Psychological Health Among Emergency Dispatchers
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The purpose of this research is to measure the relationships between organisational recognition and workplace psychological health for emergency dispatchers by a predictif correlational design. Data collected from a secure online questionnaire sent to dispatchers via four emergency call centers (N = 155) measured psychological health at work (Gilbert et al., 2011) and organisational recognition (Brun & Dugas, 2005). The results of multiple linear regression analyses partially confirmed the hypothesised links between the two variables: they attested that organisational and co-worker recognition partially explained psychological well-being at work ($R^2 = .25, p < .001$) and psychological distress at work ($R^2 = .30, p < .001$) among emergency dispatchers.
Psychosocial Risk Assessment at Work – an International Validation Study of the Questionnaire for Psychosocial Risk Assessment (QPRA)

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Based on the increasing relevance of psychological distress and the empirical findings of the relationships between job characteristics and workers’ health most countries of the European Union have adopted laws and regulation regarding the protection from psychosocial stress at work. These regulations include the requirement to systematically assess psychosocial work risks. The use of valid assessment tools to reliably assess work stressors is pivotal. The presented study explored the validity of the Questionnaire for Psychosocial Risk Assessment at work (QPRA, Dettmers & Krause, 2020) in a sample of 700 full-time employees from Germany, Spain, and France. Systematic translation procedures and culture-sensitive adaptions were applied to ensure the content validity of this risk assessment tool in different language contexts. We compared item and scale statistics and applied multigroup confirmatory factor analysis to test the factor structure and measurement invariance across countries and languages. Furthermore, we examined the relationships between the assessed job characteristics (job stressors and job resources) and indicators of employee work related health (emotional exhaustion and work engagement). Results of confirmatory factor analysis, simple item-internal consistency estimates, and item intercorrelation analysis provided evidence that all language versions produce reliable measurement scores and are able to measure the central stress related job characteristics. The developed and tested versions of the same questionnaire in different languages can be used to compare psychosocial risks in different European countries to effectively conduct cross-national research on work job stress. In addition, the multi-language version may serve multinational companies and companies with multinational workforces to use a common valid and reliable questionnaires on psychosocial work risks.

Burnt-Out Risk Amongst New Zealand Managers: A Four-Wave Quasi-Experiment Before, During, and After the Covid-19 Pandemic

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Job burnout is a perennial workplace issue and linked to detrimental workplace outcomes (e.g., job performance and well-being). The present study utilizes the new Burnout Assessment Tool (BAT), which provides a cut-off score representing severe burnout or high burnt-out risk. The focus on managers is due to their workplace importance, not only in making important decisions but also due to contagion effects on followers. Thus, a burnt-out risk manager is theoretically likely to encourage similar amongst followers. Beyond examining job burnout amongst managers, a quasi-natural experiment was achieved due to studying manager burnout immediately before Covid-19 lockdown in New Zealand (February 2020), immediately after the nation-wide lockdown of around eight weeks (April-May 2020). Further manager data was collected in 2020 and again in 2021. It was hoped that broadly tracking burnout across these times would provide broad insights. While not the same group of managers, methodologically, focusing on the same occupation may provide a useful control condition. Exploring burnout is especially interesting given New Zealand is one of the few Western countries with low Covid-19 infection/death rates.
The present study uses the Conservation of Resources (COR) theory to understand job burnout. Theoretically, those at the high burnt-out risk, should represent an extreme loss spiral, and thus, these managers are expected to have poorer well-being. Using panel survey data (CINT), samples of managers in February 2020 (n=399), May 2020 (n=306), December 2020 (n=333), and April 2021 (n=394) were collected. It was not possible to sample the same managers across time. Beyond the BAT construct (exhaustion, mental distance, emotional impairment, and cognitive impairment dimensions), three outcomes were also collected: (1) job depression; (2) psychological complaints; and (3) psychosomatic complaints. Using CFA in AMOS, the BAT construct had good psychometric properties across all four samples (e.g., CFI ≥ .90) and similarly so, when the well-being constructs were included. Overall, the burnt-out risk rate across four waves was: 11.0/17.0/21.6/24.1 percent. This suggests a steady increase in burnt-out risk across the study. In all four samples BAT was a strong predictor of job depression, psychological complaints, and psychosomatic complaints. Further, odds ratios were calculated using the top quintile of well-being outcomes (roughly top 18% of respondents), and these highlighted severe relationships. For example, in May 2020 the odds of burnt-out risk and high depression were 2000% higher than non-burnt-out managers, and 1300% higher odds towards psychological and psychosomatic complaints.

Key limitations are the cross-sectional data and self-reported well-being outcomes. The four waves of data provide strong and consistent psychometrics of the BAT. A longitudinal methodology of repeat respondents would have been preferable but isn’t possible with paid panels (respondent confidentiality). Implications for individuals is understanding the high burnt-out risk for those in manager roles. Organizations need to understand the key roles of manager positions in burnt-out risk, which appear to grow as the Covid-19 pandemic continues in New Zealand. This likely requires organizational interventions to aid manager well-being and better assess their determinants of burnt-out risk (e.g., workload etc.).

**P121**

**Empowering Leadership, Professional Isolation, and Emotional Exhaustion: A Daily Diary Investigation**

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**Purpose:** Due to the numerous challenges employees are facing during the Covid-19 outbreak, emotional exhaustion is considered to be a serious threat. Therefore, it is vital to gain more insights into how organizations can counteract emotional exhaustion in pandemic settings. Drawing on conservation of resources theory, we propose a model in which daily empowering leadership reduces daily emotional exhaustion through daily professional isolation.

**Design/methodology/approach:** To test our hypothesis, we used a daily diary methodology. Data were collected during the pandemic, between October and December 2020. The sample consists of 39 (n = 39) employees from a variety of companies in the Netherlands. Participants were asked to provide daily scores on the study variables for a period of 10 consecutive working days, leading to 231 (n = 231) daily observations. In order to analyse the data, we performed multilevel path analysis in Mplus.
Results: Daily empowering leadership was negatively related to daily professional isolation, and subsequently daily professional isolation was positively related to daily emotional exhaustion. Results showed that daily empowering leadership indirectly contributes to the reduction of emotional exhaustion through professional isolation.

Research/practical Implications: The findings contribute to the body of knowledge on leadership behaviours, professional isolation, and emotional exhaustion. In the context of a pandemic, when working remotely is the only option, leaders are advised to engage in empowering behaviours to reduce employees' exhaustion (indirectly) and to help them deal with professional isolation experiences. This can be done, for instance, by affording employee autonomy, allowing them to participate in making decisions, and asking them for input.

Originality/Value: To the best of our knowledge, this is the first study to explore the impact of empowering leadership on emotional exhaustion on a daily basis. In addition, we examine the potential of empowering leadership to help employees cope with professional isolation, a relationship that has not been scrutinized thus far. Another valuable contribution of this study is that it focuses on the leadership-employee isolation-emotional exhaustion relationship in the setting of a pandemic. Thereby, we add to the literature on coping with challenging working conditions during a crisis.

P122
Psychological Health at Work Among Lawyers: Burnout, Demands, and Engagement.
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The legal profession is undergoing a true crisis in psychological health at work. Numerous studies have showed that lawyers are at risk for high levels of psychological distress (Bergin & Jimmieson, 2013; Skead et al., 2018). Moreover, burnout is an especially significant problem among these professionals. Burnout is the consequence of organizational and dispositional causes (Desrumaux et al., 2018; Laschinger & Grau, 2012). The aim of this study is to highlight the presence of positive and negative aspects in burnout among lawyers.

According to several authors (Brough & Boase, 2019; Tsai et al., 2009), lawyers are most at risk of suffering from occupational stress. Occupational stress increases the risk of burnout (Truchot, 2016). Among lawyers, chronic occupational stress is reportedly associated with toxic work environments (Brough et al., 2016). Occupational stress can be explained on the basis of several models: Karasek’s (1979) Job Demands Control model allows us to understand occupational stress that depends on workload (job demand) and decision latitude (job control). Then, individual variables, such as the engagement and the over-engagement, impacted psychological health at work (Dubé et al., 1997; Brault-Labbé & Dubé, 2008). High engagement is protective because it decreases burnout (Van Beek et al., 2011). However, over-engagement (too much involvement in work) has negative effects on psychological health at work, by increasing burnout (Libert et al., 2019).
In addition, the study focused on the possible mediation through engagement and over-engagement. Indeed, work-related stress can progressively ‘wear out’ staff, leading them to view their work and the organization more negatively and decrease their professional engagement (Lambert et al., 2007). Several studies showed the mediating role of engagement and over-engagement between professional resources and organizational consequences (Karatepe, 2013), satisfaction (Balasubramanian & Lathabhavan, 2018) and health (Molino et al., 2015).

A self-administered questionnaire was completed by 181 French lawyers. Results indicated that job demands and over-engagement increased burnout, but that engagement decreased it. Mediation analyses showed that work engagement and over-engagement had a total mediating role between latitude and burnout. Over-engagement played a partial mediating role between workload and burnout. Several practical implications were developed from these results.

P123
Psychosocial Hazards and Mental Ill-Health Amongst Rail Employees
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This study examined PTSD, complex-PTSD, depression, and anxiety amongst rail workers, and their association with work-related exposures and individual factors. It used a cross-sectional survey investigating exposure to seven psychosocial hazards (bullying/harassment, verbal abuse, physical assault, sexual assault, hearing about, seeing the aftermath of, and witnessing a fatality). Working conditions, physical health, and the impact of Covid-19. 24.3% met the criteria for either form of PTSD, whilst 38.6% and 29.2% of the total sample scored in the moderate to severe ranges of PHQ-9 and GAD-7 respectively. Data were analysed with logistic and linear regression. Bullying/harassment was associated with anxiety (Cohen’s $f^2 = .001$), PTSD, and complex-PTSD (OR = 1.83-2.02). Hearing about and witnessing a fatality were associated with PTSD and complex-PTSD (OR = 1.77-2.10). Poorer ergonomics at work predicted greater PHQ-9 and GAD-7 scores (Cohen’s $f^2 = .001$). Better working life perspectives (analogous to job satisfaction) predicted lower odds of PTSD and complex-PTSD (OR = 0.87-0.91), and lower PHQ-9 and GAD-7 scores (Cohen’s $f^2 = .008-.01$). Work intensity predicted PTSD, complex-PTSD (OR: 1.79-1.83), PHQ-9, and GAD-7 score (Cohen’s $f^2 = .02 -.03$). Total number of physical health problems predicted PTSD (OR = 1.07), GAD-7, and PHQ-9 score (Cohen’s $f^2 = .008 -.01$). The results suggest bullying/harassment and work intensity are important mental health factors in the rail workforce, and could drive future research and industry initiatives to improve mental and physical health.
Training Health Insurance Practitioners in Motivational Counselling to Promote Return to Work of Sick-Listed Employees: Development and Evaluation of a Training Program.
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Background and purpose: Both motivational interviewing and interventions based on the self-determination theory have gained evidence in promoting different kinds of health behaviour change. However, their application in the field of work disability and return to work is rather scarce. Physicians and paramedics who work at health insurance funds have the responsibility to guide but also evaluate sick-listed employees. Due to this high controlling aspect, sick-listed employees could benefit from a need supportive counselling style that focuses on autonomous rather than controlled motivation for return to work.

By providing health insurance practitioners with a training in a newly developed counselling method called 'motivational counselling', we aim for a better guidance of sick-listed employees. Motivational counselling could encourage sick-listed employees to self-manage their reintegration process, actively take steps and improve their overall well-being. Health insurance practitioners are subjected to a high workload due to an increase in the number of sick-listed employees. The implementation of motivational counselling could also benefit them in a way that they might experience higher work engagement and less stress at work. Trainings in motivational interviewing are often effective in increasing trainees' counselling skills but seem less successful in promoting transfer to practice. Therefore, this study also seeks to contribute to the knowledge gap on how to facilitate implementation of a motivational counselling training program into complex organizations such as health insurance funds.

Methods: The motivational counselling training intervention will be developed by using the intervention mapping approach. This framework for conducting effective health promotion interventions provides a six-step protocol from development to implementation and evaluation. A mixed methods approach will be used for data collection and analysis. To analyse the effectiveness of our training program we will compare trainee data before and after training. Trainees will need to interact with a standardized patient in order to evaluate their counselling skills. Observers will use a coding instrument to rate the skills of the practitioners based on video-recordings. To perform a process evaluation, we will conduct focus groups with health insurance practitioners who participated in the training program. Insights will be gained on which contextual factors either thwart or facilitate the implementation of motivational counselling. To analyse which individual factors are associated with a larger increase in motivational counselling skills we will let trainees fill in questionnaires.

Effects of Incivility on Voice Behaviour
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Given today’s complex business culture, employee suggestions help organisations better perform in a quickly-changing market. Voice behaviour refers to a process whereby employees offer suggestions and weigh in on organisational decisions to develop a more effectively functioning workplace (Van Dyne & LePine, 1998).
However, organisations face challenges in obtaining employee input because aspects of the work environment discourage employees from speaking up (Dutton & Ashford, 1993). When employees perceive that management or co-workers are likely to support them in expressing voice, they may be likely to do so. However, the presence of unsupportive others likely stifles voice.

Applying social exchange theory (Blau, 1964), we anticipated that incivility inhibits voice because it creates an unfavorable exchange and discourages positive reciprocity. Additionally, we examined the indirect effect of incivility on voice through emotional engagement. Consistent with Conservation of Resources Theory (COR; Hobfoll, 1989), incivility may deplete emotional resources (Cortina et al., 2001), encouraging disengagement and conservation of remaining resources. In turn, employees manifesting low engagement may be unlikely to express voice because they do not derive meaning from their work and they are less willing to reciprocate (Salanova & Schaufeli, 2008). Thus, we argue that incivility reduces voice behaviour directly and indirectly through emotional engagement.

We also examined the role of emotional stability. Individuals low in emotional stability are more likely to perceive incivility as a stressor and a catalyst for negative reciprocity. Thus, they are less likely to express voice when incivility is high. Moreover, low-stability workers are more likely to report changes in their engagement as a function of incivility and they are more likely to express voice only when emotionally engaged. We predict that the indirect relationship between incivility and voice will be stronger for those low in emotional stability.

We asked 135 non-tenure-track faculty at a large university in the United States to complete an online survey. We measured incivility using a seven-item scale, voice using a three item scale, emotional engagement using a six-item scale, and emotional stability using a ten item scale. We employed Hayes’ (2013) PROCESS macro and its bootstrapping option to estimate the direct and indirect effects. Incivility was not directly related to voice. There was an indirect effect of incivility on voice via emotional engagement. Thus, emotional engagement fully mediated the relationship between incivility and voice. The negative incivility-engagement relationship was stronger among those high in emotional stability.

Our results indicated that incivility may lead to reduced emotional engagement, which in turn, may yield reduced voice behaviour. Results also revealed that incivility has a stronger negative effect on the engagement levels among those high in emotional stability. Surprisingly, emotional stability did not influence the effects of incivility on engagement or voice behaviour. Considering these results, organisations seeking to increase employee voice behaviour may determine whether incivility is a problem in the workplace and further implement training and policies that prevent and discourage this form of mistreatment.

P126
Mental Health and Help-Seeking Among Medical Students: Before vs During the Pandemic
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Background: Medical students mental health and their unwillingness to seek help has been a concern since before the Covid-19 pandemic. The pandemic had a significant impact on everyone’s lives. Universities made substantial adjustments which might have significantly impacted students’ wellbeing. The aim of this study was to investigate the prevalence of various mental health issues among medical students, their help-seeking behaviour, and perceived support before and during the pandemic.
Methods: First and penultimate year medical students from ten geographically spread medical schools in the United Kingdom were invited to complete a web-based survey. Data was collected from 449 students before the pandemic (February-March, 2020) and 385 students during the pandemic (November, 2020 – February, 2021). A survey measured a variety of mental health illnesses (e.g., depression, anxiety, eating disorders, alcohol use), students’ help-seeking behaviours, and perception of support. This study was funded by the British Medical Association.

Results & Conclusion: Results show the high prevalence of mental health problems among medical school students before and during the pandemic. For example, one in three students experienced depressive symptoms (before the pandemic: 30.1% vs. during the pandemic: 35.1%); almost half expressed anorexia symptoms (before the pandemic: 48.9% vs. during the pandemic: 44.9%). Statistical significant difference was found in emotional exhaustion, showing students being more burnt-out during the pandemic compared to before the pandemic (t(832) = -2.637, p = .009). Some other mental health symptoms decreased during the pandemic, e.g., alcohol related issues, t(830) = 5.083, p < .001. Students were less inclined to seek help during the pandemic, e.g., from tutors (22.9% vs. 12.5%), or university psychological help (15.1% vs. 5.7%), but those who sought support were equally satisfied with the help provided. The presentation will go into more depth exploring the results from this project and their meaning.

P127
Relationship Between Job Demands-Resources and Turnover Intention in Chronic Disease - The Example of Multiple Sclerosis
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Background: People with a chronic disease are often faced with disease-related work difficulties and psychosocial barriers leading to problems of work participation. This is highly problematic because work participation has an important function for social integration, citizenship, well-being, and health-related quality of life. The question arises as to how people with a chronic disease can remain engaged and productive and how it is possible to prevent illness-related turnover. The theories of Occupational Health Psychology (OHP), such as the Job Demands-Resources model (JD-R model), offer rich insights into the relationships between psychosocial working conditions and health-related outcomes (work engagement and burnout) of the employees. However, studies on the analysis of psychosocial working conditions in people with a chronic disease are lacking. Furthermore, although issues of work participation are common within different kinds of chronic diseases, the mechanisms leading to turnover also depend on the specific type of diagnosis.

Aim of the research: The aim of this research is to apply and adapt the JD-R model to people with Multiple Sclerosis (pwMS) as an example of chronic disease in order to investigate the relationship between job demands, job resources, and turnover intention.

Methods: Using cross-sectional data (N = 360) of pwMS from the Swiss MS Registry, multiple regression analysis and structural equation modeling were applied.

Results: The results confirm that the JD-R model can be related to turnover intention. Moreover, MS-related work difficulties mediated the relationship between job demands and burnout, between job resources and work engagement, and between job resources and burnout.
Methodology: A second wave of a survey aimed at practitioners that closely and frequently work with migrants will be disseminated in several European countries in early January 2022 as part of the EU-funded H2020 PERCEPTIONS project. The survey includes the Cultural Intelligence Scale (CQS) by Ang et al. (2007) measuring CQ, and the short version of Maslach Burnout Inventory (MBI, 1996) assessing burnout. Additional demographic questions such as language barriers and cultural diversity training are also taken into consideration.

Expected Results: In line with previous findings, we expect that FLPs with high CQ will face burnout to a lesser degree. Moreover, we expect this relationship to be potentially moderated by FLPs’ language competencies and cultural diversity training.

Implications: The findings suggest that there may be benefit in applying and adapting the JD-R model for people with a chronic disease. This group of people might benefit from the promotion of job resources and a reduction in job demands, leading to changes in work engagement, burnout, and thus to an increased likelihood to stay at work.

P128
Job Burnout and Intercultural Skills of Frontline Practitioners Working With Migrants
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Research goals and why the work is worth doing: Frontline Practitioners (FLPs) that provide services for migrants (e.g., legal, social support, etc.) face a demanding work context that comes with several challenges such as a high workload, moral dilemmas, and emotion regulation (Brotheridge & Grandey; 2002; Kim & Wang, 2018). In addition, cultural barriers present a significant challenge that complicates FLPs’ work and their interactions with migrants. Therefore, the proper management of cross-cultural situations affects not only the processes of integration of migrants but also the well-being of the professionals working with them (Fernández-Borrero et al., 2016) leading to emotional exhaustion and burnout (Doğru, 2019), decreased work engagement, and increased job insecurity (Lin et al., 2021; Syrek et al., 2021). The current study aims to shed the light on the importance of intercultural skills and their potential effect on the well-being of FLPs working with migrants.

Theoretical background: Literature shows that individuals who spend a large majority of their lives serving others, like nurses or social workers, may experience symptoms of burnout (Brotheridge & Grandey, 2002; Gordon, 2018). Employees working in a cross-cultural environment such as FLPs can experience high levels of burnout due to the required adjustment to intercultural interactions with migrants that come from different cultures (Doğru, 2019; Robinson, 2013). Therefore, FLPs need the knowledge, skills, and attitudes that enable them to develop appropriate and effective actions under the intercultural paradigm. This capability of understanding and interpreting cultural differences to function effectively in culturally diverse settings has been referred to as Cultural Intelligence (CQ; Earley and Ang, 2003), a multidimensional construct with four dimensions: cognitive, metacognitive, motivational, and behavioral).

According to the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), job resources reduce work challenges and contribute to the well-being of employees. This study investigates CQ as a job resource for FLPs working with migrants which could reduce their burnout levels. This relationship has been previously supported for expatriates with high cultural intelligence working in international settings (Doğru, 2019; Gordon, 2018). However, to our knowledge little evidence exists in the literature that investigates this relationship in FLPs that work directly with migrants.

Methodology: A second wave of a survey aimed at practitioners that closely and frequently work with migrants will be disseminated in several European countries in early January 2022 as part of the EU-funded H2020 PERCEPTIONS project. The survey includes the Cultural Intelligence Scale (CQS) by Ang et al. (2007) measuring CQ, and the short version of Maslach Burnout Inventory (MBI, 1996) assessing burnout. Additional demographic questions such as language barriers and cultural diversity training are also taken into consideration.
P129  
Career Coaching and Cognitive Behavioral Therapy (CBT) for Individuals in the Risk Zone of Sickness Absence: A Pre-Post Study of a Preventive Occupational Health Intervention  
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Research goals: This study’s aim was to evaluate a health intervention for employees who are in the risk zone of (long-term) sickness absence. More specifically, this pre-post study followed N = 91 individuals who took part in (a) occupational career coaching, (b) cognitive behavioural therapy or (c) a combination of both. All participants had contacted a health-centre when experiencing problems related to job-related stress, dissatisfaction or symptoms of ill-health. The interventions were tailored to individual needs and this study sought to answer the question whether the participants, taking part in interventions (a) - (c) improved in terms of health (self-rated health, burnout), work-related attitudes (job satisfaction, turnover intentions) and work-life balance. Furthermore, the study tested whether groups differed at pre- or post-measurement or changed differently over time. We also looked at developments of perceived work characteristics (job control, learning opportunities, job demands) and person-job fit.

Theoretical background: It has long been known that person-job misfit, or a mismatch between personal and job-related resources and job demands can increase job dissatisfaction and thoughts about quitting and going somewhere else. Moreover, an unsatisfying job situation can take a toll on individual health and well-being, and particularly if the job is experienced as stressful, the balance between work and non-work may be distorted. If no measures are taken, there is a risk for psychological and physiological ill-health resulting in (long-term) sickness absence. This study probes whether preventive interventions help to turn around such a development. More specifically, it was evaluated whether employees were helped by occupational career coaching or CBT, or both, so that their job-situation and their health improved.

Methodology: Participants of this study answered a questionnaire before they started in one of the three interventions (a)- (c) and after the interventions were finished. The interventions took between 6-12 months. With this pre-post design we could compare developments of the three groups over time and evaluate potential effects.

Results: The group that received a combination of career coaching and CBT reported significantly more health-related problems at start, perceived the highest levels of person-job mismatch, higher job demands and lower job control. Those who only took part in career coaching mainly reported low values in terms of job-person fit and had highest turnover intentions. The group participating in CBT mainly reported psychological ill-health, high job demands and low work life balance. All groups improved significantly but differently over time (difference pre-post measure).

Limitations: Individuals were self-selected, they all took contact with the health and coaching center that offered the interventions on their own account. Fewest individuals were in the group only receiving career coaching. Only self-reported questionnaire data was available.

Implications: Despite its limitations, this study shows that employees in the risk zone of (long-term) sickness absence can be helped by interventions tailored to their needs with regard to primarily their job stress and health, their person-job fit, or both. More research is needed to find out whether these positive effects can be generalized to larger and other groups.
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