



the Occupational Health Psychologist

Newsletter of the European Academy of Occupational Health Psychology

Supporting research, practice and education in occupational health psychology Vol 12 Issue 1, August 2015

EAOHP 2016 conference - call for papers

The European Academy of Occupational Health Psychology invites you to Athens, the historical capital of Europe and one of the world's oldest cities with its recorded history spanning 3,400 years, to attend its 12th biennial conference. The event will take place over three days, 11-13 April 2016, at the Royal Olympic Hotel, overlooking the Acropolis in Athens, Greece.

The preparations for the conference are well underway and progressing smoothly. A number of high quality submissions have already been received and more are welcome in all areas of research, practice, and education in occupational health psychology and related areas. The programme will include keynotes from Dr Joan Benach, Professor Christina Maslach, and Professor Karina Nielsen.

CALL FOR PAPERS Closing soon - Deadline 18 September 2015. For more details and instructions on how to submit an abstract, please visit: <http://www.eaohp.org/call-for-papers.html>

More information on the draft programme, venue and accommodation (*including special rates*), delegate registration and social events is available on the conference website: <http://www.eaohp.org/conference.html>



11-13 April 2016, Royal Olympic Hotel, Athens, Greece



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The views expressed herein are those of the authors and do not necessarily represent those of any other person or organisation. The *Occupational Health Psychologist* does not in any way endorse the views expressed.

Editorial

Welcome to the latest issue of the Occupational Health Psychologist! This issue has seen the addition of a new member to the Editorial Team. Kelly and I are delighted to have Kevin Teoh join us as an Assistant Editor. We would like to welcome Kevin to the Team, and look forward to working with him in the future.

We begin with details of the Academy's conference in Athens next year (11th to 13th April). Whether you are a practitioner, researcher, educator or a student in the field of OHP, or a related area, the conference promises to have plenty to interest everyone. If that's not enough, the conference will be held in a stunning location in historic Athens! So please do consider submitting an abstract (you still have time) and joining us in April next year.

In their article, 'Occupational Health Psychology in Greece: Luxury or necessity? 2016 Conference Co-Chairs, Despoina Xanthopoulou and Olga Epitropaki provide a fascinating insight into the origins of OHP in Greece, and discuss its role in the context of the current economic crisis.

For this issue, Gail Kinman has interviewed Eva Demerouti, from Eindhoven University of Technology, Netherlands. In her interview, Eva talks about how she first became interested in OHP, her current work on job crafting and work-self balance, and ideas for future research.

We are pleased to announce details of the 'Eusebio Rial Gonzalez Innovation and Practice Award in Occupational Health Psychology' in honour of the contribution to OHP of Eusebio (Seb) Rial Gonzalez. The award, which is in collaboration with EU-OSHA, will be formally launched at the EAOHP conference in Athens next year. The deadline for applications is the end of January, 2016.

Research in Brief reports on a recently completed policy-oriented project on mental health in the workplace conducted by a consortium comprising researchers from the UK, Netherlands, Belgium and Ireland for the European Commission.

We are grateful to Birgit Greiner and Peter Kelly, for their updates on the Academy Research Forum and Practice Forum, respectively. The Research Forum update will be of particular interest to research students and early career researchers.

As always, we are happy to receive your contributions in the form of short research papers, reflections on practice, reports of OHP developments in your country, or anything that you think would be of interest to the OHP community. In the meantime, we hope you enjoy this issue.

Sue Cowan, Editor

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Occupational Health Psychology in Greece: Luxury or Necessity?

By Despoina Xanthopoulou¹ and Olga Epitropaki²

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Preventing work-related, psychosocial risk factors and protecting employees from the associated, unfavourable consequences is a priority for the vast majority of countries worldwide. This is the reason why Occupational Health Psychology (OHP) has emerged as an important area for both research and practice over the past decades. The global financial crisis of 2008-2009 and its aftermath have resulted in the implementation of adverse organizational changes. These have created demanding working conditions, which have posed additional threats to employee health and wellbeing (Sinclair, Sears, Probst, & Zajack, 2010). As depicted in the recent report regarding the impact of the crisis on the working conditions in Europe (European Foundation for the Improvement of Living and Working Conditions, 2013), crisis means less jobs, less choices and lower salaries, higher stress and insecurity, and higher job intensity without a respective increase in job autonomy or control. Interestingly, although health indicators such as absenteeism have been reduced in most European countries, it is not clear whether this drop is indicative of healthier workplaces or whether it is attributed to the fact that employees are just scared to be absent in light of the probability of losing their jobs. This deterioration in working conditions and the increase of psychosocial risk factors has been most evident in southern European countries that have been particularly affected by the financial crisis (i.e. Spain, Portugal, Italy, Greece, and Cyprus).

The Greek debt crisis (or Greek Depression) has been a cataclysmic unprecedented event that offers a unique setting for OHP. Very few European countries have ever experienced unemployment rates of 27.9% or youth unemployment of 60.8% (Eurofound, 2013). Greek organizations have employed severe measures to reduce costs. Approximately 47% of private sector companies report that they had to lay off people (from 5% up to 40% of their workforce), 45% cut salaries (range of cuts from 6% to 40%), 50% reduced bonuses, and 37% cut their training budgets (ALBA RCI Reports, 2010-2014; ICAP/EASE, 2013). In such conditions, employees are likely to find themselves trapped in an extremely unfavourable

situation. On the one hand, they have to perform in highly demanding and risky work environments. On the other hand, they are unlikely to leave their jobs, because alternative options in the job market are scarce. In such contexts, the contribution of OHP is more prominent than ever. Thus, the decision of the Executive Committee of the European Academy of Occupational Health Psychology (EAOHP) to organize the 12th EAOHP Conference in Athens, Greece, is extremely timely. Hosting the 12th EAOHP conference in Athens signals the important role that both researchers and practitioners from the field of OHP play not only in creating psychosocial risk-free work environments, but also in building resourceful work environments that may help employees become more resilient. On this occasion, in what follows, we briefly present the history of OHP in Greece. Next, we consider the research tradition of Greek OHP and some recent research trends, and we discuss the role of OHP in practice in Greece. We conclude with some points that should be taken into account by policy makers in order to create and sustain a healthy and flourishing workforce particularly in times of uncertainty.

History of Occupational Health Psychology in Greece

As in other countries (i.e., the U.S. or the U.K.), Work, Organizational and Occupational Health Psychology has its roots in the Greek Military (Nikolaou, Vakola, & Kantas, 2009). According to Kazolea-Tavoulari (2002), as early as the 1910s, psychological testing was



applied to the selection of air pilots in the Greek Airforce. In addition, the application of psychological principles in the Greek armed forces increased after World War II, with the establishment of specialized research and educational centres focusing on selection, assessment, leadership, motivation and psychological health issues.

Prof. Aristotelis Kantas is considered to be the founding father of OHP in Greece, since he was the first to introduce the concepts of employee health and wellbeing in Greek academia and research in the 80s (Nikolaou et al., 2009). Prof. Kantas has occupied the first ever faculty position in Organizational Psychology at the Department of Psychology, University of Crete, while his textbook -first published in 1995- is considered a classic. Also, he was the first academic representing Greece at International bodies such as the European Association of Work & Organizational Psychology (EAWOP) or the European Network of Organizational Psychologists. His work has been so influential that some of the most prominent Greek Work, Organizational and Occupational Health Psychologists have been his students. Ever since, OHP has shown a slow but steady development, which has been assisted by the fact that a significant number of academics and practitioners specializing in OHP have acquired positions in academia or industry. Currently, undergraduate students in all four psychology departments in Greek Universities get acquainted with the main principles of stress and health at work, while OHP topics are included in the curriculum of the Masters programmes in HRM offered by the Athens University of Economics and Business and ALBA Graduate Business School. In addition, there are more and more OHPs employed in private and public organizations, as well as in consulting firms.

Occupational Health Psychology Research in Greece

The birth of OHP research in Greece is associated with the early work of Kantas (1993) on job burnout. Ever since, OHP research has been developed slowly but steadily. Special emphasis has been placed on measurement issues related to burnout and employee wellbeing (e.g., Demerouti, Bakker, Vardakou, Kantas, 2003; Kantas & Vassilaki, 1997; Xanthopoulou, Bakker, Demerouti, & Kantas, 2012). At the same time, a substantial number of studies has focused on the causes and consequences of employee wellbeing, particularly in health care (e.g., Anagnostopoulos et al., 2012; Papadatou, Anagnostopoulos, & Monos, 1994) and education (e.g., Antoniou, Polychroni, & Vlachakis, 2006; Kantas, 2001). Over the years, research attention has shifted from ill-health to organizational factors that improve employee health and safety (e.g.,

Montgomery, Todorova, Baban, & Panagopoulou, 2013). To this end, special emphasis has been placed on the role of leaders in explaining subordinates' wellbeing and motivation (e.g., Epitropaki, 2013; Kafetsios, Nezelek, & Vassilakou, 2012; Simosi & Xenikou, 2010; Xenikou, 2015). Of course, it is of no surprise that there is a growing body of published work on the effects of the current socio-economic crisis on employee health and wellbeing (Antoniou & Cooper, 2013; Epitropaki & Tsihla, 2013; Markovits, Boer, & Van Dick, 2014; Makri & Ntalianis, 2015).

The research activity of Greek scholars is also evident in their significant presence at national and international conferences, as well as in the growing number of publications in the field of OHP that are published in the two Greek scientific psychology journals: PSYCHOLOGY-The Journal of the Hellenic Psychological Society and The Hellenic Journal of Psychology. In addition, these same scholars contribute to the development of OHP research in Greece by supervising a substantial number of undergraduate and postgraduate student theses on related topics.

Occupational Health in Practice

One of the main advantages of the aforementioned research development in OHP in Greece is that it identified the important role that psychosocial risk factors play in employee ill-health, as well as the role that enriched and supportive work environments may play for creating healthy and flourishing workforces. However, and despite the fact that there is a growing number of OHPs employed in Greek organizations, and a growing number of organizations who seek consultancy from OHPs, the implementation of OHP principles in practice is far from ideal. The necessity to promote safe workplaces has been officially recognized by the Greek state with a law that was passed in 1985. Accordingly, all Greece-based organizations that employ more than 50 employees are obliged to collaborate with a medical doctor specialized in occupational health. The main tasks of these physicians are in line with the protocols and procedures that are proposed by the European Agency for Safety and Health at Work.

Although this requirement is strictly followed by big organizations in Greece, which are mainly multinational, and have an established safety culture, most Greek firms are small to medium sized and thus, do not align with this requirement. Doulougeri, Georganta, and Montgomery (2015) have recently presented the results from a study among 122 representatives of small and medium firms. Accordingly, 91% of the participants reported that they had never had an official update regarding the

outcomes of psychosocial risks at work, while 80% stated that they did not discuss such issues at work. Particularly worrying is the finding that most participants reported that they have to deal with far more serious problems related to the vitality of their organization, while they think that the issue of safety at work is a luxury.

It is, however, noteworthy that during the crisis, there have been organizations (mainly multinationals) that have applied OHP practices (Epitropaki, 2014). Such examples include several wellness and stress relief programmes (e.g., in Nestle, Novartis, Papastratos, and Pepsico) as well as fun at work and positive energy initiatives that aimed at promoting positive emotions in the workplace (e.g., Montelez). Furthermore, in 2014, the Hellenic Federation of Enterprises together with the Greek People Management Association and the Hellenic Institute of Human Resources Management has launched a joint initiative to promote healthy workplaces in Greece. The purpose of this initiative is to document best practices in Greek organizations and further propose a set of policies for the integration of OHP principles in

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- existing HR practices.
- All these suggest that the scope for OHPs in organizations in Greece is vast. OHP should be actively promoted, in order to fulfil two main aims. First, to designate the importance of protecting employees from psychosocial risk factors, particularly in uncertain times, when this is needed the most, and second, to assist organizations to design jobs that prevent ill-health and promote flourishing.

General Conclusion

The purpose of this paper was to provide a brief profile of OHP in Greece, the country that will be hosting the forthcoming EAOHP conference. Our report suggests that although research in OHP in Greece is alive and kicking, there are many things still to be done in terms of translating scientific knowledge into practice. OHPs in Greece should take the lead in persuading policy makers, as well as employers and employees, that safe and healthy work environments are not a luxury but a necessity, particularly in times of crisis.

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Obituary

Dr Eusebio Rial-González

EAOHP has recently lost one of its founding members and most beloved colleagues. Dr Eusebio Rial-González (Seb) died peacefully in his sleep on 18 December 2014 in his home town of Vigo, Spain, after a lengthy struggle with cancer.

Seb studied for a PhD in Occupational Health Psychology at the University in Nottingham in the UK where he was also employed as research associate and lecturer. He was a key member of the team that established the European Academy of Occupational Health Psychology, and served as the EAOHP Finance Officer and member of the Conference Organising Committee until 2002. He subsequently moved to the European Agency for Safety & Health at Work in Bilbao, Spain. As Head of its Prevention and Research Unit, Seb was the architect of the Agency's 'Healthy Workplaces' campaign on work-related stress and psychosocial risks. Amongst his other EU-OSHA achievements, he can also count the design and launch of ESENER, the European Survey of Enterprises on New and Emerging Risks, the launch of the Online interactive Risk Assessment project, OiRA, and the setting up of the OSHwiki.



Seb will always be remembered as a beloved colleague and true innovator in occupational health psychology. To honour his life and work, EAOHP is launching an 'Innovation & Practice Award in OHP' in collaboration with EU-OSHA at its next conference in Athens in 2016. Our condolences go to Seb's family, friends and the OHP community around the world.

Professor Evangelia Demerouti

In this issue's interview, Gail Kinman, talks to Professor Evangelia Demerouti, Eindhoven University of Technology, Netherlands, about new ideas on job crafting and work-life balance.

GK: What first got you interested in occupational health psychology?

ED: It was very personal to me. I noticed that a family member became sick after a period of job insecurity and conflict at work. It made me realise that people's experiences of work can have a serious impact on their wellbeing and other areas of their life.

GK: The job demands resources (JD-R) model that you developed with Arnold Bakker, Wilmar Schaufeli and Friedhelm Nachreiner has become one of the most popular models of job stress. More recently you have starting researching job crafting, could you tell us a bit more about this?

ED: 'Job crafting' refers to the changes that employees make to their jobs to better accommodate their personal interests and strengths. The concept of crafting first came to my attention when I was working on a project on organizational change. I realised that crafting is an important part of adjusting to change. In other words, people have to make the job their own for change initiatives to succeed. Crafting works in several ways.

Firstly, employees can adjust the number of tasks they perform, or seek more challenges or new responsibilities when they feel ready to do so. Secondly, people can expand their resources, for instance by increasing the amount of interpersonal contact they have to provide more social support, or increase the amount of feedback they receive. Thirdly, employees can make their job less strenuous by eliminating tasks they find demanding or finding ways to work more efficiently.

Finally, crafting can involve cognitive reframing, where employees change the way in which job tasks are perceived: For example, by focusing on the meaningfulness of the job they do, and their enjoyment of the tasks they undertake. There is evidence that job crafting can have many advantages in terms of enhanced engagement, resilience, wellbeing and job satisfaction, as well as financial benefits for organizations.



Professor Evangelia Demerouti was appointed as full-time professor at Eindhoven University of Technology in September 2009. She is also the Head of the Human Performance Management group. She has published over 100 national and international papers and book chapters on these topics, and is associate editor of the Journal of Personnel Psychology and the European Journal of Work and Organizational Psychology. Her articles have been published in journals including Journal of Applied Psychology, Journal of Occupational Health Psychology, and Journal of Vocational Behavior. Professor Demerouti was awarded a Lifetime Fellowship with the Academy at the 2014 Academy Conference in London.

GK: Do all jobs have the potential for crafting? What about jobs that are low in control?

ED: Employees with greater autonomy at work are likely to have more opportunities to craft, but there is scope even in low control jobs. People who train others to do tasks that they are themselves familiar with can encourage crafting at an individual level. It is crucial, however, to facilitate a culture of crafting at the level of the organization – essentially crafting could be seen as the quantification and operationalization of a learning organization. Action research techniques can be useful, as employees are in the best position to make suggestions for how their jobs (and those of others) could be crafted to enhance performance, satisfaction and wellbeing. Also, employees will be better able to determine how the hindrance demands they experience at work can be minimized and opportunities for challenge increased.

GK: Is job crafting always beneficial? One employee's crafting may impinge on another person's job; for example it may increase a colleague's workload or reduce their control.

ED: When one person reduces their demands, those of another employee are likely to increase, as what they don't do, others have to. In our interventions we make it clear that there have to be rules; job crafting does not mean that people can pick the tasks they like and pass those they don't want to do on to their colleagues. Little research has been done yet, but some studies in the USA are exploring the notion of job crafting as a collective endeavour. I have some anecdotal evidence that crafting can lead to sustainable change at the team, as well as the individual level. Together with my colleagues, I introduced a crafting intervention with several different occupational groups, including police, medical specialists, nurses and academic employees. Feedback indicates that the intervention has led to improvements in outcomes not only for individual employees, but also in the quality of interpersonal relationships in general. These gains have been sustained over the longer-term.

GK: Is job crafting beneficial for work-life balance?

ED: Very much so, but little research has focused directly on this issue yet. Crafting is likely to be helpful for work-life balance in several ways. Employees can adjust their work tasks and patterns to ensure they have sufficient time and energy to spend quality time with their family and friends, and maximize opportunities for recovery. They can also craft their work-life balance by engaging in activities and behaviours in both the work and home domains that reduce conflict and maximize facilitation. A better 'fit' between the job and the employee will also increase life satisfaction and happiness in general, which has clear benefits for personal life.

GK: What are your priorities for researching job crafting in the future?

ED: I want to understand the type of job crafting that is beneficial for employees in different working contexts. Although there can be advantages for organizations and staff, crafting doesn't seem to work in all situations for every worker. It would be exciting to learn more about these processes and develop theory to help us design more effective interventions at individual and organizational levels.

GK: We touched on work-life balance earlier in the interview. You are very well known for your research in this area. The approach you took in your recent edited book with Joe Grzywacz¹ was refreshing in that the authors were asked to propose innovative solutions to one or more unresolved problems in the field of work-family research. Could you tell us a bit more about this?

ED: We did not want to publish yet another edited book that presents reviews of the literature that offer vague conclusions. We approached key people in the work-family field and asked them to 'think outside the box' to develop new ideas and theories to tackle unresolved problems and open up new avenues for researchers.

GK: Many innovative and inspiring ideas emerged from the book. I am particularly interested in the concept of 'work-self balance' that you discussed in one of the chapters you wrote.

ED: Traditionally, research has examined the implications of the roles that employees are required to fulfil in the work and the home domains for wellbeing – this can lead to negative outcomes such as conflict, or positive ones such as enrichment or facilitation. The fact that people have interests that are independent of the work and family domains has generally been neglected by researchers. Even if people believe that they have an acceptable balance between their work and family life, they often forget their own needs. In order to be healthy and satisfied, we must ensure we have enough time and energy for personal interests, hobbies and friendships where we don't have to compromise our own needs for the common good. Our recent research has found a four-factor structure that comprises work-family conflict, work-family facilitation, work-self conflict and work-self facilitation. Work-self conflict is a strong predictor of psychological distress and happiness over time. Finding time for the self is not only a problem for women, who traditionally shoulder the burden of domestic duties as well as work demands. My research with police officers (who were predominantly male) showed that work-self conflict was their biggest source of stress. Interestingly, conflict between work and self is not just characterised by a lack of time and energy to engage in personal interests, it also manifests itself as limited opportunities for employees to be 'themselves', for example without having to compromise their personal values. This was a big issue for the police in particular.

GK: How do people make sure they get adequate time to meet their own needs?

ED: It isn't just about time or even opportunity - organizations should not intrude on their employees' personal lives. If people regularly go home after work feeling so depleted that they have no energy to dedicate to their personal needs, their wellbeing will inevitably suffer. The needs of the self are often considered far less important than satisfying those of work and family - it could almost be considered taboo to even bring up the subject, as people typically feel selfish. 'Me-time' is often what is left (if anything) when the demands of work and family life have been met. We need to encourage conversations between colleagues and supervisors to raise awareness that having the time and energy to take care of oneself is a human right; it is crucial that people don't feel guilty about spending time on the activities that replenish them. We also need to examine work-self facilitation and conflict at the family level within a spillover-crossover framework. We have found evidence for these effects among dual-career couples, where one partner's job resources influence their family resources via work-self facilitation which, in turn, enhances the energy levels of their partner.

GK: Your spillover-crossover model has great potential for increasing understanding of the work-home interface.

ED: The model integrates two existing frameworks to examine the 'transmission' of stressors and strains at the intra-individual level across the work and family domains (spillover) and at the inter-individual, dyadic level between partners (crossover). Work characteristics engender behaviours that people use in their personal lives that result in experiences of conflict or facilitation and, in turn, these influence other people. For instance, if an employee has an argument with a colleague, they may feel angry or anxious when they return home. This is likely to impact on how they interact with family members with implications for their wellbeing, for example the employee may become argumentative or withdraw from interpersonal contact entirely. This model has strong potential for investigating positive, as well as negative spillover-crossover effects between work and family and vice-versa. The family is a small system (usually made up of two, three or four people), so behaviours will typically have a stronger impact in the home than at work, where one's behaviour may not even be noticed as there are so many more people to dilute it.

GK: What are your priorities for testing the spillover-crossover model in the future?

ED: We need to adopt a systems approach rather than see people as existing in microcosms. It is crucial to expand knowledge of the behaviours that 'transmit' positive and negative effects from one employee to others who share their work and home environment. Very little is known about positive behaviours in particular. We also need to know more about the job characteristics or situations that trigger behaviours that have positive and negative outcomes, and the individual differences that moderate these effects. For example, communication between partners about issues of concern regarding work, mutual empathy and support-seeking may be beneficial or damaging depending on the context. While it may be reassuring, there is evidence that re-living traumatic events can be harmful and increase rather than alleviate negative affect. These are issues that should be explored in the context of the work-home interface. We also need to be more specific in our predictions and try to explain a great deal more of the variance in outcomes. Explaining 9% of the variance in, say psychological distress, is not sufficient to persuade organizations to invest in our interventions. We need to successfully predict hard outcomes such as turnover and profitability. If you are able to do that, people listen to you. This is a big challenge, but we have to face it to make our field stronger.

GK: Finally, you are very eclectic in your ideas and influences. Are there any new areas that you find particularly attractive for future research?

ED: I would like to focus more on situational specificity. I want to gain insight into the strategies that people actually use to be healthy, to perform well, to make or not make decisions, to function well at home, and to try to make time for the self. These strategies are likely to be very individualistic and accessing this information will be challenging. Nonetheless, like our work in the field of demands and resources, we may discover some general rules or broad categories (such as approach and avoidance) that could be used as a framework under which to organise more specific strategies.

¹Grzywacz, J. & Demerouti, E. (2013). *New Frontiers in Work and Family Research*. Psychology Press

EAOHP & EU-OSHA 'Eusebio Rial-González Innovation & Practice Award in Occupational Health Psychology'

EAOHP has recently lost one of its founding members, Dr Eusebio Rial-González. Seb will always be remembered as a beloved colleague and true innovator in occupational health psychology. He was a key member of the team that established the European Academy of Occupational Health Psychology and served as the EAOHP Finance Officer and member of its Conference Organising Committee until 2002. He subsequently moved to the European Agency for Safety & Health at Work in Bilbao, Spain. As Head of its Prevention and Research Unit, Seb was the architect of the Agency's 'Healthy Workplaces' campaign on work-related stress and psychosocial risks. Amongst his other EU-OSHA achievements are the design and launch of ESENER, the European Survey of Enterprises on New and Emerging Risks, the launch of the Online interactive Risk Assessment project, OiRA, and the setting up of the OSHwiki.

To honour his life and work, EAOHP is launching the 'Eusebio Rial-González Innovation & Practice Award in OHP', in collaboration with EU-OSHA, at its next conference in Athens, 11-13 April 2016.

Eligibility

This biennial Award is open to any OHP researcher or practitioner who feels their work has made a considerable contribution to the field of occupational health psychology. The candidate will either have contributed to the promotion of OHP through their innovative research or innovative practice. This could mean that their research has contributed to the development of innovative guidelines or the implementation of international, national or organizational OHP programmes that have made a difference in this area through their impact, or that they have played a key role in implementing such programmes. This impact will be documented, for example, by scientific publications, guidelines or products, and testified by colleagues and/or users. Special focus will be placed on innovations in OHP research and/or practice that promote a participatory approach such as social partner involvement and/or workers' participation.



Dr Eusebio Rial-González during one of his several seminal speeches as the Head of the Prevention and Research Unit of the European Agency for Safety & Health at Work, in Bilbao, Spain

Application

- Full CV.
- Covering letter outlining the innovation in OHP research and/or practice achieved and how it fulfils the award criteria.
- Supporting evidence of innovation in OHP research and/or practice (e.g. publications, guidelines, testimonials, products).
- Two references in support of the application evaluating the innovation in OHP research and/or practice.

Prize

Waived conference registration fee for the next EAOHP conference and presentation of EAOHP Award at the conference closing ceremony. The award recipient will also be publicized through the EAOHP and EU-OSHA websites and newsletters.



Decision Process

Two members of the EAOHP Executive Committee and two members of EU-OSHA will review each application. Decision criteria include:

1. Is the work largely the candidate's own?
2. Is the work of exceptional quality in terms of OHP research and/or practice?
3. Is the work pioneering in OHP research and/or practice?
4. Does the work promote a participatory approach such as social partner involvement and/or workers' participation?
5. What is the evidence of impact of the work and potential in the future?
6. Quality of supporting documents and references.

Applications are invited by email

(Stavroula.Leka@nottingham.ac.uk) or post (to Professor Stavroula Leka, EAOHP, c/o University of Nottingham, Level B, Yang Fujia Building, Jubilee Campus, Wollaton Road, Nottingham NG8 1BB, UK) **before the 1st of February 2016**. Committee members will arrive at a judgement and notify the successful candidate by the 22nd of February 2016.

Work & Stress—Online Access

All members of the Academy receive a personal subscription to the quarterly international journal 'Work & Stress'. Each member was sent an email voucher by Taylor and Francis. The voucher can be used to create a username and password which would provide online access to the journal. If there are any queries, kindly contact our membership officer: Dr. Cristina Di Tecco (c.ditecco@inail.it)

Announcement

The Academy and Social Media

The Academy is looking to better engage with our members and the wider public by improving our social media presence.

You can find us on the following social media platforms:

- Via our Twitter handle: [@ea_ohp](https://twitter.com/ea_ohp)
- Our Facebook Page: [EAOHP](https://www.facebook.com/EAOHP)
- Our LinkedIn Group: [European Academy of Occupational Health Psychology - EAOHP](https://www.linkedin.com/groups/1122222222222222222/)

Don't just follow us; Instead, engage with us by tweeting, starting discussions, asking questions, sharing articles and posting links.

If it's related to Occupational Health Psychology, then we're interested.

Oh, and if you are discussing the next year's Academy Conference in Athens, keep us in the loop and help us promote it further by using the hashtag **#EAOHP2016**



Contribute to the Newsletter!

This is your newsletter! We do our best to cover what interests you, but we need your input. We welcome contributions of all kinds – for instance, news of people in practice, education and/or research, including new professional appointments and contracts, conference announcements, reports of symposia, accounts of work in progress, and letters to the Editor.

We are keen to include content from any contributory discipline, in order that we can encourage discussion and debate around Occupational Health Psychology in its fullest possible sense. You don't have to be an EAOHP member to contribute, nor do you have to be based in Europe. We welcome contributions from all parts of the globe. We will publish any item that is of interest to Newsletter readers (who number some 1,000 individuals worldwide).

If English is not your first language, don't let this put you off – if you need it, you will be provided with help to prepare your item.

If you have a contribution for the Newsletter then just send it to a member of the Newsletter Team or, if you are undecided, get in touch with Sue Cowan, Kevin Teoh or Kelly Sivris to discuss your ideas. See the back page of this Newsletter for our contact details.

Book reviews:

Corporate Wellness Programs: Linking Employee and Organizational Health

Edited by Ronald Burke and Astrid Richardson (2104). Published by Edward Elgar. ISBN: 978 1 78347 169 0

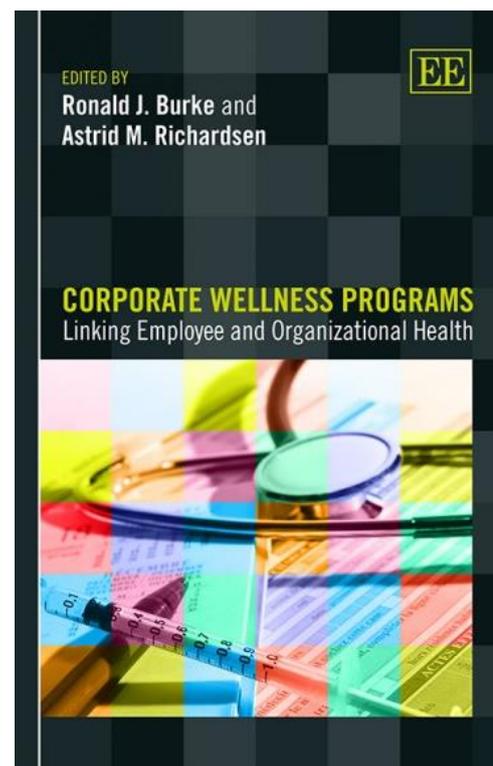
Corporate wellness programmes are 'long-term organizational activities designed to promote the adoption of organizational practices and personal behaviour conducive to improving employee physiological, mental and social well-being' (p. 8). This book provides an overview of the most important aspects related to the design, implementation, and evaluation of corporate wellness programmes. In addition, the book includes several chapters dedicated exclusively to the presentation and discussion of practical tools and problems, the description of current programmes being implemented, and recommendations and caveats for practitioners. However, since corporate wellness programmes are primarily an American phenomenon, illustrative cases, empirical studies and current programmes presented in the book are restricted almost exclusively to occupational settings in the United States. The professional background of contributors is mixed and comprises researchers working in academic institutions, as well as employees of wellness programme vendors.

Contents are organized into five parts focusing on the general context and scope of wellness programmes (Part I), approaches and programmes targeting the improvement of the psychosocial work environment and wellbeing (Part II), the development and sustainment of programmes (Part III), the evaluation of financial and health-related benefits obtained from wellness programmes (Part IV), and a discussion and summary of best practices and effectiveness (Part V).

Chapter two discusses the advantages of addressing the time, social and physical environmental conditions in organizations to promote individual health. The authors present an intervention protocol describing a sequential process for developing theory-based and evidence-based education programmes. Chapter three advocates for a better fit between work environments and optimal personnel selection from the perspective of the 'Psychologically Healthy Workplace' approach. The author discusses the critical importance of a healthy workforce to an organization's success, and reports on several wellness programmes in health care and public sector settings.

Based on positive organizational behaviour theory, Chapter four describes a multilevel intervention design informed by the construct of "psychological capital" which refers to an individual's positive psychological state of development. Chapter five presents the 'Psychosocial Safety Climate' construct defined as the organizational practices for the protection of worker psychological health, and discusses its importance in addressing psychosocial risks at work. Chapter six introduces Quebec's initiative 'Healthy Enterprise', a certification programme encouraging businesses to promote both physical and mental health of workers.

Chapter eight concentrates on the development and trajectory of one of the longest wellness programmes in the US at MD Anderson Cancer Center, Texas. Chapter nine discusses practical approaches to health improvement, key components of a corporate wellness programme and a case study. In Chapter 10, major behaviour change theories and practical strategies are explored relating to how corporations may capitalise on their influence to maximise employees' behavioural changes. Chapter 11 deals with important factors determining wellness programme participation and engagement. The author of this chapter presents two case studies and formulates some recommendations for practitioners. From the perspective of a commercial vendor, Chapter 12 explores the implementation of corporate wellness programmes and gives specific guidance



regarding the solution to common problems arising in this context.

Chapter 14 advocates for a comprehensive evaluation of wellness programmes beyond return-on-investment analyses. Instead, the authors suggest adopting a value-on-investment approach, including several organizational and employee-related indicators, such as worker productivity and employee satisfaction and morale, as well as recruitment and retention. Chapter 15 discusses important issues companies should consider before implementing wellness programmes. The author highlights the importance of defining realistic goals and expectations, boosting management and employee support, and broadening the scope of programme evaluation.

The book seems to be suitable for employers, practitioners and researchers interested in conducting

wellness programmes and interventions. The chapters are written in an easy-to-read style, and should be accessible to a wide audience. The book is not recommended for readers interested in advanced quantitative and qualitative methods, comprehensive theoretical approaches, and advanced statistical analyses of wellness programmes effects. Even though two chapters do not seem to fit adequately in the content structure, the book is a very practical introduction to the development, implementation and evaluation of corporate wellness programmes, and offers a good overview of the corresponding literature.

Review by Diego Montano, PhD, Research Associate, Federal Institute for Occupational Safety and Health, Dortmund, Germany

Call for Book Reviewers

EAOHP is looking to expand our team of book reviewers. There are a number of benefits to becoming a book reviewer, including:

- access to the latest books, allowing you to keep up to date with your areas of practice, education and/or research, or simply those that interest you most;
- getting your name known in relevant circles;
- expanding your CV;
- and you get to keep any book that you review!

Book reviews should be approximately 500 to 700 words in length. Books for review will be sent to you, so you will not incur any costs. If English is not your first language, don't let this put you off – if you need it, you will be provided with help to prepare your review. If you would like to join our team of book reviewers, please email the Newsletter's Book Reviews Editor, Gail Kinman (Gail.Kinman@beds.ac.uk) with details of your interests.

Research in Brief

A consortium among the University of Nottingham (UK), Prevent (Belgium), TNO (the Netherlands), the London School of Economics (UK) and Work Research Centre (Ireland) has recently completed a policy oriented project for the European Commission in the area of mental health in the workplace. First, a review of policies on mental health in the workplace at EU and national level was conducted on the basis of documentation, as well as findings of a mental health policy survey for national correspondents. Second, a comparative analysis was employed to identify key developments and challenges, based on the previously conducted review plus an analysis of 12 case studies of various

policy initiatives across EU countries. Third, interviews and a survey with key stakeholders across Europe were conducted to evaluate different policy scenario options. The project final report as well as guidance on implementing a comprehensive approach to managing mental health in the workplace can be found at: <http://ec.europa.eu/social/main.jsp?catId=716&langId=en>

In addition, the project developed an interpretative document of EU OSH legislation as it applies to mental health in the workplace in particular. For more information, please contact Professor Stavroula Leka (Stavroula.Leka@nottingham.ac.uk)

Research Forum

By Birgit Greiner, Chair

The Research Forum will initiate several activities to promote the work of PhD students and of early career researchers. The following activities are planned:

- A Doctoral student and early career researcher showcase at the upcoming EA-OHP conference in Athens 2016 (Please see announcement in this issue.). Doctoral students during completion of their research often do not have a full conference paper to present, but have study ideas, preliminary results or study protocols. The showcase is designed to act as a forum to present and discuss these ideas and outlines with peers and more experienced researchers.
- A research student and early career researcher forum at the conference. This will directly follow the showcase and will provide the opportunity for networking with others, and for raising issues relevant to the completion of the research. Issues for career planning and progression will also be addressed. We will also organize a 'toolbox' talk by an experienced research supervisor who will provide practical tips.
- Compilation of an annotated list of current or recently completed PhD theses in the area of Occupational Health Psychology and related areas to be published on the EAOHP website. PhD research is often not formally published before submission of the thesis, and it can take some time after graduation to get the study results published in peer-reviewed journals. The aim of the list is to increase the visibility of PhD research in OHP internationally. Such a list may also help researchers to identify peers who are working on similar topics. A survey will go out shortly to all members asking you to supply us with the topics PhD students and early career researchers are working on. EA-OHP members who act as PhD supervisors will be asked to encourage their students to submit this information.

Ideas and recommendations to all of the above points are welcome. I am specifically looking for ideas for the PhD student and young researcher forum at the conference. I would like to make this forum as

attractive and useful as possible to members. Which topics should be discussed? Suggestions for whom to invite for the planned toolbox talk are also greatly appreciated. Please mail your ideas and comments to b.greiner@ucc.ie.

Practice Forum

By Peter Kelly, Chair

Over the last 12 months I have been actively supporting EU-OSHA's Healthy Workplace Policy Campaign and have had meetings with American, Canadian and Australasian OHP practitioners concerning the direction of practitioner issues across the globe. We are in challenging and exciting times as practitioners of OHP. Our reach, as practitioners, is growing year-on-year as organizations look for ways to be innovative in tackling workers' health issues.

The Best Practice Awards for EU-OSHA's Healthy Workplace Policy Campaign: Reflections from the Practice Forum Chair

During the last 18 months, the European Union has been engaged in promoting best practice in psychosocial risk management. The primary aim of the Healthy Workplace Good Practice Awards is to recognize best practice in the management of work-related stress and psychosocial risk factors.

Each country within the EU was asked to nominate two companies displaying examples of good practice. These examples were then assessed by a 'jury' against criteria for best practice in psychosocial risk management. The jury comprised government, industry, trade unions and EU representatives to reflect EU social dialogue. It looked, in particular, for evidence of how companies were addressing emerging issues and challenges, and for advancements of good practice, and the lessons that could be learned from these. In particular, the jury sought to identify practice that might influence the future direction of psychosocial risk management in the workplace.

Ten companies received awards for best practice, and a further ten companies received commendations. Those companies receiving awards represented a cross-section of EU employers from large multinationals and SMEs. Examples of Innovative interventions used by organizations to manage psychosocial risk within their work environments were very evident.

Call for Papers

Call for Papers: *International Journal of Stress Management* Special Issue on Health and Wellbeing in Academic Employees

November 8, 2015: Abstract submissions deadline

May 27, 2016: Full submissions due

Over the past 20 years or so the university sector in many countries has experienced intense and wide-ranging change. Evidence is accumulating that the features of work that traditionally protected academics against work-related stress, such as tenure, autonomy and collegiality, are disappearing rapidly with negative implications for wellbeing. Some insight has been gained into the job characteristics and working conditions that predict strain in academic employees, and the factors that might moderate and mediate this relationship, but more knowledge is required. In particular, very few studies have utilized models of work-related stress, employed longitudinal designs or evaluated interventions in academic contexts. Insight gained from such research has greater potential to inform multi-level, context specific interventions to enhance the wellbeing of academic employees.

The special issue will present international research from different theoretical and methodological perspectives in order to advance knowledge and practice in the field of stress and wellbeing in academic employees. The Guest Editors of this special issue are Gail Kinman, Tony Winefield, Silvia Pignata, and Sheena Johnson. The estimated publication date is August 2017.

We invite researchers to submit manuscripts on the following topics:

- Stressors and strains experienced by academic employees
- Work-life balance and boundary management
- Individual differences

- Demographic issues, e.g. gender, age
- Interventions
- Cross-cultural research

Preference will be given to submissions that utilize key models and/or longitudinal designs. Empirical papers are preferred, but strong review papers that make a distinct contribution to knowledge will be considered.

Please send a **one-page abstract** of your proposed contribution to Gail Kinman at Gail.Kinman@beds.ac.uk by **November 8, 2015**.

After initial review of the proposals, the selected authors will be contacted by November 30, 2015 in order to arrange their final contributions. Initial drafts of full submissions are due by **May 27, 2016**.

Please be sure to specify in the cover letter that your submission is intended for the special issue on academic employees. All submissions for the special issue will go through the normal peer-review process, with no guarantee of acceptance. Final drafts should be 6,000 words or fewer, including tables, figures, and references. Please review the [Instructions to Authors](#) before submitting manuscripts. Manuscripts must be submitted electronically through the [IJSM Manuscript Submission Portal](#).

Please contact Gail Kinman (Gail.Kinman@beds.ac.uk) or Sheena Johnson (Sheena.Johnson@mbs.ac.uk) for additional information on this special issue.

*International Journal of
Stress Management*®



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EAOHP—About us

The European Academy of Occupational Health Psychology: the European representative body for the discipline. The Academy is a registered charity under English law (registered charity number 1115640) that exists to support research, education, and professional practice across Europe. This is achieved through a biennial conference, academic and practitioner-oriented publications, and the provision of small grants to individuals and groups.

Individuals with an interest in the application of scientific psychological principles and practices to occupational health issues are invited to join the Academy. Membership attracts a host of benefits including a free personal subscription to the Academy's affiliated journal, *Work & Stress*, as well as discounts on attendance at events.

Academy Publications

the Occupational Health Psychologist: Published two times per annum. ISSN 1743-16737 (Online). Back copies can be downloaded at www.eaohp.org

Work & Stress: A journal of work, health and organisations. Published by Taylor & Francis in association with the European Academy of Occupational Health Psychology. ISSN 0267-8373

Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Volume 3 (2014-2015).

A biennial series published by Wiley-Blackwell on behalf of the European Academy of Occupational Health Psychology and the Society for Occupational Health Psychology. Available from the Wiley-Blackwell websites and through large online retailers including Amazon.



the Occupational Health Psychologist

GUIDELINES FOR CONTRIBUTORS

We are keen to publish many different kinds of articles, and we hope this will encourage a broad range of submissions. We welcome articles from people involved in practice, education and/or research in OHP and across the full range of contributory disciplines, and with a variety of levels of experience. If English is not your first language, don't let this put you off – if you need it, you will be provided with help to prepare your item. We aim to publish three issues per year.

OHP research/practice

We welcome short reports (of no more than about 1000 words) of research findings, practice issues, case studies, brief literature reviews, and theoretical articles. This could be a valuable opportunity for you to disseminate information on your work both to academics and practitioners. When writing these reports please make them as accessible as possible to the broad readership of the Newsletter.

OHP briefings

We also welcome overviews of your OHP-related activities, or those of your research group, consultancy or organization. This type of article provides a useful insight into the sort of work that is being undertaken across the OHP world community. Additionally, this section enables the communication of policy developments that may have implications for OHP research, practice and education in your country. We ask that such articles are no longer than 1,200 words long.

Opportunities

We would be pleased to receive advertisements for job opportunities, internships or PhD studentships. If you have an opportunity that you would like to make our community aware of, please send a short description to the Editors.

Other articles

We welcome news, conference announcements, open letters regarding any OHP-related topics, responses to published articles and brief summaries (in English) of OHP issues that have been reported by your national news media.

We would be pleased to receive appropriate photographs to accompany your contributions.

**Please email your questions, announcements
or contributions to the Editors:**

Sue Cowan: s.cowan@hw.ac.uk

Kevin Teoh: k.teoh@bbk.ac.uk

Kelly Sivris: kelly.sivris@nottingham.ac.uk

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University of London**