



SYSTEMATIC LITERATURE REVIEW LEVERAGES FOR WORKABILITY

ONDERTITEL VAN DE PRESENTATIE

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CONTENT

Well-being at work

Background

Workability

Job Demands and Resources

Leverages

Review Approach/Methodology

Preliminary Results

Preliminary Conclusions

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Future Research

WELL-BEING AT WORK

Interdisciplinary project

Advanced Analytics for Data Driven Well-Being & Human Resource Management
Predicting well-being at work – a preventive approach to workability

Objective/Aim Review

A systematic review to determine what kind of resources at individual and organisational level could function as malleable leverage to enhance workability for employees at work in different kind of functions and sectors.

Research Question Review

How can workability at work be enhanced by using proximal individual and organizational resources as leverages?

- ▶ Can the identified leverages influence workability while still at work?
- ▶ How do the leverages influence workability?
- ▶ Are there any suggestions for possible primary and secondary interventions at work?

BACKGROUND

Rapid technological and societal developments

Changing work (context): unclear, complex, demands of modern communication are increasingly diverse and heightening (VUCA environment).

Some groups of employees are more vulnerable than others for severe stress -> what is defining for this group of employees?

➤ What kind of modifiable resources at the individual and organisational level could be facilitated for well-being at work?

WORKABILITY

“Work ability refers to a worker’s job-related functional capacity, or a worker’s ability to continue working in his or her current job, given the challenges or demands of the job and his or her resources” (McGonagle, Fisher, Barnes-Farrell, & Grosch, 2015).

(Toxic) stress

Workability & Sustainability

WORKABILITY & SUSTAINABILITY

Different views/scientific approaches upon well-being and flourishing

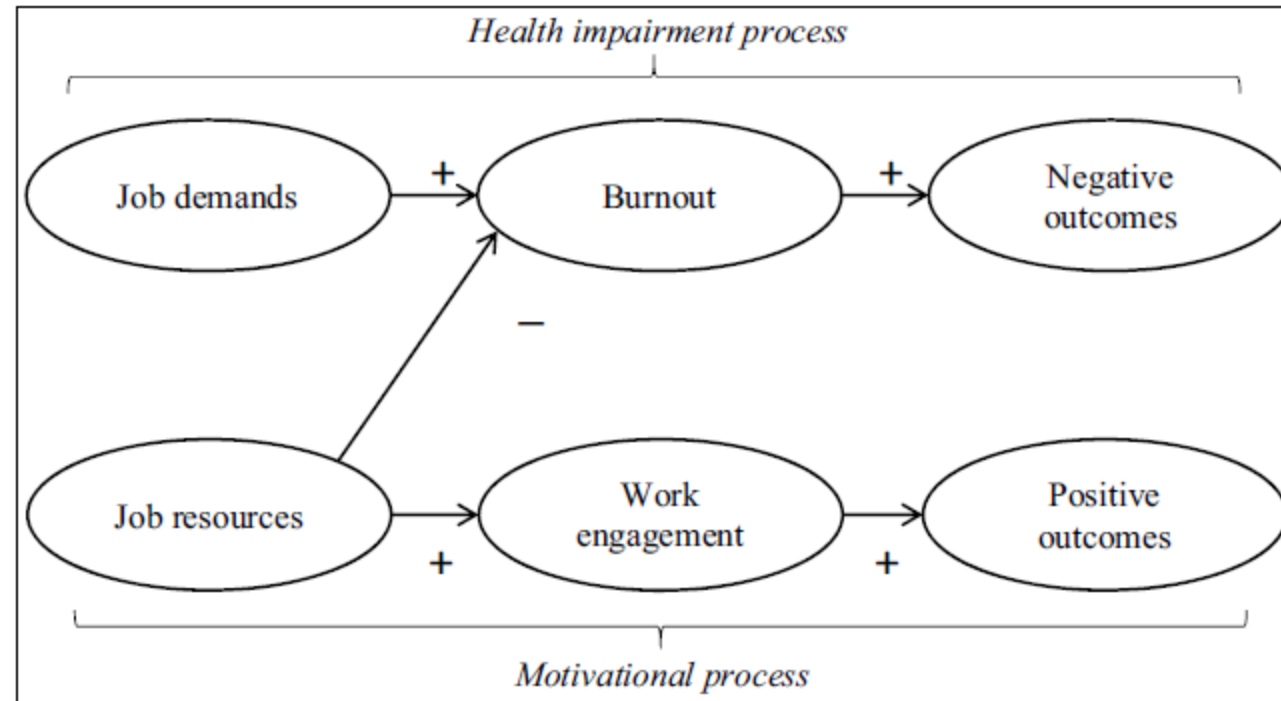
- ▶ Following 'Traditional psychology': the absence of illness
- ▶ Following 'Positive psychology': optimal functioning/flourishing
- ▶ A narrow conceptualization of well-being of employees: job satisfaction
- ▶ A broader conceptualization: beyond job satisfaction, incl. e.g. thriving, flow, work enjoyment, self-leadership

(TOXIC) STRESS

An encompassing view of job stress

- ▶ Job strain, burn out, anxiety, depression, exhaustion, health complaints
- ▶ “employees under stress may enter a loss spiral of job demands and exhaustion” (Bakker & Demerouti, 2017, p. 277)
- ▶ Negative (hindrance) and positive (challenge) stressors (Bakker & Demerouti, 2017)

JDR MODEL



(Schaufeli, 2017)

JOB DEMANDS AND RESOURCES

“The job demands-resources model of burnout.” (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001)

- ▶ An internationally studied model in various organisations

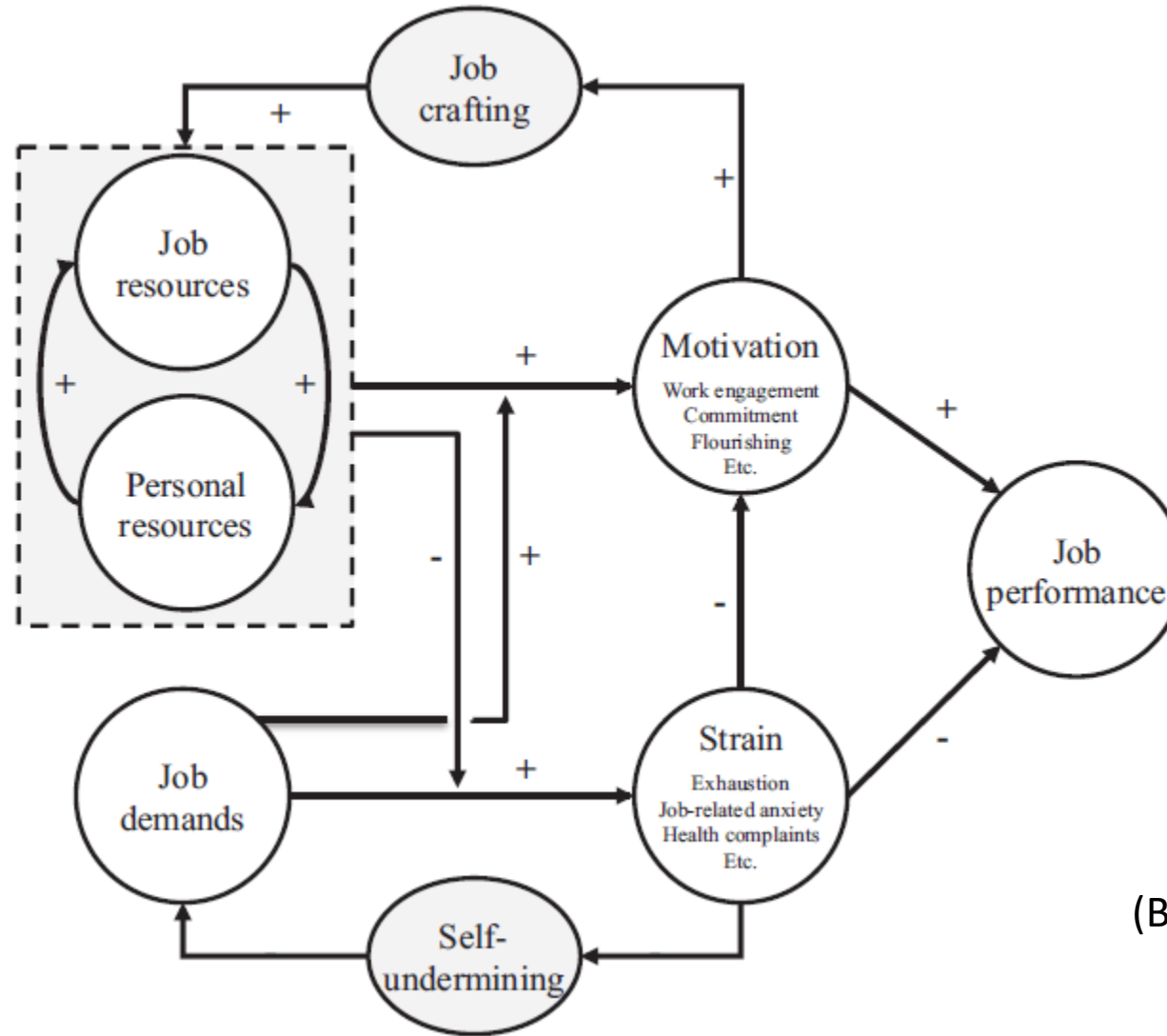
“Job resources buffer the impact of job demands on burnout” (Bakker, Demerouti, & Euwema, 2005)

- ▶ A study showing how certain job resources can moderate the effect of job demands upon burnout

From a comprehensive framework for explaining burnout to employee well-being.

Working towards a predictive model with proactive resources for workability

- ▶ Further application towards understanding (perceptions of) work ability (McGonagle et al., 2015)
- ▶ Further exploration of the role of personal resources and proactive strategies (Bakker & Demerouti, 2017)



(Bakker & Demerouti, 2017)

LEVERAGES

Workability

Prevention at work

IDENTIFIED PROXIMAL LEVERAGES

Criteria

- ▶ Individual and organisational resources
- ▶ State-like
- ▶ Within an organisational context

Leverages

- ▶ *PsyCap*: Hope, self-efficacy/self-control and optimism
- ▶ Self-leadership: self-leadership, proactive coping, active coping
- ▶ Growth Mindset
- ▶ Job crafting: job crafting, job redesign

RESEARCH APPROACH/METHODOLOGY – SEARCH/ARTICLES (1)

Multiple databases for an interdisciplinary search

- ▶ Cochrane Library (o.a. PubMed, Embase), PubMed and ProQuest (multiple databases incl. PsycArticles)
- ▶ Other: Google Scholar

Search criteria

- ▶ Search words: no variations (Cochrane)
- ▶ Language: English (all)
- ▶ Journals: peer reviewed academic journals (ProQuest)
- ▶ Publication Period: After 1 January 2010 – 1 February 2019 for an up-to-date review (all)
- ▶ Search fields: In article's abstract (ProQuest) and title/abstract (PubMed)
- ▶ Source type: Scholarly Journals (ProQuest) and Reviews & Trials (Cochrane)
- ▶ Document type: Article (ProQuest)
- ▶ Article type: Clinical Trial & Review (PubMed)
- ▶ Species: humans (PubMed)
- ▶ Subjects: Systematic reviews (PubMed) – AIDS & Cancer excluded
- ▶ Sorted by relevance (ProQuest, Google Scholar) and sort by best match (PubMed)

RESEARCH APPROACH/METHODOLOGY – SEARCH/ARTICLES (2)

Duplicate articles were removed and title & abstract were screened and included upon the following criteria:

- ▶ It regarded either work-enjoyment/well-being and/or stress at the workplace, without nutrition
- ▶ It regarded resources at individual and or organizational level that play a role in well-being or stress
- ▶ Interventions mentioned are directly related to workability/work enjoyment/WB/stress/burden – interventions related to consequences hereof or considering drug experiments are NOT included
- ▶ Articles written in German, French or Dutch would not be excluded

REVIEW APPROACH/METHODOLOGY – CONTENT/STUDY

Eligibility criteria

- ▶ Population: employees at work in different kind of functions and sectors
 - ▶ Work: work within the formal sector (having a legal labour contract/within the context of a formal organisation)
 - ▶ All kinds of functions, organizations and sectors
 - ▶ All kinds of employment (e.g. both fulltime and parttime workers)
 - ▶ No exclusion was made upon gender, mental or physical state, cultural background of study populations/participants
- ▶ Outcomes: resources that can function as proximal modifiable leverage for enhancing workability

Exclusion criteria

- ▶ Population: other than formal employees
 - ▶ People working at home without a contract (e.g. household work or working in the informal sector, due to different circumstances)
 - ▶ Different kinds of students

PROXIMAL LEVERAGES

Leverage	Cochrane	PubMed	ProQuest	Google Scholar
PsyCap (- resilience)	47 (9)	1352	2688	-
Self- leadership	6 (1)	0	114	-
Job Crafting	0 (0)	55	155	-
Growth Mindset	0 (0)	1 (0)	5 (1)	-

PSYCHOLOGICAL CAPITAL

Hope, self-efficacy, optimism

Hope: “a positive motivational state based on an interactively derived sense of successful (a) agency (goal directed energy) and (b) pathways (planning to meet goals)” (Snyder, Irving, & Anderson, 1991, p. 287).

Self-efficacy: “one’s conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context” (Stajkovic & Luthans, 1998, p. 66).

Optimism: “an attributional style that explains positive events in terms of personal, permanent, and pervasive causes and negative events in terms of external, temporary, and situation-specific ones” (Youssef & Luthans, 2007, p. 778).

Relationship employee well-being & hope, self-efficacy, and optimism

Possible primary and secondary interventions at work

PRELIMINARY RESULTS

Relationship workability and modifiable leverages

- ▶ Different outcome variables, different relationships?
- ▶ Direction of the relationships: one-way/reversed
- ▶ Other mechanisms

Possible primary and secondary interventions at work

- ▶ Group training program
- ▶ Web-based programmes

PRELIMINARY CONCLUSIONS

For employees working in a VUCA environment resources at individual and organisational level have been identified that could function as leverage to be able to intervene on workability. This review concerns the confirmation of the identification of those leverages, the nature of the relationship between workability and the different leverages, and possible leads for interventions at work.

The relationship between workability and the various modifiable leverages differs per leverage. It seems that there are differences between the direction of the relationship and in the way leverages have an impact on workability. Further, it seems that there are primary/secondary interventions that can develop leverages at work.

LIMITATIONS

Risk of bias

- ▶ Interdisciplinary research, but scientific experience largely in social/psychological sciences
 - ▶ Influences choice of search words, judgement of relevance, understanding articles
- ▶ Bias included studies: positive psychology regarding psychological capital as (proximal resources and) suitable leverages?

Laguage

- ▶ Key words: English
- ▶ Search results: English, German and French (results in other languages were not taken into account, e.g. Spanish, Italian, Chinese)

Few grey publications

Validation

FUTURE RESEARCH

A mixed method approach to workability

Focus Groups & In-depth Interviews

- ▶ To get a more varied and more in-depth insight and/or confirmation of the previous results
- ▶ Further defining Workability
- ▶ Further exploring/analyzing relevant proximal Leverages

Exploring possible and suitable interventions for improving workability

- ▶ Preventing toxic stress
- ▶ Enhancing well-being

Working towards a predictive screener of different (risk) groups



Questions/Comments?

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