

Understanding Healthy Workplaces: Cross-cultural Comparisons between Norway, Finland and the United States

Christina Maslach and Cristina Banks, Interdisciplinary Center for Healthy Workplaces University of California, Berkeley

Siv Tone Innstrand and Marit Christensen, The Center for Health Promotion Research Group, Norwegian University of Science and Technology (NTNU)

Ragnhild Wiik, Business School, Stavanger Campus, Norway

[Kirsi Heikkila-Tammi](#), Salla Ahola, Wellbeing at Work Research Group, Tampere University, Finland

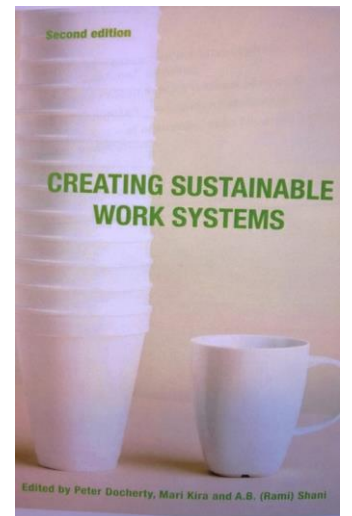
Responsible Business Research Seminar, 11.3.2020, Tampere University, Faculty of Management and Business

Background

- Researchers from the University of California, Berkeley (UCB) and Norwegian University of Technology and Science (NTNU) started the project 2018 (Peder Sather Grant) and invited us to join in with a Finnish sample

Background

- The nature of the work environment has a major impact on employee well-being, on job performance, and on other organizational outcomes such as healthcare – and turnover costs.
- European Agency for Safety and Health at work (EU-OSHA) had a campaign for Healthy Workplaces in 2018-2019
- The concepts Wellbeing at Work and Healthy Workplaces are included in social sustainability



Theoretical ideas

- The theoretical basis of the study is on need theories – not used widely in this context
- A set of basic needs have been identified from the literature including autonomy, social belonging, competence, meaningful work, personal growth, fairness, achievement and safety. (e.g. Maslach & Banks 2017; Deci & Ryan 2000)

The aim of the study

- was to develop a model (Healthy Work Assessment - HWA) of which work environment factors produce healthy workplaces where employees can flourish and perform their best
- was to develop a snapshot of an organization's psychosocial environment
- and the practical aim of the project is to provide guidance on organizational changes that, based on scientific evidence, will significantly improve employee health, well-being and productivity

Methods

Phase 1

A survey was developed based on previously validated items measuring the presence/absence of organizational elements related to need satisfaction

Phase 2

Survey was tested in US. and Norway. The most differentiating items were retained to the survey: 40 positively-related and 40 negatively-related -> related to healthy workplace index -> creating the Healthy Work Assessment (HWA).

Phase 3

After the pilot study, it has been tested within several work settings; health care, academia, real estate, insurance, teaching in US, Norway and Finland (n=1150).

.

Validated instruments

- Basic Psychological Needs Scale
- Self-Determination Theory (SDT)
- Work and Meaning Inventory
- Psychosocial Safety Climate Survey
- Areas of Worklife Scale
- KIWEST
- WHO

Survey categories

Job Characteristics (19 items)

- The expectations for job tasks are not always stated clearly
- My work is varied enough.
- I can make my own decisions on how to organize my work.

Interpersonal Relations (13 items)

- Employees do not trust some of their co-workers
- Communication with other teams and departments runs smoothly.
- Some coworkers make it difficult for others to do their job

Organizational Practices (18 items)

- Employees' suggestions for improvement are not taken seriously.
- My immediate superior contributes to the development of my skills.
- I get enough information about the results of my work.

Job Experience (20 items)

- There is not a high level of integrity across the organization.
- Most days I feel a sense of accomplishment from working.
- In my opinion, I receive a fair remuneration (salary, benefits) from my employer.

Survey categories

Outcomes – Index

- Job satisfaction (1 item)
- In-role performance (3 items)
- Engagement (3 items)
- Productivity (3 items)
- Distress (1 item)
- Meaning: (1 item)
- Inclusiveness
- The Psychosocial Safety Climate (2 items)
- Turnover (1 item)
- Work home balance (1 item)
- Health (2 items)

Preliminary findings

To be continued.....

Thank you!

		Country			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Norway	856	74,4	74,4	74,4
	Finland	94	8,2	8,2	82,6
	USA	200	17,4	17,4	100,0
	Total	1150	100,0	100,0	

		Group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Real estate	77	6,7	6,7	6,7
	Patent	26	2,3	2,3	9,0
	Insurance	516	44,9	44,9	53,8
	High school teachers	355	30,9	30,9	84,7
	Reg. nurses	18	1,6	1,6	86,3
	Academics	158	13,7	13,7	100,0
	Total	1150	100,0	100,0	

Demographics: What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	472	41,0	42,3	42,3
	Female	634	55,1	56,8	99,1
	Other	10	,9	,9	100,0
	Total	1116	97,0	100,0	
Missing	System	34	3,0		
Total		1150	100,0		

Demographics: What is your current age in years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-20	1	,1	,1	,1
	21-30	96	8,3	10,1	10,3
	31-40	207	18,0	21,9	32,1
	41-50	260	22,6	27,5	59,6
	51-60	270	23,5	28,5	88,2
	61-70	111	9,7	11,7	99,9
	71 or over	1	,1	,1	100,0
	Total	946	82,3	100,0	
Missing	System	204	17,7		
Total		1150	100,0		